# Audio file

[Stacy's Pita Chips Stacy Madison (2019).mp3](https://1drv.ms/u/s!AMhVeraEIITCz2c)

# [Transcript](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:00:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hey, it's guy here and I just want to mention that for the month of August, the entire team at how I built this is taking a much deserved summer break. But don't worry, we're going to still be bringing you fresh content every single week this month, every Thursday we're going to post one of my conversations from the how I built this virtual Summit which I hosted back in May.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:00:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Last Thursday, we had a bonus episode about marketing from Gary Vee.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:00:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And this week, lookout for my conversation with the incomparable Brené Brown. She'll offer some of the best insights on leadership and vulnerability that honestly, I've.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:00:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I've ever heard.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:00:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Anyway, on today's show, you're going to hear from an entrepreneur who turned day old pita bread into an irresistible snack.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:00:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[This episode first ran in 2019, and I hope you enjoy it.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:00:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[When I got that $60,000 loan within six months, I went back and asked them for 500.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:01:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And they said here, sure, here's 500,000 bucks.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:01:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[No, they said no. Well, they didn't say no. They said no, not without equity. And we were like equity equity and what we've got nothing.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:01:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[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!AMhVeraEIITCz2c)

[00:01:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I'm Guy Raz, and on the show today, how Stacy Madison turned day old pita bread into a new snack. Stacy's Pita chips, and then went on to sell her brand to one of the world's biggest food companies for 1/4 of a billion dollars.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:01:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So there are some startup stories where most of us are probably thinking I couldn't do that like Squarespace. If you heard that episode, you'll remember that Anthony Casalena was and is a gifted computer programmer. He had a highly specialized skill.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:02:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Same story with Steve Madden. He literally designed and then fashioned shoes from leather and sold them. But then there are the stories where most of us can actually imagine doing that thing ourselves, like Brian Scudamore, who bought an old truck and offered to Holloway people's.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:02:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Cash. That's how he started. 1800. Got junk or Lisa Price, who tinkered with homemade lotions in her kitchen. She went on to sell her brand, Carol's daughter, to Loreal. Well, today's story is of the second variety, the kind of story that almost anyone can relate to because.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:02:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Such a simple and elegant idea. You take pita bread, you cut it into wedges, you bake it, throw some.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:02:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Or seasoning on it and voila.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:02:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You've got Stacy's pita chips.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:03:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Now, even though the snack for the industry today is a $60 billion juggernaut, Stacy Madison did not have a Grand Master plan to disrupt snack foods in the late 1990s. At that time, she and her boyfriend were literally selling pita wrapped sandwiches from a sandwich cart in downtown Boston.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:03:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[The pita chips were an afterthought, a way to use up those extra pitas at the end of the day, pita chips were never supposed to make Stacy rich, but eventually Frito Lay would come knocking with it.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:03:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Dollars, but long before that, long before Stacey even sold her first sandwich, she was on an entirely different path. She grew up in the suburbs near Boston, and after college, Stacey went out to California to get a Masters degree in social work. She thought about becoming a psychologist like her dad, but he wasn't so enthusiastic about that.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:03:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[He felt I should always become a social worker rather than go on to get my PhD and be a psychologist. He was like, oh, that's no profession for a woman. That's one thing that he said was smile and look pretty and you will find a husband.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:04:07](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:04:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You know, I don't want to make him sound like a jerk, and he wasn't. He was like a caring, loving man that put his family first. But he was also a product of the 50s.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:04:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[No, not at all.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:04:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Sure. So once you get your masters degree, I read that you, you actually moved to Washington DC.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:04:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[To to to do what to to do social work, yes.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:04:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I worked in a group home for homeless pregnant drug addicted women and I have to tell you, I mean, I loved the job. It was very rewarding.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:04:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[But at the time, I think I made $22,000 a year and it was really paycheck to paycheck and very hard to survive on that kind of an income. So I decided to go and get licensed and be able to private practice, which eventually I did go on to do, but I found it very isolating.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You know, now I've got to go and I unlock the door and and I do, you know, marriage counseling. And then my evening is over. I've seen 5 or 6 patients and I close the door behind me and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I go home and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:23](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I put a lot of effort into getting those degrees and licenses and realized that it ultimately probably just was not for me.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So you're you're, I guess, roughly 30 years old.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[At this time and and by the way.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You were engaged to.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[To a guy named Rick, right?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[No.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[That ended I I.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Think it was just.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:05:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Mutual. I think ultimately it was just not the right thing. I think we just both agreed we had had the place picked out that we were going to get married and it was kind of a bizarre story. But I went and I had a massage. This is, I know it sounds like I'm going off on a tangent here, but it'll come back.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:06:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I went and had a massage and the woman told me to take off all my jewelry and blah, blah, blah, blah, blah and I took it off. I put it in the dish.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:06:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Got my massage and I got up and I went to get dressed and I was like, Oh my God. All my jewelry is gone, including my ring, my engagement ring. And I was just, you know, it was from his family. It was like I was just so upset. And the girl was gone. She had gone gone, like, never to return. I think she took off to Florida or somewhere.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:06:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[She never came back to work. She just kind of took all my.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:06:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Stuff, but with Rick and I, it was kind of like the ring wasn't replaced immediately, even and and I don't care about the ring, even if it's just a cigar band or something like that, that it kind of took so long. Replacing the ring that it forced both of us to look at, should we really be doing this?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:07:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Maybe this was a sign or something, and ultimately, yeah, we just decided maybe we shouldn't get married.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:07:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So you so you guys split up meantime there was this guy, Mark Andreas, who you had met through your brother a few years before he was a friend.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:07:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Did you guys start dating or would you just kind of keep in touch?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:07:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah. So he was still a friend. And I talked to him all the time about my disengagement and all of that. He was super supportive. And eventually our friendship led to dating, and he was.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:07:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Getting his PhD. So he was doing an internship in Hawaii and said, well, why don't you come out to?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:07:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hawaii. And what did you do in Hawaii?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:07:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So Hawaii was an amazing experience. We lived in just this tiny box and there was no kitchen or anything and there and there was no bedroom. There was basically a cot and we bought an electric walk and we used to.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:08:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Cook in the walk. We wash it in the bathtub and eventually we found a roommate and she had a nicer apartment and we worked out a deal.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:08:19 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You know where.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:08:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We would take her second bedroom and in exchange for a lower rent, we.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:08:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Would cook for her.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:08:28](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:08:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And while I was out there, I worked at a restaurant and I got a job at it as an assistant manager and the restaurant was going to open up a surf theme.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:08:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And you know another location, a surf theme restaurant.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:08:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And they said, do you want to be part of that opening? And I said, yeah, that's great. And we had this big opening with, you know, all the surfers, the local surfers in Hawaii and even retired surfers. They came and the owners of the restaurant were like, if we could pull this off, you know, you guys.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:09:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Are going to get a big bonus and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:09:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Blah blah blah.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:09:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And we did, I mean, we were. Money was coming in left and right and to the point that we had to stuff it in beer boxes and bring the cash down to the to the basement because they couldn't fit it all in the.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:09:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Register it was just crazy.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:09:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So successful opening of the restaurant couple weeks later, I sat down with my general manager and said how about the bonuses they were talking about. Do you know when they're coming and you know and he's like, well, let me meet with the owners and get.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:09:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Back.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:09:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[To you, waiting another couple of weeks sat down with him again.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:09:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And he said, well, I spoke to the owners and they've decided that we need to let you go.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:09:46](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:09:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And wow, I was devastated. I never lost a job in my life. And then I I remember speaking to my aunt who was in the restaurant business and she's saying, are you kidding me? Don't be so naive. They always hire people to get restaurants open and then they let them go. And ultimately, I circled back and said, well, if I can work this hard.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:10:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[For someone else then why can't I do it for myself?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:10:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And it's it's.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:10:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Kind of funny, because at that point Mark was still in his internship and we were in these high rise buildings in downtown Honolulu and we were cooking meals for our roommate anyway, and we figured, well, why not just put a sign in the bottom of the building?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:10:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:10:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[When people got home, they could. It was at the time of fax machines they could fax over an order and we would just have.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:10:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Their dinner. Ready. Wait. You would you and Mark? Because Mark was a trained psychologist, right? I mean that that's what his work was. But you guys were also just like, pretty good home cooks.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:10:56 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, we loved cooking. I mean, Mark was a total foodie and we marketed to our building and the surrounding buildings that if anybody else wanted us to cook them dinner, that we would do that too. And we called it.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Conduct cuisine and what were you offering? Like was it just like tonight's dinner is or you could order from a a menu.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:14](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Ohh.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[The things.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I don't know. It was just more of a, you know, you had a choice between two or three items, you know, we had seared tuna with a pineapple, salsa and things like that. Needless to say, we were cooking in our apartment and got very quickly shut down.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Some guy you know called or knocked on the door.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And was like you can't.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Do this. So basically the health.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:40](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Nothing.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I was like, you don't have a license to do this. So so that.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:43](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Didn't last long.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, it was a health department that was like, yeah, you are not doing this. If you want to do this, you have to get into a commercial kitchen and you have to, right.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Etcetera, etcetera. So that dream that dream died and how how long by the way did it last before you were?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Shut.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:11:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Down a couple months, 3 or 4.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:00](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Months. I mean that clearly like that experience kind of.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Set into motion this idea that maybe we could do some kind of.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Business.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yes, definitely. And it kind of picked me back up onto my feet after losing.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[That other job.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:17](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And Mark, even though he's getting his doctorate at this point, he always wanted to be.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Chef. He came from a family of doctors and it was kind of just that's what you're going to be. But it also meant that he was setting aside his dream of becoming.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[A chef. So it was a really crazy decision, but we decided when we got back to Massachusetts, we would try something in the food business.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Wow. So OK, Mark has a PhD in clinical psychology. You are a social worker. By training. You always knew that you were going to go back to Boston.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:12:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[That's where both of you guys were, I guess from.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, New England.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And he was going to become a psychologist. But I guess your plan was, hey, before you do that, let's just kind of test out.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[This food business idea for a short.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Time. Yeah. Going into this, I mean, you got to also keep in mind the reality of the fact that he's got $100,000 in student loans. I don't have a penny to my name, right.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So you you moved back to Boston 1996. What did you guys decide to do?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We decided to buy a food.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Cart.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Because we couldn't afford anything else, I think.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It was $5000 and I worked with my sister who she owned a catering company in downtown Boston. She was a huge help and yeah, I laid out the menu and and she would look at the menu and tell me, you know, you have too many items on here. You're gonna have too big of an inventory. You have to streamline this. You have to like.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:43](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[MHM.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:13:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Kind of always gave us that reality check on on what when that business.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:14:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Events and at the same time as, because now we learned you have to be in a facility. So all of our menu we prepped and made out of her catering place in Boston.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:14:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So what kind of food were you making? I mean, this is this is.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:14:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Like I'm imagining, like a hot dog push cart.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:14:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It's like, you know, a water bin that's hot and warm and like another bin to keep buns like steaming hot. Was that what the food.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:14:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yes.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:14:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Cart looked like, Oh my God, yes.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:14:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[The food cart, yes, was a cart with that was a hot dog cart and we used to go out at night after the bars closed and we did the sausage scene and we were cooking up and we were just trying to get money any way that we could so that we could revamp.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:14:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[The cart.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:14:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And once we collected enough money, then we put the cart in to a shop and you know, I designed it, you know, made it pretty front and a beautiful green awning. And we hollowed the whole thing out and made it almost into a deli counter. And we served healthy sandwiches, rolled in pita bread.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:15:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Off of the food cart and then we made everything to order.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:15:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So these were like.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:15:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I mean, raps kind of became a big thing in the 2000s. This the late 90s. And remember this, like Peter, PETA bread sandwiches started to just like pop up all over the place.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:15:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, but just to clarify that, it was basically a chicken Caesar rolled in a piece of pita bread. There were very few options, but.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:15:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We made, you know, ours were, you know, we had goat cheese. We had Turkey and Havarti, and we had more upscale choices. So we prepared. We sliced all the meat. We put everything in a giant cooler.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:15:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And then we went to downtown Boston. We would literally roll the cart up the street and put it on the corner of Chauncey and Summer St. and we get a nice delivery to the corner and we throw the ice in the bottom. And then we put out all of the ingredients. And then we roll it up in the pita bread. And then we had this.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:16:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Big white piece of.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:16:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Paper and we'd roll the sandwich in the white piece of paper and we'd twist the bottom. So people were walking around. It was almost like they had this big white club and. And so it was really good cause they'd walked away and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:16:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Other people would say, oh, that looks good. What's?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:16:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[That, yeah, yeah. And what, what was the name of?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:16:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Get.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:16:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[The did you have a name for the push cart? Stacy's delight Stacy's delight that.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:16:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[D apostrophe LITES.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:16:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yes.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:16:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[DLITES so it wasn't a delight. It was delights that is so 90s. I love that.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:16:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[With how did it do? Was it a hit? Did you guys get customer like lots of customers, right?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:16:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Away. Yes, it was a hit, huh? But we were not the only food cart down there. You have to remember that you know, up the you know. Yeah, 50 yards away is the pretzel cart. And then there's the burrito guy. And then there's, you know, so it was at a time when in the food cart.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:17:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[World, I mean now a food cart is more hip and trendy and and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:17:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It's a food.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:17:10](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:17:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[More inviting. It's more of a.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:17:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Food truck. But at the time a food cart had the connotation of dirty and disgusting. Yeah, but the way that the cart was designed and that it was presented and that it looked and we had fresh tomatoes A, you know, a mountain of them out front. And it was it broke the traditional mold of what is a food cart. Yeah. Yeah. And every day we ordered fresh bread.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:17:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[But where would you get the?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:17:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Bread from just a local bakery and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:17:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It would always over order the bread because you can run out of alfalfa sprouts. You can run out of tomatoes and it's not going to be a big deal. But in this business, if you run out of bread, you're.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:17:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Closed. Yeah. So I I think I see where this is going. So you you have all this extra bread and you're thinking what do we do with this?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:17:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Extra bread, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:17:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And we didn't want to use it the second day because it's not as pliable to roll the pita sandwiches. Sure. So when we got back to the kitchen, we would cut them up and bake them into different flavor chips.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:18:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And the idea was that you would you would do what with the pita chips you would give them away. You would sell them like what? Initially, what were you?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:18:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Two of them. So initially it was just a way to retain our customer base and to keep people happy as they were waiting.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:18:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[In line because it was a long wait. You had every pita sandwich made.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:18:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[To order yes. And people would, yeah. We hired a a college student. She was a cashier. But in between, she'd go up and down with a basket of pita chips and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:18:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Just give them for free.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:18:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[People standing in line while they waited and people loved it because it was kind of like a happy hour.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:18:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And we gave them away for free. But people started saying that they did want to buy them. So initially we would just put some in a little baggie with a little ribbon and and keep a basket of them out on the food.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:18:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Cart as well.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:18:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And you could buy it for like $0.50 or a dollar or something. Yeah. Back. Yeah. And just just out of curiosity, like.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:18:59 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[With the sandwich.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:19:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Did you guys experiment with the baking cause? Because Peter Bread can can like burn pretty quickly and it can get right. Like I I have to assume that you had to experiment with like the right temperature and the right flavors and stuff like that.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:19:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[That came later. Initially we just baked the cinnamon sugar and the Parmesan.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:19:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Or like everybody thinks, simply naked was our first flavor. It wasn't. It was the.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:19:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Parmesan and the cinnamon sugar we were baking them in a four rack oven. I mean literally 4 or maybe 8 trays. Sorry it's 8 rack oven so we could spread out the pita chips on a tray and we could bake 8 of them at a time and you know you really we were making toast. Yeah, you were making.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:19:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Thin slices of toast.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:19:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Really good toast.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:19:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, really good toast.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:19:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It wasn't until later as the company started growing that there was a a huge jump between I'm going to make toast in my oven and I'm going to manufacture.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:05](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So I.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And keeping in mind I mean Mark's deferring his loans and deferring his loans and that ends up.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, he's not at this point. He's, like, full on in the food business. And you are too. He's not using his PhD in clinical psychology.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Right. You know, I got. I was a clinical social worker. He's got his PhD in psychology.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And we're on a street corner selling sandwiches. And so at that point, you.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Know we are.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[All in, we are going to do something and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We could not.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Put our tail between our legs and go.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:37](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Running home.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:20:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[When we come back as Stacy and Mark, make a full pivot to pita chips and shake out the warnings of an industry expert who says they will never grow their business. Stay with us. I'm Guy Raz and you're listening to how I built this from NPR.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:21:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

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[00:21:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

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[00:21:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

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[00:22:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

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[00:22:11 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2c)

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[00:22:32 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2c)

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[00:22:44 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz2c)

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[00:23:00 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz2c)

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[00:23:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hey, welcome back to how I built this from NPR. So it's the late 1990s and Stacy and Mark have created kind of a side hustle out of a side hustle selling pita chips from the little sandwich cart they started in Boston. And at a certain point, the chips are doing so well that they decide to make more of them.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:23:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[They're using an oven that can only make 8 racks of them at a time, but then they find a way.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:23:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[To scale up.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:23:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We met a very nice woman when we were doing the food cart. Who sold pretzels? It was Boston Pretzel Bakery and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:23:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[She said, oh, I have a 40 rack oven. Why don't you come try to make them over?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:23:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[There. So we.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:23:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Went over to Boston Pretzel and we mixed up our the PITA chips and we were able to make a rack of 40 of them at a time instead of, you know, instead of eight trays, we could make 40 trays and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:24:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[She had backup racks, so while forty were in the oven, we could load up another 40 trays and 40 came out and 40 went in and we were like, OK, well, this is this kind of makes more sense.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:24:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[What I'm trying to say is like at what point running this cart?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:24:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Did you and Mark say you know what actually the business we really should focus on is the pita chips and not the pita sandwiches.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:24:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So I think.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:24:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[The coming about of that whole thing was the struggle of getting in inside location and you know, come winter, it's really rough being out there.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:24:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[In the cold? Yeah. And we started working with a realtor and the realtor kind of laughed at us and said.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:24:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[If you want a tiny little indoor location near where you are, because we want to keep our following of people, you and your food cart can stand on line behind Obon, Pan Dunkin' Donuts at the time Starbucks was coming into the world, you know, everybody wants those little spaces and we realized we had to make.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:25:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[A choice.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:25:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Umm. And we decided to go for the pita chips because.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:25:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[In the winter I was working on on the pita chips and and the bag and the design and the licensing and all that I needed to do in order to get that off the ground. So with the pita chips we could get bigger faster. Yeah, and I took a bag, you know, we we we had put them in.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:25:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Almost like a coffee bag. Like with a little window. Ohh yeah. Plus a little plastic bag inside of the paper bag. So a lot of Labor went into it. But you know what? I took the bag and I I walked into bread and circus in downtown Boston and I said.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:25:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hi, I'm Stacey. These are my chips and I'd love for you to give.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:25:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Them a try. Wait, you just walked into a bread and circus, which eventually was was bought by Whole Foods and you asked, did you ask for the manager? Like? Yeah, OK. And what did the manager say?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:03 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[He said, wow, these are good.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, I'd love to get him and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Now we have 1 store.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, there was like 6 or eight of these bread and circus stores and he showed them to corporate and there was nothing in them. They were all natural and it was the time of the beginning of the natural food revolution and and that just what we were innately doing.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Huh.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And and obviously you guys.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Presumably you chose the name Stacy's Pita chips just because that's what it was called Stacy's delight when you were a food cart.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We chose it because we thought that a female name on snack food brand would sell more than a male name. You know, the woman in the kitchen kind.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Of thing is, I hate to.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Say it, but that's really that was the the thought behind it was that it sounded better than than marks.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:54](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Let's just pause for a moment and and talk about.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:26:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Money, because even though you are getting some stores you know, willing to pick up the chips and to sell them, I I can't imagine your business could could operate entirely on like the sale of pita chips. How did you have money to to run this thing?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:27:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, I mean, we had a lot of debt between the two of us. We ran up our credit cards. We applied for. So I I was, I started working with the Neighborhood Development Center and they helped me write a business plan. There was, I I really networked.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:27:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[With everybody I could possibly draw information from. So there's a neighborhood center there was, I think Jewish vocational services was in downtown Boston, and there was this one girl that used to eat at the cart and she said.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:27:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Me.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:27:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[How do you know if you have enough bread and she'd ask all these weird questions and and and one day I said, why are you asking me these weird questions? She said. Well, I teach a business plan, boot camp. And you know, I use your cart as an example all the time. And I said really, I'm like, can I?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:28:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:28:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Take that class.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:28:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[She's like, yeah. You wanna take you? Come on over.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:28:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And and I went and I took an 8 week business plan boot camp. So between all these agencies that I kind of worked with because remember, I didn't have a business degree. I didn't know. I didn't know what a business plan was. Yeah. So after that eight weeks, I realized that I didn't just need.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:28:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[$25,000 for the packaging machine, but I also needed $20,000 to buy bags. Yeah, to run on the machine. And then I needed $20,000 for this thing that people kept calling working cap.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:28:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So that was all new to me, so I where I thought I only needed 25,000.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:28:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You needed sixty. I needed sixty. Yeah, right. How did you get $60,000? So the neighborhood Development Center in Jamaica Plain helped me spruce up my business plan a little bit and put me in touch with a bank that they used that worked with the SBA. So we had to put.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:29:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Down 20% of the 60,000 and that's where our family kicked in.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:29:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You you needed to put up 12,000 bucks in collateral, basically. Yeah. And that was a $60,000 loan from a Small Business Administration backed bank in Boston. So you got $60,000, which gave you how much runway. How how long could you could you function off $60,000 because you you're you're you're talking about.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:29:31](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yep.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:29:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Needing to buy a machine to seal the bags to buy the bags and and then you're not left with a whole lot.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:29:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[$60,000 was not going to go very far because yes, we bought the machine, we bought the bags, but the one thing that we did have, we had customers both the consumer and the retailers that loved our chips and kept reordering. And when I got that $60,000 loan.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:29:57 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:30:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Within six months, I went back and asked them for 500.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:30:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Wow. And they and they said here. Here's sure. Here's 500,000 bucks.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:30:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[No, no, they said no. Well, they didn't say no. They said no, not without equity.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:30:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And we were like equity equity and what we've got nothing. Yeah. And this company's not worth anything at this point. So they said no to 500 and over a couple of months we were able to scale it back and they did say yes to 350.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:30:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[No. So so you got a $350,000 loan from the bank. Yeah, but how did you get the word out about the pita chips? I get it that you were, you were kind of pounding the pavement and you were asking for managers at at at local, you know, markets and asking to talk with them. But how did people find out?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:31:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[About the chips is entirely word of mouth. I mean this is pre Internet pre social media pre. I mean you didn't have ad dollars.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:31:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We would go everywhere we could to sample so we would go into the store and we would set up a table and we would just give away chips for free, just like we did on the cart and people would try them and they would buy them and that just that's how we built our customer base. We had three words, sample sample sample.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:31:21](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Huh.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:31:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Did you at this point have a vision for how big this could be? Were you and Mark saying because I have to assume you were still doing a lot of the legwork, you were still, maybe even baking?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:31:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[The chips and or maybe hiring people to help you, but did you think this is going to be huge? It's going to be a national brand or was was that your ambition at this point or not?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:31:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Quite now, our goal was to be a regional brand more like Cape Cod potato chips and we were we were going to keep things manageable.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:32:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And in the northeast, but what happened was with the growth of the natural food industry.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:32:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[There were these pockets like Colorado and Atlanta and California, and there were all these little pockets where the natural food business was really booming. And, you know, the whole creation of Whole Foods and and then buying up all of these smaller stores.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:32:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:32:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We were in all those smaller stores, so we were in the bread and circus and wild harvest and then they all became Whole Foods. Yeah, which grew tremendously. So our initial plan to be a small regional brand.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:32:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And we had to rethink that and I think that, you know, one of the things that Mark and I were really good at was, you know, not being so locked in to a straight path that we were able to see when other opportunities came along. So, for example, the pita chips over the food cart.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:33:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Or, you know, rather than selling to small gourmet food stores, we're gonna go into the natural food. You know, we're we're like, well, we could sell to these.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:33:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[10 stores or this one chain has 100.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:33:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[But the the business was still you and mark, right? It was you were the only permanent employees at this point?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:33:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So it was Mark and I for the first two years. And then my brother, who at this point had his PhD also.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:33:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And we said to him, you want to sell some chips?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:33:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You know and ha ha ha ha. We were all joking around about it. And then he came back like couple weeks later and said.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:33:47](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You know what?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:33:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[If I don't try this now, he's married. They don't have kids. And if I don't try this now, when am I going to try it again? He's like, sure, because his wife, she was an accountant.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:34:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We had a steady income, so.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:34:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You know? He said.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:34:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You can just pay me minimum wage and then we'll give it a try. And after the first of the year, you can just kind of start paying me back as we start generating a little bit of money and that's what really really important.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:34:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Is that in the?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:34:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Beginning, we surrounded ourselves with believers.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:34:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I mean here you've got 2 psychologists and a social worker running a pita chip business, right? Like how implausible is that, like, what, like nobody would say? I want to start my business. I need 2 psychologists and a social worker.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:34:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[But somehow like you're you guys all brought these skill sets to this to this thing.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:34:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:34:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I was street smart and those guys were both street smart and book smart, you know? So we all worked together on trying to figure out how we're going to do this. And I'll tell you at one point we had.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:34:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Paid.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:34:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[$1500 and we flew a consultant up from Frito. He was a retired Frito guy and he walked into our how we were running things.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:35:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And he was just like, these are very good and they taste good, but.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:35:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[This cannot be done. This is a home baked type product and it's fine, but you won't be able to scale this business.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:35:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Huh.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:35:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Wait, why did he say that was were you literally like hand cutting the pita pita bread and I mean.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:35:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, Mark's right. Bicep was like 3 times the size of his left because he was literally using a knife to cut bread. Well, so when this guy walked in and he saw, you know, we're cut hand cutting bread and we're hand bagging everything and each.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:35:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Was it OK?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:35:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Batch took a certain amount of time and then we have to like, you know, scrape off the trays and clean everything. And he was just like, yeah, you'll never be able to bring this product to market on any kind of scale. So for us, that was a really hard blow, I bet. But we.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:36:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Also still found it hard to believe.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:36:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Like if we can take 40 racks, you know, 40 trays of pita chips and we can make that. Why can't we just line up a whole bunch of these ovens and be able to make so many racks?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:36:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[At a time.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:36:28](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:36:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And then what that led to was us realizing.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:36:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We needed a.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:36:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Conveyorized oven you needed a conveyor belt oven where you could just throw the PETA on there and it would just go through the conveyor belt and then come out the end and just into a just a big barrel and the.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:36:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Pita chips were made. Yeah, in the end game we ended up having to purchase a custom built.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:36:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Oven it was the size of a 52 foot like an 18 Wheeler.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:36:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Truck. Wow. But you were still, I mean, or Mark was still hand slicing the pita into the right shapes. You can't scale that like one or two or ten people can't do that. So how did?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:37:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You solve that problem. You're right on target here so.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:37:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And we, we broke it down into each stage of making a pita chip.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:37:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And that piece of it, what we did was we would go and we would tour other factories. So we went down to Cape Cod potato chips and we went on that tour that everybody in Cape Cod goes on that tour.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:37:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We just went as tourists.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:37:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We went as tourists and we looked through that window and we saw they were cutting potatoes with this machine and we asked them, well, how does that machine cut the potatoes? And they gave us the name of the machine. And then we went out and we contacted that company and said.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:37:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Nice.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:37:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[This is what we're trying to do and we had this guy who worked.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:37:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[For us, who could tinker with anything. And So what we ended up buying was a machine that used to cut carrots for Campbell soup. So you know how they cut those tiny little squares? Sure. Well, what he did is he took those blades.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:38:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And spaced them further apart, and when he first spaced these blades and and all of us are kind of gathered around the opposite end of the machine, holding a bucket where the these are tempted chips are going to come out. And so he feeds the bread into the machine. He starts tossing, you know, a piece of bread, a piece of bread, a piece of bread. And we're standing out at the other end. And we're like.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:38:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Holy \*\*\*\*, lo and behold, Peter. Chip. It's a chip. But you know, and that was the very last day that Mark ever cut a piece.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:38:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Of bread you Mark eventually got married, right? You were business partners. And then you got married. Cause you were together.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:38:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Right. Yes. We had been together for a long time and eventually we.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:38:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Just.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:38:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Got married?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:38:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[In in 97 and all was.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:38:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Good. Yeah. All right, 1999, you get your production method down, you get the machines you need.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:39:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Need your revenues growing. I have to imagine that there are big chip companies looking at you guys even though you're this tiny little New England based pita chip company and thinking, huh, pita chips. That's the new craze. Let's make pita chips and crush these guys.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:39:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Not really, because so at this point in time in the company as we just started to grow.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:39:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It was also during the time of the No CARB phase.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:39:30](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It was all those.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:39:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[No carb, low carb diets. Oh yeah. And we were like, here we are. Once again, we're making toast. And we thought, Oh my God, that's gonna put us out of business like all these time. All these things along the way. You think, Oh my God, that's gonna put us out.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:39:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Of business. Oh.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:39:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[My God, that's gonna put us out of business. But ultimately, people loved the chips.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:39:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It was something people ate all the time and it was becoming a staple in their cabinet. It wasn't just a one time purchase.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:39:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah. All right. So you guys are kind of operating under the radar but growing steadily.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:40:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Do you remember the first year you you actually turned a profit like a significant profit was it? Was it in 1999 or in 2000?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:40:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And people say it takes three years. I would say it takes 5, right?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:40:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So it took some time. Yeah, but I guess you guys hit $1,000,000 in revenue like around 2001, which sounds super impressive. Did did that mean that you guys were all making lots of money?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:40:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[No, we really paid ourselves very little and if anything, we really weren't making anything cause everything went back into you know, if we needed another oven. Well, you know, you don't buy this. You don't buy that. You don't do this because you need another oven.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:40:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah. Alright. So so you guys by 2001 you're you're starting to become more sort of stable in the production process?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:40:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[But just about I think about five years after the two of you get married, you and Mark divorce, you decide to get a divorce that year. Yeah. But then you stay honest as 5050 business partners that this is not normally how the story unfolds. Like normally this is very messy and traumatic and difficult.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:41:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It it doesn't sound like that's what happened.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:41:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, like, I'm not going to say we didn't argue. I mean, certainly we argued over a lot of things and there's a lot of tension and the employees had to put up with us, like with each other and. And you know what? And they they go. Look, ohh boy. There they go and they turn around and they leave the room and you know and then.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:41:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And then eventually everybody would come back to their desk and and and that's OK. But we had a common.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:41:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Goal and I would have to say I think he'd probably agree that during the time that we were married for the most part, it was a successful marriage. But we also had a successful divorce. It was clean and it was clear and we shared the company like.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:42:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It was our child and everything that we did was in the best interest of the.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:42:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Company. So we went to court together and we went before the judge and we said we want to get a divorce and we're splitting this 5050 and we really had no assets. Yeah, everything we had was the company and we agreed. We built this together and we were splitting the company and we were both going to stay on. And the judge was like, wow.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:42:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[This was the easiest.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:42:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[One you think? Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:42:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It it is, it is. I think it's surprising, at least for me, and I think probably for a lot of people listening just because it it, it seems to me that it takes a remarkably like clear headed people.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:42:35](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:42:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[To come to this agreement, to say, hey, you know, like we're not going to be romantic partners anymore, but we're really good business partners and we've got this good thing going and let's keep it going now. Now when I hear that I'm thinking, of course, you would say that that makes total sense, but most people.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:43:03 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:43:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Don't say that. So the greatest gift?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:43:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[That mark gave me during this period was his honesty because at one point, he said. I don't know when or if I want to have children. Yeah, and I was in my mid 30s already.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:43:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So you know.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:43:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[He said that to me and it was really, I mean, it was that night that I left.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:43:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I went to the factory I had, you know, I brought my dog to the factory all the time. So I really. I went to the factory and I slept in the dog bed that night. But you know, now that I look back on it, we really.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:43:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Could you imagine if we would have stayed together and and we might have had done up having a kid that he wasn't really into having kids and and that could have been that road that so many people go down and it ends up being a mess. Yeah. But I did decide to start a family and he was very supportive of that.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:44:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I think this is like two years later at 2003 you you gave birth to to your twins.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:44:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:44:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yep, I was 39 years old. I gave birth to my twins.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:44:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I mean, I went to Boston IVF and that's how I I had the kids and I and I have always spoken openly about that, that I was financially and emotionally ready to start a family, and I just.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:44:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Needed a little help.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:44:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So at this point, when your girls were.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:44:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Born.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:44:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[In 2000.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:44:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[They was Stacy's pita chips. What was the trajectory like? Was it clear that it was going to be a much bigger brand or or did it still feel like it was a, you know, more successful regional brand?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:44:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So at this point, the company was growing like crazy.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:44:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It was successful enough that we could each be taking a decent salary. We couldn't pull that much out of the business, but you know, it was enough so that we could each, you know, buy a car. And, you know, we could each buy our own place or whatever. So it was successful enough to do that. But we really, we decided how much we going to pay each other.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:45:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And then everything else just stayed in the business.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:45:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And we're companies coming to to you guys at this point and saying, hey, we want Stacy's pita chips in our.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:45:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[In our stores.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:45:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah. So I think it was when we got into the club accounts like Costco and Sam's Club and all, all of those. So we started manufacturing.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:45:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[For them. And then we got into Trader Joe's and we just and it was the perfect demographic for us and Trader Joe's was an amazing company to do business with. They paid.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:45:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[On time or early and because of that, we were able to not take on equity and at that point, you know everything just went back into the business. But we were just about to give up, give up a piece of the company and we never ended up actually doing that because we got Trader Joe's and they were ordering.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:45:53](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:46:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[By the truckload and when we were selling when we said truck loads, I mean it is really amazing when trucks are lined up.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:46:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We're selling a, you know, a $2.00 item. We're not selling computers.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:46:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You know, so.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:46:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You know when we're when we get to the point that we're doing, you know, 30, forty, $50 million in sales, those are $2.00 sales or $1.00 sales that are going. So there's like just truckloads of chips going out the.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:46:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Door.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:46:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And at this point we were we had moved to the ceiling Mattress Factory where we bought the building and it was 2 or 300,000 square feet, something like that was basically 4 acres.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:46:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Side and we converted the Sealy Mattress Factory into a giant pita chip factory.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:46:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:47:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I think it's like by 2005, 2006, you're selling like more than $50 million worth of pita chips a year.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:47:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[65 I think 65, thank you. Pepsi announces that they were acquiring Stacy's. How did that happen? Did they approach you like a year before? Did they say, hey, we're really interested in?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:47:24 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Buying your company is. Is that what happened or are you looking to sell?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:47:27 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It so a couple of months.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:47:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Before we saw them at a trade show and and they were like, oh, this is a good product. And in order for them to even look at you, you have to be at least 50 million in sales and blah blah blah. And we were nowhere near there at the time. And and that was the only contact we ever had with them.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:47:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Then you know a year later at the trade show. Again there was this one month window where we got phone calls from three of the biggest food companies in the world and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:48:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We were like, we better start looking at this and this at this time I had.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:48:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[2 little kids and they're two years old. Single mom. So we we really.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:48:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Said, you know what we should we should. Well, we never considered selling. Yeah, we should maybe think about this. Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:48:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So so you just.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:48:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Tried to sell? Yeah, and. And then I read that in the middle of working on that deal, there's actually there's a fire in the factory.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:48:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, there was a big, big fire and we had already signed the SP a with the stock purchase agreement we had already signed that, but it hadn't closed. We agreed on a price and all.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:48:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[This and then we had a fire, there was $9 million in damages and 25% of the factory was burned down and that's a really hard phone call when they call you, you don't know what they're going to say. And basically the way that it ended up working out is, you know, we still ultimately had a brand that was worth.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:49:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Value and we were like.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:49:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We will get it back up and running and the way we did it was we built a wall across half of the plant. So we were still able to manufacture on the side that wasn't burnt down and then?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:49:21 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[The other side.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:49:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We called in every person over the last decade.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:49:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[That helped us with anything, and then people who were working electricians, they brought in like the one guy turned into six guys and overnight round the clock, we were supposed to close in December and by January 12.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:49:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[They inspected the plant and they said you don't believe it, they're back up and running. Place looks great.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:49:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:49:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Good to go. Send them the check.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:49:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Exactly. Send them the check which it would have been nice to see a check.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:49:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[But nowadays it's a transfer. So we all sat in front of the computer just looking like.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:50:00](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:50:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Waiting for the number to change, is it there? Is it there? Is it there? Is it there. And then it was like, you know, the the money transferred in and and we did obviously close the deal.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:50:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:50:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I've asked, you know, other entrepreneurs about the sale of their business and their different answers. I I I asked the Co founders of Reddit why they agreed to sell their company at the time they did, and the answer was because it was more money than I had ever had in my life. I didn't grow up with a lot of money and it was life changing money, which I think.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:50:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Is a fair answer.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:50:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I I have to assume that was a a factor. If not the factor in your decision.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:50:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It was life changing money.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:50:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[But it had also become, you know, where we loved this business. And we loved running it at a point the tables turned and the business starts to run you. So I think it was the perfect timing. Yeah, I was working crazy hours. I was lucky if I got home on time before my kids.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:51:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Went to sleep.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:51:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So for me it was the right time for Mark. I think it was the right time. He was burnt out. That being said, after it's sold, there was this major like this was my whole life, this and my and my kids. And what am I going to do?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:51:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Now.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:51:26 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So what? What did you do? I mean, how long did you stay with Stacy's after you sold the Pepsi?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:51:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[One very disastrous year.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:51:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[What? What was what was?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:51:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[What was disastrous about it?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:51:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It was so hard I was contracted to stay, but I really only had to work 20 days a year, but I didn't know what else to do, so I would really go in every day and I think I was more in the way.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:51:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And I thought that I was going to be like a buffer between, you know, the new leadership team and the employees. And I think I'm, I probably just created more confusion.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:52:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[So it was eight months of. Yeah, I probably just was in the way.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:52:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, I can. Like you don't sound like a person who is different from the person who you were in high school or college. Of course we all change and we we grow and evolve. But like you, you sound like a very down to Earth person. But all of a sudden you were.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:52:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You had.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:52:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Would this wealth that I have to assume you weren't? You had no experience with how did it change the way you live your life or anything else?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:52:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I think it even today, sometimes when I go to do something you think twice. Oh can.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:52:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I do that.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:52:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Can I buy that? OK, you know, and initially I went out and I bought a castle. Right. I was like, I'm going to buy a big house in a beautiful neighborhood and get a sports car and do all that. And I did. But.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:53:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Then I realized.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:53:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[My kids can't ride their bike and they go on the bus and and there's only 5 kids on the bus because everybody else is going to private school and and I was like.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:53:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[We're done. We're done with this house. I put the house on the market and I bought a smaller house in a neighborhood where our neighbors are right next door. And you could, you know, borrow a can opener and the kids can ride their bike, and that's how.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:53:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I wanted to raise my family.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:53:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[I'm just curious. I mean you you were young, you were in your early 40s having accomplished this incredible thing like growing this business and the whole rest of your life ahead of you. I mean, huge part of that incredible, exciting like I, you know, I think lots of people listening would say I would love to have that.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:54:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[But at the same time, you had to figure out, I guess, what you were going to do with the rest of your life, right?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:54:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Right, people are people. Look at you like you can do anything, but at the same time, you look at yourself and and you're like, well now what am I going to do with my life? Of course. I'm I'm a mom and I'm parenting. And that's first and foremost. But.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:54:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[What else am I? Yeah. And it's a very hard position. It's very hard place to be. And the past four or five years I've had some big.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:54:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Knuckle challenges. I had breast cancer. I had an autoimmune disease. I had a full knee replacement, so I was really kind of knocked down for four years. And when you're in that position, you really feel like the money at that point doesn't matter, you know if.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:54:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[There is a day where you think.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You may die all of a sudden. There's this mortality and you have to think of your kids. It's the most awful thing to think about. What's going to happen.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[With my children, who's going to give them a hug?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:21 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Who's going to, you know?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Take him. Obviously. You know, I mean, I've got family that would that would step in and take.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Care of him.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[But but it's the little things. It's the day-to-day things that you mentally go through that makes it really.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hard. How's your health now?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Now I'm good. That's great. I had double mastectomies.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Yeah, I don't identify myself.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[As a cancer survivor, I just look at it as this was a \*\*\*\* \*\*\* time in my life and now it's over and.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:55:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You know all of that, you know, getting past the medical issues, selling the company, all of that adds up to taking control. And that's my sense of bold. So you kind of got it now you got your.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:56:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Mind, in a new space?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:56:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Amazing. Stacy. And you think about the trajectory of your life and your career and the incredible success you had. Do you do you think that it's because of the skills that you brought and the hard work that you brought or do you think that luck played a bigger role in in that?](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:56:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[You know, a lot of people say.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:56:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Oh, she got lucky.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:56:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[That really \*\*\*\*\*\* me off.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:56:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Because, you know, yeah, maybe the stars aligned and maybe the timing was right for a lot of things. But each and every one of the challenges and the hurdles that you overcome, others might not have gotten there.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:56:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[And we did. I could have very easily followed the path that my fam.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:57:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[There.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:57:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Laid out for me, you know, like probably could have just stayed in that comfort zone. But you know, yes, by moving to this place and moving to that place and taking on additional challenges. You I think you developed the skill somewhat of a survival skill. That's what got us to where we were.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:57:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[In 2007, when we sold, yeah, maybe there was some luck in there, but there was a lot of skill that's involved in crossing that finish line.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:57:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:57:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[That Stacey Madison COVID under of Stacy's Pita chips, by the way, Stacy is still in the food business. A few years ago, along with her brother Dave, she launched a new energy snack called B bold bars. But she hasn't forgotten her first obsession, and she still gets excited when she sees somebody buying a bag of her.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:57:56 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Eat chips. There was a time I was in the grocery store and this woman picked up two or three bags and she put them in her cart and I just couldn't resist. I'm like, you know what? I'm just gonna come tell her. And and I did. I went up and I.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:58:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Those are my chips and she looks at.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:58:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[Me and she goes.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:58:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[No, they're not. They're my chips. Oh my God.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:58:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

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[00:58:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[It's at how I built this, or at Guy Raz and on Instagram. It's at how I built this NPR or at guide dot Raz. This episode was produced by Jaycee Howard with music composed by Ramtin Erebuni, who was edited by Neva Grant with research help from Candace Lem.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:58:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[A production staff includes Casey Herman, Rachel Faulkner, James Delahoussaye, Julia Carney, Elaine Coates, Farah Safari, Liz Metzger, and Annalise Ober. Our intern is Harrison BJ Choi and Jeff Rogers is our executive producer. I'm Guy Raz and you've been listening to how I built this.](https://1drv.ms/u/s!AMhVeraEIITCz2c)

[00:59:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2c)

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