# Audio file

[Simple Mills Katlin Smith.mp3](https://1drv.ms/u/s!AMhVeraEIITCz2M)

# [Transcript](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:00:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Hey everyone, just a quick announcement before we start the show. So a lot of you may know how much I miss seeing all of you at the live in person shows that we do around the country during normal times. So I am really excited to finally announce our first how I built this virtual event. It's happening next month.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:00:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[With Jay Shetty, Jay is a best selling author, former monk and Wellness coach. And if you're searching for purpose, peace and clarity in your life or you're struggling to find meaning and motivation at work.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:00:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You will not want to miss this conversation. Please join us. It's happening on Thursday, March 11, and anybody around the world can take part For more information and tickets, head to nprpresents.org and I hope to see you there.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:00:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The weekends where I wasn't going to production runs, I was doing demos in the stores.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:00:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And so my like rule of thumb was if it was a three hour demo, I needed to bake for three hours in order to make enough muffins for.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:01:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The demo how many muffins would that be for?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:01:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Three hours, I would guess somewhere around like 600.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:01:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[600 Oh my God. Wait, cause somebody come up and say, oh, let me just take one for my for my husband. He's over.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:01:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[In the dairy aisle or the best is the kids that are unsupervised. Just steal them off the table like you're not supposed to give them to a child who's unsupervised. And sometimes the child takes it.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:01:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And they were.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:01:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And runs.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:01:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[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!AMhVeraEIITCz2M)

[00:01:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I'm Guy Raz, and on the show today how Caitlin Smith took almond, coconut and cassava flower and built the largest paleo friendly baking brand. Simple mills.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:02:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[If you were going to tell the story of consumer technology over the last decade, you'd probably start with smartphones. I mean, think about the consumer categories that smartphones have enabled or supercharged. Things like one click, shopping or social media apps or mobile.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:02:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Games or ride sharing, or even podcasts. Now, if you think about the story of food over the past decade, that story can be told with two words, organic and natural. It's why Whole Foods Market exploded in growth and.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:02:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Why huge corporations have snapped up brands like Earthbound Farms and honest tea, organic and natural, is where consumers are willing to pay more and where the margins are higher. But there's another part to this story you might call it the natural and organic adjacent category.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:03:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[In that category might include diets like whole 30 or ketogenic or raw foods, or perhaps the biggest trends of the last decade. Paleo and gluten free.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:03:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Now, before anyone tears my head off and says gluten free is not a diet trend. That is true for people who have gluten allergies or sensitivities, but the reality is lots of people who go gluten free do it for other reasons, and the main reason is they say they feel better, which is sort of where the story of simple mills.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:03:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Begins.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:03:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Because back in 2012, when Caitlin Smith started a Muffin mix, brand it.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:03:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Wasn't easy to find grain free baking mixes and tailoring loved baked goods. It's just that she felt better when she avoided gluten, so she started to wonder. Could she build a baking brand that was?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:03:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Totally grain free and without refined sugars.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:04:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Was there room in the baking aisle for a paleo version of Betty Crocker or Duncan Hines? And the answer is yes, because today simple mills does about $100 million in revenue in addition to muffin and cake mixes, it makes crackers and cookies all with grain free.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:04:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Ingredients like almond and coconut and cassava flour. The products are in more than 28,000 stores in the US.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:04:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yes, but back in 2012, Caitlyn Smith was not someone you would necessarily have bet on.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:04:36](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[She was barely.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:04:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Out of college and the other thing she had almost no money herself and very little access to outside capital at the time, Caitlin was living in Atlanta working as a management consultant.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:04:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[For Deloitte.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:04:50](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Really.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:04:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It was her first job out of college and the life of a very junior management consultant is a life of hotel rooms and airports. You are always on the road, which means the food you end up eating is usually an afterthought.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. So I was eating a lot of pasta, a lot of bread.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[A lot of dairy. I remember having like burrata for lunch. There was a point, actually, on one of the client.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Projects where I.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Just literally had baked Brie for dinner. It was delicious. I will tell you it was.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[John.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[But too much of a good thing is also a bad thing too.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So you were basically living off bread and pasta and cheese while you were.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, yeah. And and I also loved, of course, like your processed foods, your cereals, your chips, what have.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Alright, so you're basically working at Deloitte and you're on the road?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Lot and and you're living at hotels and eating a lot of us like not so great kind of food and just tell me about how how you are feeling physically.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:05:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, it it really wasn't great. I mean, I was, I was exhausted. I didn't feel like I was 22 years old, and I just really looked at it and thought 22 year olds shouldn't feel this.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:06:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Way.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:06:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And I had another friend who just told me, you know, maybe you should take a look at your diet and see what happens if you change your diet.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:06:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[This was something that I'd never really been exposed to before. This idea that the food that we eat, like growing up, I was taught that food affects your waistline and it affects diabetes. But we didn't talk about so many other things.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:06:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That it could affect.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:06:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Correct. And back in 2012, which is when I really had this realization, Paleo was just like in it's in a very nascent form. There were just like these fringe bloggers out there. And so I just decided I was going to go Paleo for a couple weeks and just to see if that would change.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:06:49](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:06:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Meant no grains, no legumes, no dairy, no refined sugar. Just lean meat, vegetables and like nuts and dates, basically.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:07:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, basically. And eggs and eggs. Yeah. It was actually pretty difficult in those days to figure out what you could eat. Like, I actually have this memory of. I went out of town at one point, and I was trying to figure out what I could.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:07:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Eat in the grocery store and I I wandered up and down the aisles for, I think, probably 30.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:07:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And all I walked out of the store with was just an avocado. And then I sat down at a table and I ate an avocado with a spoon. But I mean, over time I figured out what I could eat and so I would develop these recipes like I came up with this crepes recipe where I would use coconut flour and eggs.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:07:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Or I would just try to get a lot more vegetables and and meat that I'd historically eat in and definitely more cooking for myself than I'd historically done.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:07:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So so when you went Paleo, kind of like as as an experiment, what happened?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:08:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. So to my shock and awe, everything changed. All of these kind of things that I'd struggled with for years. I no longer had to deal with like I at one point looked up, and my Zyrtec had expired, which had never happened before.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:08:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Is your take is it is. It is like Claritin, right?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:08:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It is, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:08:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And I felt like I had so much more energy, and if I would go back and I would put the sugar back in or.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:08:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Put the processed.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:08:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Food back in, I could tell the difference.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:08:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And I just, I couldn't believe that food could have that kind of impact.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:08:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So you're working at delight, and in the meantime, are you? I mean, what was your plan at delight? I mean did.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:08:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Was your when.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:08:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You when you got there, were you thinking? I'm going to do this for a couple of years and then start my own thing. Was that how you were thinking about it from the very beginning?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:08:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[No, not at all. I I think I was a little bit bored and then around the same time as when I decided to try cleaning up my diet. And so I started thinking about going and getting my masters in public health. I simultaneously started thinking about how I could help.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:09:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Change what people are eating from a business perspective.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:09:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So in your mind, you knew you had to change something, and what were some of the ideas you started to to come up with in your head?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:09:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. So I I remember coming home from the client one day and just sitting on my patio that afternoon and just brainstorming different ways that I could help change what people are eating because part of the problem is it's figuring out how to eat better. It's something that's not necessarily convenient and easy, and it's hard to make it taste good.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:09:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And so I just wanted to figure out how to make it.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:09:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Easier for people. How did you? I mean, how many ideas did you have before you landed on on what would become simple meals?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:09:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I probably had 10 different ideas on that list and simple mills partly came out of this idea.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:10:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Of almost like a meal kit company that would make it easier to eat real food. And so one of the meal kits could be like a sauce that goes on salmon. So then it's a lot easier to buy salmon and figure out how to cook it. Another one of the meal kits would be maybe like a focaccia bread. So that got me playing in the baking space.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:10:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And playing with with breads and muffins. And I realized that that was a space where it would.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:10:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Be I guess, a lower barrier to start, like when you're working with sauces, that's pretty hard to make them shelf stable and so it was a place where I felt like I could start. I I should also add that at the same time I was applying for.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:10:39](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:10:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Business School. But how did?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:10:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You end up landing on baking mixes that didn't use any grain based.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:10:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Flowers that only used almond flour.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:10:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And coconut flour and and things like.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:10:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That so I figured that people needed breads to go with their food, like people love bread, right? Yeah. It's still to this day, one of my favorite foods. And so part of the question was, how do you just make it out of things that people should be eating more of, so less of tons of carbohydrates.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:11:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[More of things to have nutrition like almonds or coconut flour which has a lot of fiber. And so I started playing with those flowers. Now this is 2012. Those flowers are just.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:11:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Beginning to hit the market. And so I was playing with these ingredients that were kind of new and different.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:11:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:11:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Were you going to like the supermarket and to the Bobs Red Mill section and just buying bags of of almond flour and coconut flour and stuff?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:11:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, I was just going to the grocery store and and buying bags of of those flowers. But some of these ingredients weren't even readily available. So you talk about, like coconut sugar. Like, I'm having to buy that off the Internet.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:11:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So because gluten free also had lots of sugar and but you were thinking.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:11:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Hey, maybe there's an alternative, but I wonder whether you were looking at this as an opportunity because Paleo in 2012 was just starting to kind of become more popular, like with CrossFit. Did you research this category and discover that there was an opportunity there?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:12:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You would think as a management consultant that I would have done more research than I did. Like in hindsight it was shocking to me what little market research I did. I think the one piece of market research that I did do was I.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:12:19](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:12:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Would have thought you would.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:12:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Watched the turns of of almond flour at my local Whole Foods store, so I watched that. It was almost always sold out and so I could tell people were buying it. But part of my theory was that I was building something for an audience that wasn't there yet. And so it didn't really matter to me that much what the data said.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:12:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And by the way, were you always like a Baker? Is that something that you were always into?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:12:59 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. No, I was not a Baker by any means. My sister, in fact, was was, ironically, the Baker of the family. Actually, it played to my advantage because I came in with just a complete naive view on how you bake something. And so I would just put these things together and see.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:13:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[If they worked.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:13:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Versus saying you can't make a baked good.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:13:19 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Out of almond.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:13:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So where were you? Where were you experimenting with your recipes in your?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:13:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, this is in my apartment in Atlanta.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:13:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And you were doing this on the on, like weekends and nights, where you were actually in Atlanta, not traveling for your consulting?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:13:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Job. Yeah. This is basically primarily weekends and Friday nights. I stopped traveling quite as much on the weekends during that time because I just wanted to be.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:13:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[At home working on this.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:13:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And how were you? Where?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:13:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Were you going to get inspiration on on how to even mix these flowers and try to turn them into what breads at initially?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:13:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, there were some bloggers out there who had started working on some recipes in this space where I would go out and try their recipes, and then I'd just kind of play around and modify and figure out different ways of or use different ingredients. I mean, there were at least a couple bloggers out there that I could draw inspiration from.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:14:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[MHM.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:14:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And what were you trying to?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:14:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Make anything in particular.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:14:19 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So I started.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:14:19 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Out by trying to make bread mixes, which then quickly morphed into making muffin mixes. So our first three muffin mixes that I worked on were chocolate muffin mix.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:14:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[A actually blueberry muffin mix and our banana muffin mix.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:14:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So you start out by making muffins, because I'm assuming muffins are probably a little bit easier to make.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:14:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[In a paleo form like making Paleo bread is really hard. Like it's super hard to make it good. So is that right? Like I'm assuming that muffins like grain free muffins you can actually.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:14:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Really, it's relatively easy to make them pretty.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:14:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Great. I tried to start in the easiest way possible and I thought that muffins were a good place for that cause it was easier to create delicious food in that space. I really thought about, like, simple meals is like this equation of making it convenient, but also it needs to taste really good.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:15:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So it couldn't just be this product that tasted good for fill in the blank. Good for Paleo, good for gluten free, and needed to be something that tasted good.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:15:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Full stop. What was the?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:15:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The like lag time between when you came up upon this idea to try and make a grain free baking company to when you actually like chose the name and got a website and filed an LLC was it was it like within days or did that happen later on?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:15:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[When I thought of this.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:15:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, I think I actually.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:15:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[First worked on the products the products came before the.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:15:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The name. At first I wanted to name it simple foods and I went out and searched for the domain name for that and it was $3000 and I.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:16:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Couldn't afford that.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:16:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So I was like, OK, what's better than simple foods and came up with simple meals and the domain name for that was $12.99. So I decided that was my winner.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:16:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, which which is such.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:16:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[A I mean so much better than simple foods.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:16:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. So you're experimenting and but how would you know when it was right? What was your like? What metric were you up against? It was just you and your kitchen. And like, how did you know when when you got it?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:16:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Right. I I never knew when I got it right. I it was a complete accident that I actually took the product.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:16:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[In the stores, I was more trying to investigate.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:16:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[What the timeline was and how you actually got into Whole Foods and I called up my local Whole Foods store and asked.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:16:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Them I said. OK, how do you?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:16:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Get into Whole Foods and he said, well, you come down here and talk to me. What product are you developing? And I told him I was developing an almond flour baking mix and.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[He said, well, just come down here and show it to me. Are you available on Wednesday?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Well, and wait, how long? I mean, this was what, a few months in?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[This was this was.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[At this point about a year.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[End about a year end. OK. And you didn't, presumably you didn't have like a.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Plan on how to package it or anything it was.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Just.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You just had something that you thought was probably good enough to sell, is that right? Did you have anything more than just like a recipe in your mind at?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That point.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I had actually developed the packaging. It was basically this label that you could print off with a printer.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And it was laser cut and you could then take it off and put it on a clear package. So I had sourced the packaging. And so all I needed to do was print it off my printer.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:42](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And these are going to be bags of muffin mix. And by the way, what what was required of the person who bought it? Just add water.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Muffin mix, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. So you'd have to add water, oil and eggs.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:17:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Got it. OK. So pretty standard with muffin mixes and like, how did you go pitch Whole Foods, I mean, you just showed up and and met with the manager and what happened?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:18:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. So I baked up some muffins for him. I brought him.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:18:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[A bag of mix. It was just 5 minutes from my house and went in there and and I remember being so nervous to show him the muffins and see what he thought of them and to my I don't know why I was surprised, but to my surprise he said this mix made these muffins.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:18:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I was like, yeah, it's like they're really good and we sell a lot of almond flour. Let's do this.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:18:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And that means what he was like. I want 5000 bags. Like what did?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:18:46 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[He say so.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:18:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[When he says let's do this, it means I have to fill out the paperwork to get into Whole Foods and then they placed their first.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:18:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[EO three month.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:18:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Later and that PO is something like 2 cases of muffin mix, which would be 12 units.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[12 bags of muffin mix exactly. So you will not at this point you're not quitting.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Your job at.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That point I had gotten into, I gotten into Business School.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Ah, OK.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So I was still.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[At Deloitte, but I was leaving in a couple months and.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And how are you making it? Cause I'm assuming in whole.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Foods it's probably not legal, right and probably violates health department codes to make your product in your kitchen usually have to do it in like a health inspected kitchen. So where were you? Where were you making?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The powder mix? Yeah. So I had gotten this commercial kitchen right outside of Atlanta. I rented space. It was by far the cheapest option.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I researched all these different commercial kitchens and this.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Was.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Really really cheap.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And I think across the first six months of manufacturing the product, I probably only spent $200.00 on the kitchen.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Wow. So because this is what you were, were you working like overnight?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It would typically be like a Friday afternoon. I'd drive out there and then work until like two or three in the morning making product and I would source the the ingredients from either online like I'd buy like 50 lbs of almond flour.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:19:58 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yep, Yep.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Sure. I would go to my local, no joke trade.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Goes and buy like 30 bags of almond flour, which was always perplexing to the cashier. And then yeah, I would. I would make product there. I couldn't afford a mixer which costs $2000.00. So I had divine this idea to put all of the powders into these food grade barrels. And then I would roll them.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Back and forth across the countertop to mix them together.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Ohh to mix the flowers. Yeah, and and you.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And you're so you're.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Really focused on the proportions like you got the proportions.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Down and you just had to mix it all together.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Exactly which is it sounds easier than it is mixing together a ton of powder.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Is not the.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Easiest thing, but I mean why is?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That so hard.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:20:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You kind of have this vision of it, of like, Oh yeah, it'll take me 30 seconds to measure it out, right?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, you just scoop it up and scoop it in.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[No, but then you put it in and then it's like off by, you know, 10 grams. And so then you take a little bit out and then all of a sudden it's off by 10 grams in the other direction.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Right, right, right. Because you have to be exact weight that you're.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Advertising. It would probably take me 5 minutes to make every single.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Mix.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Every single.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Bag. Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And what about like compliance and all that weird stuff that you have to do as a business like?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I'm assuming there's like rules for how you label things and how you put ingredients on like, did you go online just to find out how to do?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[All that stuff? Yeah. I mean, it's it's not the easiest thing to do. But yeah, I mean, the FDA rules are publicly available on the Internet. You can figure.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It out, and presumably you are funding this through your salary from Deloitte and any money you've saved up.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Basically, because you weren't spending money right, you were always eating on an expense account because you were doing work for clients and you were staying in hotels. And so you probably were just saving most of the.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You're earning.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:21:56 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, I was trying to save every dime. I actually moved into a smaller place in Atlanta around that time. It was like this basement apartment that had a lot of issues. 400 bucks a month, so that I could again put all the money toward the business.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:22:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Right. So so this is 2013 where you start to like now you're starting to sell your product. Did you start to sell through your own website at that point or not quite yet?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:22:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, I actually.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:22:21 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Started selling through the Simple Mills website and also Amazon before I got the product into whole.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:22:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Foods.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:22:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So I put on Amazon back before it was ready just to like, get some feedback on it and see how it would sell. I had these visions that like if I put the product on Amazon and all these people were searching for.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:22:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Almond flour that people would just find it.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:22:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And that was not at all the case. I mean, I put it on there and we'd sell.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:22:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Gosh, maybe like one or two a month. And those people usually knew me like I could see the address and see that person knows me.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:22:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:22:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And how does it work? I mean presumably there are search terms and words that you put in there when you put your product up on.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:23:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Amazon, right? Yeah. Amazon rings things based on what sells. And so without us selling history on Amazon, it's hard to get your product picked up like you're going to be on like the 12th page. And so no one was seeing the product.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:23:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So how are you going to create awareness for it?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:23:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It honestly wasn't crossing my mind back then. I don't think. I think it was more focused on the retail path, but a few months later, a influencer what's now called an influencer discovered the product and wrote about it on her Facebook page, which just kind of astounded me and the and.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:23:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[We sold out of the product and probably an hour.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:23:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Who was the influencer?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:23:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So Danielle Walker against the grain.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:23:46 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Oh yeah. Against the grain. Yeah, it's an incredible cookbook. She blogged about it. Or or wrote about it, about your products.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:23:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[She wrote about her muffins and said how great.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:23:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[They were, and so it was really that that helped us take off on on Amazon because at that point, Amazon had a sales history and said, wow, this product actually does sell. And so then they started putting us higher up in the in the search results. And pretty quickly, we became the best selling muffin mixes on Amazon.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:24:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The best selling muffin.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:24:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

['S full stop, more than like Duncan Hines and Betty Crocker. Whoever makes muffin mixes are the best selling, like gluten free muffin mixes.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:24:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Full stop.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:24:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:24:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It was probably something like 50 to 100 units a day and Martha White was number.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:24:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Two well, and so you were. You were still able to make them yourself at the commercial kitchen.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:24:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[At that time I had started transitioning to a contract manufacturer. They're classically difficult to find if you Google search contract manufacturer for, I don't know, crackers or baking mixes. The one that you end up working with is typically on like the 12th page of Google.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:24:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And it's it kind of. I remember it looking almost like a phone book list of contract manufacturers, and you should call every one of them and figure out what they do and figure out what their minimum run sizes are. And we're running pretty small run sizes and we were using nuts and we were gluten free, which made us very unattractive.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:25:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[To work with.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:25:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Did you? I mean I'm. I'm thinking at this point you've put in, I don't know, maybe ten, $20,000 or or or am I overestimating?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:25:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:25:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That's about right. Yeah. Yeah, I'd say, yeah, 10 or 20,000.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:25:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And this is all your own savings at.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:25:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[This point? Yeah, I mean, before it was all said and done, I put all my savings, which was.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:25:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[About $70,000 in it. I sold my car. Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:25:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So you I guess you you eventually you find this place in Vermont. That's like we can do this gluten free and you can have nuts in it.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:25:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I do so at that point, I plan our first production run. I ship all the ingredients there. I was still still working in consulting, so I flew there from the client site. I did a production run on a Friday.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:26:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Today and it needed to get all of the product back to Atlanta now because I was in consulting and flew a lot, I actually got upgraded on the way back, which on the flight, which I really loved because it meant that I got 3 checked bags and the check bags could be up to 70 or 75 lbs. And so I decided to get these U-Haul.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:26:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Boxes and put all of the product in there from the production room and check it into the flight. It was free shipping, right?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:26:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[How did you get those from the factory to the?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:26:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Airport.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:26:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Did you have to rent AU haul truck?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:26:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I I had a rental car, but I do recall packing those boxes as it's about to thunderstorm outside and so I'm throwing all of the cases into EU haul boxes in the parking lot of the residence then.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:26:54](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yes.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:26:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[As somebody has moved many times, I know those U-Haul wardrobe boxes pretty well. So you, you're throwing all their stuff.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[In there and then driving to the airport and then flying back.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[To Atlanta because.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I'm assuming when you got an order in from Amazon or your website, they were in your apartment. You were like shipping them out yourself.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. So for for Amazon, I actually had them store the inventory and they would fulfill both Amazon and our websites sales. But for Whole Foods, I'd actually drive to the stores and give them the product myself or I would ship it using USPS. If I couldn't drive.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[To the store.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[But most of the time I was driving to.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The store to save the money and how is it doing?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[In that Whole Foods in Atlanta.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So the weekends where I wasn't going to production runs, I was doing demos in the stores. There's like that old adage that it's easier to get the product on the shelf than it is to get the product off the shelf and it's getting the product off the shelf that's really important. And so I would do demos every weekend and each demo is supposed to be about 3 hours that I could.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:27:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Fit in one like they're like 2 hours and 45 minutes to allow for time for me to transit between store.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[But because this is a baked product, I actually had to bake all of these thousands of mini muffins ahead of time. People eat a lot of samples of those demonstrations, like more than trade shows. And so my like.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. Thank you. They do.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, they do. It's shameless. People are shameless.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Rule of thumb was if it was a three hour demo, I needed to bake for three hours in order to make enough muffins for.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The demo how many? How many muffins would?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That be for three hours.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I would guess somewhere around like Group 600.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:35](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[We have.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[600 Oh my God. Right? Cause somebody come up and say, oh, that let me just take one for my my son. Let me just take another one for my husband. He's over.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[In in the dairy aisle.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Or the best is the kids that are unsupervised.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And they would just eat them. They just.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Shove them in their mouth.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Steal them off the table.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You're not supposed to give them to a child who's unsupervised. And sometimes the child takes.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It and runs.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:28:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And when you were demoing it, was it clear, were you like, hey, come try these gluten free, grain free, refined sugar free muffins. Was that your pitch to people? It was just like, hey, come try some great.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:29:09](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[OK.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:29:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It was more focused on like the gluten free Grain Free Paleo friendly, which I later realized that that wasn't serving us as well because part of my mission with this is to change what people are eating right. And when you talk about all those things, it scares people off like people think it's not going to taste good.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:29:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Right. Because you're thinking, hey, I'm gonna market this towards people who are already interested in this, but actually really what you should have been doing was focusing on just getting people to try something that you thought.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:29:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It's delicious.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:29:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And honestly, almond flower is not scary to people. People like almond flour because it sounds like it's going to taste good too, right? And so focusing on the things that really differentiate the product without scaring people off.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:29:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[When you were doing these demos, presumably I don't know. You had friends in Atlanta and people you knew. Was there any part of you that was just like, because being doing demos, you're on stage, you're performing right, you're putting yourself out there in your product out there was any part of you ever nervous that somebody would come in and be like Kayla in what are you doing here? Or at that point, did pretty much everyone you knew?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:30:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Knew what?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:30:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[We're doing everyone I knew, knew what I was doing, but I mean, I think the part that did make me nervous about demos was, first of all, I'm an introvert. Like, I don't love talking to people that I don't know. And so it was overall, just something that I was not the most comfortable with. And I was always terrified that someone would.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:30:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Told me that they didn't like the product. I mean, that's just like, heartbreaking.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:30:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I bet.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:30:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Did it ever happen?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:30:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I did have. So you're making so many samples.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:30:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So sometimes I would burn some of the batches of muffins, but you're just so far behind on the number of batches that you need to make, and you're like, I don't want to lose 30 minutes. And so I brought some burned muffins to a demo, and I still recall this older woman coming up and trying it and.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:31:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[She tries it and she looks at me and just kind of smacks her lips. I.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:31:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Didn't care for that. Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:31:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Because she's thinking you're just like a Rep for a huge multinational conglomerate. She doesn't know that you're the person.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:31:19 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, and it was. It was heartbreaking. I mean, I just remember thinking in my.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:31:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Head I'm trying.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:31:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I'm trying so hard, but you know, I mean, in retrospect, she was right. I had a lot to learn in general about brand management, which like packaging, what have you but.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:31:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[One of the one of the things that I did need to learn too though is that every single interaction with the brand matters.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:31:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And every one of those impressions matter. I shouldn't be bringing burn muffins to a demo.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:31:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[When we come back in just a moment, Caitlin learns a few more hard lessons about running a business, including how not to manage your new employees, and why a muffin company should not give away bottled water.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:32:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[At a trade.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:32:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Show.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:32:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:32:34 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Support for this podcast and the following message come from the American Jewish World Service working together for more than 30 years to build a more just and equitable world. Learn more at a JW s.org.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:32:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Thanks also to Red Hat, let's say your business needs to migrate from one cloud to another unless your software supports the new provider, things can get complicated fast. Red Hat gives you the flexibility to choose whichever cloud you want their enterprise open source software supports AWS, Microsoft.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:33:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Azure, Google Cloud, IBM Cloud and more with Red Hat clouds that compete can still connect. That's why their code is open or visit redhat.com/NPR.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:33:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[For.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:33:25 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Decades before the civil rights movement of the 1950s and 60s, Marcus Garvey attracted millions of followers with a message of black self-sufficiency and black nationalism in Africa.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:33:36 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[For our Black History Month special series, the seismic influence and complicated legacy of Marcus Garvey.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:33:43 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Now to the through line podcast from NPR.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:33:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Hey, welcome back to how I built this from NPR. So it's early 2014, just a few months after Caitlin has launched Simple Mills and already her muffin mix is doing pretty well on Amazon. And it's even expanded into about 20 whole food stores in the South. But Caitlin doesn't want to stop there.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:34:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[She wants to get her muffins into other grocery chains, too.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:34:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So there's a lot of cold calling, so I'd call them up 1 by 1 and say, hey, you want to try this almond flour baking mix, I'll send you a sample.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:34:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And I had a couple entrepreneur friends by that point and we would share the names of the grocery buyers. So we had, like, these little spreadsheets that we pass around. But it was also partly you just called them up and asked and say, hey, who is the buyer and you'd write down their name. And so then the next time you call back, you asked for.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:34:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Susie.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:34:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Or whatever. So where were?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:34:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You where was the next place you got into?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:34:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So the next place was natural grocers by Vitamin cottage, which also you can sell into store by store like Whole Foods.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:34:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And that's a chain is a chain.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:35:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It is, yeah, it's a chain of probably 70 ish stores. So they we would sell into them store by store as well. And there aren't that many grocery stores that let you sell in store by store. Other chains like if you think about like Walmart or Target or Kroger, you're selling into large numbers of stores.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:35:04](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[M.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:35:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[At one time.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:35:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[In meantime, like why you're you're running around trying to get your your products in all these.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:35:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Years you've also, I guess, started Business School.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:35:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I did. Why did you feel like you? You had to go to Business School.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:35:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Things changed really quickly when I the day that I started at Booth, we were still unproven.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:35:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[This is the the Business School at the University of Chicago.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:35:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That's correct. Yeah. I didn't know if we were going to succeed back when I applied for Business School. I don't think we even had a name yet. Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:35:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I also have to assume you're not profitable yet, but I have to imagine at this point the savings that you have.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:35:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Or not enough to fund the company? I mean, did you go out? Did you try to raise money from people? Did you do like a friends and family around?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:36:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. It's so around this point. I had totally underestimated the impacts of working capital. I kept needing to make more products. We kept selling more than we made in the run before. A lot of times when you're working with grocery stores, it's like 30 or 60 days after you sell the product to them that you actually get paid.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:36:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:36:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Really like the second that I get paid from Whole Foods, I would immediately call up the contract manufacturer and say we got to make more product and I would immediately place an order for for more ingredients. But it was just like this constant nail biting cycle of we need more product and I don't have money in my.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:36:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Bank.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:36:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Account so I had.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:36:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Put in all that I possibly could and I had modeled out my little excel.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:36:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Model that we needed probably $200,000 as a business to fund the business period ever.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Once you get 200,000, the cash flow would just fund the rest.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Of the needs, that was the theory. It's pretty naive and so I worked out a deal with.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[A with a family friend to give us $200,000 and the day that we're supposed to close, he emails me and wants to renegotiate our deal.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And we met earlier that week and I kind of told him how well the business was doing. And so he was excited. He wants more equity.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Once more, equity.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So this is like this like a.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Shark Tank deal.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Oh yeah. I mean, if if we had done that deal, I wouldn't own the Business Today. Well, it was very fortunate that it.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Fell through. Why did it fall?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So he wanted to renegotiate. And so I came home to my parents and I told them what had happened.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And I was.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:37:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Really upset. I was in tears. I was really frustrated, but I was backed into a corner because I needed the money and my parents mortgaged the house to give me that.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:38:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Honey.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:38:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[They pulled $200,000 and they're not. They're not wealthy. They don't come from wealthy families. And this was so far from proven at the time. Like, I just think back on how risky that was for them to do that.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:38:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Well, was the $200,000 spent on what did you need it?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:38:24](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[What we.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:38:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Almost exclusively the product itself, I wasn't spending money on on marketing. I wasn't spending money on team. Most certainly no one was earning any money from this.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:38:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Business it was just on keeping the product in stock.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:38:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Was it still just you or and and just working with contract manufacturers or did you have anybody helping you at?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:38:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[This point.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:38:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[At this point I had the contract manufacturers I was working with and I had one woman, Jenna, in Atlanta, who was helping me with demos and running deliveries to the stores. And then another woman, Jesse, who was at Booth with me, who was helping me build the business at the time and.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:39:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It was pretty soon and after I started at Booth that we became the best selling muffin mixes on AMD.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:39:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Son and I around that time just kind of realized I was really on to something and it was taking off and I needed to focus on it really full time. And so I made the decision to take courses that let me work on the business while earning course credit so that that way I could stay in school.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:39:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[But you're but you know, presumably there are things you're learning at business.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:39:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[People that are useful and practical right that I mean, cause you you already had a business. So you you knew like which classes you wanted to take. That would help you run your business better.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:39:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, I was most focused on which classes we're going to. This sounds bad, but involved the least amount of work with me.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:40:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Spending the most amount of time working on my.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:40:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Money. So I took classes like cases and entrepreneurship or honestly accounting was great because I could sit there in class and because I was doing all of our quick books at the time, right? So I would raise my hand and say, like, whoopsie, theoretically you have a transaction like XYZ. How exactly would you recognize that transaction?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:40:09](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:40:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And so I got very real world experience there. In fact, one of the classes that I took while I was in Business School was called entrepreneurial selling.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:40:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:40:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So part of the assignment was actually doing even more cold calling than I already was. So on a weekly basis I would devote Wednesdays to cold calling. I had this quote that I hung above my desk that said the difference between success and failure is a few small disciplines practiced every day, and I had to read that.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:40:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Every Wednesday to remind myself that, like the discipline that I needed to practice was cold calling, which I.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:40:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Eden.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:40:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So while you were at Business School, were you able to to get into any?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Other.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Stores.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, I the next ones we got into were Earth fair and Wegmans.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And Wegmans, we got into because I figured out who the buyer was, and I just shipped him a package of our product I hadn't even written him an e-mail yet. The largest trade show of the year, which is Natural Products Expo W, was coming up in a few weeks. And so I wanted to ask him for a meeting at the show. And so I had preemptively sent him a sample.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Before I could e-mail him.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[He emailed me and said, hey, I want to meet.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You at the show.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Wow, that's amazing because he probably gets hundreds of packages a week.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. So almond flour was one of their best selling items. And so he saw a lot of.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Potential in the product.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[But I mean, going back to the small disciplines point, I mailed that package in the middle of a polar vortex. Like I walked down to the USPS, the middle of a polar vortex. And so there's like these little tiny decisions.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:41:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That you make on a daily basis where you're like, that's really inconvenient, but I'm going to do it anyways.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And Wegmans, I think it's like a mainly Mid-Atlantic supermarket chain, right?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, they have probably 90 stores.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, but super influential. A super influential chain and. And so I mean, at this time, I guess you're like you're about.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The to the Big Expo.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:21](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Like really trying to get in front of new customers and I guess new retail customers who might sell your.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Brand Yes, Expo W is it's a huge show. I mean, there are 70,000 people. I don't know how many exhibitors.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:30 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It's it's easy to get just like and hard to stand out and probably some of the big companies like Haines, Celestial or you know, like these huge natural foods companies have massive booths, whereas you probably had like a little card table.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Lost.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:47 Speaker 5](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Mass.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:42:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I did. We had like this little card table. And so yeah. I mean, I think for the most part, like, it was hard to stand out. But you do like the little things that you can.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And so we had come up with this idea that in.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Hindsight is terrible.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That we would give away water at our booth that everyone is thirsty at trade shows. So we put simple mills labels on the water and put gluten free on there.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Ohh God and everybody thought you were a water company.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Everyone thought we were a water company.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And ohh I love your water. Simple mills.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:21 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It's so good, and let's just talk about how heavy water is to transport into a trade show.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I'm listening to all this and I'm I'm wondering Caitlin.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[How were you doing all these things and going to Business School? Like, how are you juggling everything?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I think it came down to the clarity of what comes first. I watch a lot of other students who try to start companies while they're in Business School, not succeed. And I think part of it is they.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Try to do everything well.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:43:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And you just kind of have to choose at some point and say this is going to be my number one and it's perfectly fine to say my number one is I want to build social relationships with people during Business School or I want to become really good at finance. But for me it was. I want my business to succeed. And so anytime there was a conflict between.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:44:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[A course or a social function and the business the business 1.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:44:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:44:21 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I mean, I didn't even date. Yeah, like I did nothing.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:44:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[But I guess.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:44:26 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The one thing that did happen at Business School was a class you took was it was like a start up challenge like a a competition and.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:44:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And that, I guess, led to your first investment. What what the story, what happened?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:44:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, it's really neat. They teach you how to fundraise, and so you develop fundraising decks and at the end of it, there's, like, this big competition with.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:44:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Probably 200 investors that are based in Chicago. And so we did end up Co winning that year. So we won $35,000. But the biggest deal was that a chicago-based investor group got to know us through the new venture challenge. And so maybe a month or two later is when we closed.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:45:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Our first round of funding.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:45:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And this this happened after your first year Business School, right is, is that right?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:45:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. So I started in.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:45:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The fall of 2013, we won the new venture challenge, the spring of 2014 and I mean the investors want to know, are you really going to continue Business School? We want you running this business full time.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:45:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:45:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And they weren't wrong. I mean, I knew what was coming. I dropped out after the first year of Business School and went on to focus exclusively on the business.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:45:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:45:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I think you raised like $2,000,000 from those investors, yes. And what like what was your plan? What were you going to do with that?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:45:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Money. So after we raised our first round, we got like a 700 square foot office and hired 5 people. So Jesse, who'd been working with me on the new venture challenge took over.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Your finance role, I hired a extern, a Bain ex tern to oversee our operations.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[What's a what's an extern for people? That.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Don't know it's someone who works for a consulting firm but gets sponsored by the consulting firm to leave for six.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Months got.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It and so.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:19 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It's a really affordable way to get great talent.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[OK. And that person was was?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[In charge of what?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[He was in charge of operations, which means just about anything. Logistics, supply chain. He actually developed our frosting. Yeah. I mean, it's a small company. You can do anything.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Logistics, right? Everything supply.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[All right, so you got to see the operations guys also you're frosting guru and then you get rolls for what else?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Marketing and then a head of sales.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Got it. All right. And you are the CEO. You you, yes, obviously, yeah. And how was it with this with this?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:46:56 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Team it was a hard year. I mean, you're just trying to figure things out. You're still operating in a very, very lean environment.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:47:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I remember I would get to work before it was light outside and I would leave work when it was dark outside, so it was. It was working really long hours and it was a lot of just trying really hard to get into stores while simultaneously running a very junior team. And honestly I wasn't great at hiring.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:47:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Hiring is really difficult and it takes a long time to perfect that skill.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:47:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Because you basically looking at resumes and then you do a couple.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:47:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Of interviews and.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:47:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You just have to hope that your intuition is right and intuition is is something that almost nobody can rely on.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:47:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[No it.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:47:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I also just inherently believe that people are good. I just kind of assume that people are going to be great at what they.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:47:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Say they're great at.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:47:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Which in interviewing, it's not the best place.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:47:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[To believe that? So I.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:47:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Became a lot better at hiring over time, but I had to make some tough people decisions that first year and.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:48:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Like like who to basically cut loose.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:48:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. Who to keep on the team? Who to cut loose and how to do it in a graceful way is also not the easiest thing, because we're at the point where you've hired the wrong person.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:48:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That sucks for both you and them.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:48:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, it sucks, right? And by the way, Caitlin, I think at the time that you got that initial investment of $2,000,000, I think you guys were were still only making muffins, right?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:48:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It was just muffins. It was still muffins for probably the first four to five years of the business.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:48:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[But presumably that other plans to expand out and and to make lots of other things.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:48:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Right, since I started the company, I did always see expanding into other areas, but the investment thesis was largely based around being the next Betty.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:48:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[OK.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:48:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It's interesting that the investors saw you as like the grain free Betty Crocker brand, right? Initially, Betty Crocker, I think is mainly mixes. I don't think they make like crackers and cookies, but eventually you guys went into cookies and crackers, you know, things that that were not mixes, things that were already.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:49:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[MHM.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:49:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Made was that part of the vision back then too?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:49:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Back when they first invested in us, we hadn't built out a longer term pipeline, so we didn't know where we were going to go from there. I knew that I always wanted to get into things that were more convenient because that makes it easier for people to eat better, but I didn't know where we were going to go yet, and so we were like, thinking about all these different categories we thought about.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:49:33](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Category.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:49:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Cereal. But we ended up going into crackers, actually, after I took our cake mix home.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:49:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And for whatever reason, decided to make crackers out of it and put it in my.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:49:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Oven.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:49:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And I brought them in the next day, and all of us sat around and said that's really good. Maybe we should go into crackers. And so with that, we went into crackers.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:49:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[With the early teams, I mean, what were they doing? I mean, I'm assuming the the goal now is to expand and to get into more and more retail or was it to focus more on direct to consumer or?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:50:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It was focusing on more and more retail.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:50:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[But the natural.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:50:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Food stores. The next thing we needed to do is expand more nationally into Whole Foods.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:50:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So that was tough because all of those regions get so many emails for new products every day and you're not selling in store by stores, you're not calling in a local store, you're trying to reach the person who's in charge of like 40 whole food stores. And so they never answer your e-mail.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:50:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And so I had to figure out a way to get through to them. So I came up with this plan where we would go to every Whole Foods region and we would e-mail them the day before and say I'm going to be in your regional office. I'm going to bring you baked muffins. Please, please, please meet with me for 5 minutes. I can do anytime during the day.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:51:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And I would. I'd go out there whether or not they would answer my e-mail, and I would show up in their office with baked muffins. And to do this, even though we've raised money I like, I'm staying in like these hostels that have, like, I remember this like crazy water stain on the ceiling. And I was on the top.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:51:19 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I'm taking public transportation everywhere and most of the buyers still wouldn't meet with us, but three of them dead.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:51:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So what regions?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:51:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It was the Pacific Northwest.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:51:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[California and Denver. It was those three regions that were our first Whole Foods regions.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:51:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So I read that there was a point where as you were kind of expanding right and and bringing on more people onto your team, you kind of had to work through your own leadership skills because let's face it, very few people, I I don't know. I mean, I don't know anybody who's born a leader and knows how to do it right most.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:52:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Everybody who's been on the show learns how to do it, and it requires making a lot of mistakes and not knowing how to have difficult conversations and.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:52:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Kind of feeling overwhelmed at times and I read that you went through a period of time where you were not connecting with your leadership team and it caused quite a bit of friction.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:52:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, I think there's a fallacy out there that people are natural born leaders.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:52:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And I hate that we tell people that because it makes people feel really inadequate when they're not good at it. Leadership skills are something it's learn.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:52:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And usually learn through a lot of pain too. For me, I think one of the first places where I really saw this was after I had started hiring some more senior leaders. As I got that team on board, I pretty much immediately started demotivating them. I've been running this business.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:52:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And I had set ideas about the way that things operate.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:53:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Great. And so I would get in there shorts, tell them the way that things needed to be done when really they were the experts in a lot of these places. And so one of the big things I had to learn early on was how to defer to them and where to defer to them and how to hand over the decision making reins. It's.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:53:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[One of many leadership lessons that I've learned over the years, I think every year that business teaches me a different aspect of leadership.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:53:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So how did you kind of.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:53:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Come to the realization that you needed to kind of figure that out.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:53:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I had really fortunately hired a a leadership coach and it was really because I found that she was really smart with the people stuff. I'll call it. And I realized that I wasn't really smart.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:53:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Like the people stuff. And so I thought I needed her.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:53:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And so I had her working with with me and also with our, with our key leaders. And so I think she started to hear some of the sprinklings of this. And both worked with those leaders to figure out how to have the crucial conversation with me, but also.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:54:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Set the groundwork in me to be able to hear that conversation, and so that was it. Was I I believe it was our head of marketing who's still with us today, who sat down with me and like basically told me, like, you got to trust me on these things. You got to let me run these things. Like, this is what I'm good at. I've got 20 years of experience here.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:54:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Let me use.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:54:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It. Yeah, I think you're today. You're in, like, how many? How many stores are you in today? I read 13,000. Does that sound?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:54:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[About right, actually, probably about 28,000, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:54:49](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Mike.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:54:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So you're in pretty much every major grocery chain now.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:54:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. So we're in everything from Walmart to Kroger to Safeway, Whole Foods, Costco.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:55:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So by now I mean you've gone through through several rounds of fundraising, and obviously, I mean, you've raised lots of.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:55:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[The money, millions of dollars, and by the way, are your parents still like equity owners or or did you did you pay them back for the loan?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:55:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I paid them half of it back. They wanted to keep some in the business, so they continue to be equity holders in the company.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:55:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[That was smart.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:55:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, they actually wish that I would have let them keep the whole thing in the business, but I couldn't have slept.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:55:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[At night if.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:55:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I did that. I'm curious. I mean, why this is a category that is growing so fast, right? The grain free category. Presumably a company like General Mills, which owns Betty Crocker.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:55:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Could enter the space in a big way.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:55:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Does that ever worry you?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:55:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[They certainly could in the very early days of our business. Funny enough, the Betty Crocker kitchens actually placed an order for our product. I got a kick out of that. I got it.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:55:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Because they want to see, they want to see the competition, sure.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:56:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. I I mean, they absolutely could. It really doesn't have me lose sleep at night though, because I don't think that they'd execute it in the same way that we would. We make a lot of decisions that large food companies wouldn't.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:56:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Like you take, for example, natural flavors like we don't use natural flavors and it kills our margins in places. That's a decision that it's hard to make for a large food company because they don't see the ROI in that decision.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:56:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And natural flavors are misleading because it's not. It's just usually like extracts or.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:56:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So like when you see like natural vanilla extract, the one thing you can be sure of is that is not vanilla. It is typically chemical extractives and we have actually it's our sourcing manager used.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:56:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[To work at a flavor house.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:56:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[And that's part of where we developed that perspective is we just know how they're made and we don't agree with it and we don't want.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:56:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[It in our products and I know your growth has been huge. I think you're like the number one natural baking products company in in the country in the US right now and I imagine COVID has had an impact, right because people are.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:57:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Are basically baking and cooking more at home.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:57:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. And then.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:57:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[People are baking and cooking a lot more. Which?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:57:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Is something that's.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:57:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Really exciting if you think about it. Like McCormick, I think they said that the number one phone call that they've gotten during this time is is what is a teaspoon. There's a lot of people learning to cook for the first time. So we have seen, I mean.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:57:24](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:57:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[At times this year, we've seen our baking mix up 50% over prior year numbers and this is a probably the most established of all of our product lines, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:57:40](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[By the way.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:57:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I use almond flour when I do like grain free chicken cutlets when I like. You know, fry them.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:57:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Oh, lovely, yeah, great years. You know, you can also use. Well, I don't mean to sell say this at the selling point, but I also love using our crackers for that. Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:57:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah, yeah, I could do that. Add some. I I had a little bit of arrow root starch and.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[There you go.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Easy enough.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[When you think about your, you know the journey you've been on, you started this in 2012 and and where the business is now just eight years later, how much of your success do you attribute to to how hard you worked and how smart you are and how much do you think is because you got?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Lucky.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You have to have both. I I don't think we'd be anywhere near where we are without luck. I mean, we've talked about a number.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Of the things that I.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Did wrong.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[But you also have to work crazy hard, so I think it takes both.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[By the way, can I ask you about your?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Frosting. Yeah, because.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:40 Speaker 5](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[To me.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Frosting is.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Like butter and and powdered sugar and food coloring, it may be saying cheese.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So how do?](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[You guys make it without all that stuff.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Yeah. So we we make it out of a combination of coconut oil and palm shortening and then we use a combination of powdered sugar and monk fruit to sweeten it.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:58:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Ah.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[So we use probably like we use a lot less sugar than you would ordinarily need.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:06](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:07](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[OK.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:08 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I mean, we look.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[At frosting as something that people don't consume every.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Day people don't need buckets of frosting every day.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I'm sure there are people who do.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I've done that before. I have taken a spoon into a Betty Crocker frosting jar and just shoved it in my mouth before maybe more than once.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[I've done that too.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Caitlin Smith, founder of Simple Mills, and thanks so much for listening to the show this week. If you are not a subscriber, please do subscribe to our podcast wherever you listen to podcasts. If you want to send us an e-mail, you can write to us. That's hi. BT at NPR dot.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[00:59:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Org if you want to follow us on Twitter or at how I built this or my account at Guy Raz and on Instagram, follow me at Guy dot Raz. This episode was produced by Casey Herman with music composed by Ramtin Erebuni. Thanks also to Liz Metzger, Farrah Safari, Gareth Gayles, JC Howard.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[01:00:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[Julia Carney, Neva Grant and Jeff Rogers, our intern is Janet Lu. Jung Lee. I'm Guy Raz. And even listening to how I built this.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[01:00:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[This is NPR.](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[01:00:22 Speaker 5](https://1drv.ms/u/s!AMhVeraEIITCz2M)

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[01:00:41 Speaker 5](https://1drv.ms/u/s!AMhVeraEIITCz2M)

[From NPR.](https://1drv.ms/u/s!AMhVeraEIITCz2M)