# Audio file

[Stasher and Modern Twist Kat Nouri.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[I had Vertigo twice in my whole career. One time was when I was on Shark Tank. Some of the judges are not that nice and and if you don't know your business inside out, they're going to eat you alive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[But what you got out of that was huge visibility.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Did you see an immediate impact on sales?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[No, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[I'm Guy Raz, and on the show today, how Cat Noori built a better baggie out of silicon and started stasher a storage brand that wants to get single use plastics out of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[00:01:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[My wallet is a Ziploc bag. I keep some cash, a few essential credit cards, and my drivers license tucked in a zip lock sandwich bag. Every few weeks the bag gets tattered and I switched to a neuza block. I started using the zip lock.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Wallet last summer, when I spent a few days at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:01:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Which it seemed like the most efficient way to keep my cash and cards dry in my swimsuit. And guess what? It worked. Sure, everyone laughs when they see it. Just the other day when I pulled it out to pay my Barber, he sarcastically asked me if my zip lock wallet was made by Prada. Now imagine a world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:01:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Before Ziplocs, we'll call it BZ 1968. That was the year Dow Chemical introduced the product to grocery stores. All of a sudden, sandwiches and carrot sticks and apple slices could be kept separate inside lunch boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:01:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[The problem is that we started to use a lot of them. We still do, and ultimately that's not a good thing because plastic is a huge environmental problem. There's too much of it and it's finding its way into our oceans and into our bodies. A 2019 scientific study found that the average human will.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:02:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[In just as much as 40 lbs of plastic in their lifetime.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Microplastic that floats in the ocean and seafood in the air and sand. It's all around us. Only a tiny sliver of the plastic we use gets recycled less than 10%, according to the EPA. That little recycling symbol on your single use water bottle? It's basically nonsense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[So over the past two decades, more and more social entrepreneurs have been trying to figure out how to reduce plastic. One potential solution is in a polymer called silicon. It has properties that act like plastic but is more sustainable and lasts much, much longer. And cat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:03:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You were a parent of three who packed a lot of lunches, realized that, like many of us, she was using a lot of disposable Baggies. Cat had a small business that made HomeGoods out of silicon. Things like placemats and coasters, so she had some experience with the pros.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:03:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[But could she figure out how to turn that silicone into a Ziploc like baggy? Well, if you've heard of a brand stasher, you know the answer is yes, she did figure it out, but it would take a lot of work to convince people to buy the bags. Stasher bags are expensive, one sandwich sized bag.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:03:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Might last several years, but for the price of 1, you can buy 120 zip locks, which is an important part of the story, because in 2020 cat actually sold stasher to SC Johnson, the company that happens to make Ziploc.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:04:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[It's a sign, perhaps, that over time Essie Johnson sees a future without single use plastic. But how that acquisition happened. Well, if you listen to this show, you know there is a story behind it, and it starts with cat. She was actually born in Tehran, in Iran in the mid 1960s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:04:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Before the Islamic revolution in the mid 70s, her dad decided to move the family to California to search for new opportunities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:04:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[He had heard that California is like heaven, he said. You know, California is so green and there's so much opportunity for us to have our own business and to start a new life together as a family. And you guys can't get educated like you can all have the best education and not like, wonder what you're going to do after school if there's work opportunity for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:04:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And that was just something that was really important to him because he was three years old when he lost his mother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:04:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And he was brought up by his brother. In fact, when we when my dad lost his father and his brother, my dad just couldn't stand living there anymore and being associated to his business where he sort of saw the shadow of his brother every day. But his brother wasn't there anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And that was such a blow to my dad that he pretty much like picked us up and said we're packing up our bags and we're going to California.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:05:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And he moves you guys to the Bay Area to Walnut Creek, CA. First of all, why did he choose to go there? Did you have relatives in that area?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:05:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So we had an English teacher in Iran whose brother lived in Walnut Creek.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:05:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I remember to this day when he picked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:05:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Us up from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:05:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[The airport and driving over the Bay Bridge and we were two kids, my brother and I, my mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:05:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[And I remember distinctly that the guy kept turning around and looking at us and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[Asking my parents what? Why is he like looking at us? And that of course, you know, when I was 16 and I learned how to drive, we learned that that's what you do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:06:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[When you're changing lanes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:06:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So those were kinds of the, you know and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[Other things that I remember is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[I remember right when we got here, we just didn't want to be apart from each other and we went to Montgomery wards and we bow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:06:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Blankets and pillows and even though we had three rooms in the apartment, we all huddled up around the TV with the blankets and the pillows in one room together, the four of us and none.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:06:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Of us wanted to use the other rooms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[We just wanted to be together because I already felt like we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:06:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Like left our home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:06:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And now we were like going to be in separate rooms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:06:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So it was just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[It was very lonely when we first got here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And how did you all adjust to to life in America? Like for like for example, what did your parents do for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Living my parents did from the get go, they started investing in property and that was probably one of the best things they ever did. They started buying some real estate. My dad was really both of them. They were such a good team when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[Managing their money and working together to start a business and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And just thinking of how they would support us, we never felt like we lacked anything as kids, even if they felt it, we never felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:07:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:07:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Alright, so you're 10 year old kid in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:07:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[New country how was your English at the time? Did you did you have? I mean, you had gone to a Catholic school in Tehran. So did you already speak?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:07:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[English, you know, it's really that's a great question because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:07:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[When I got here, I actually felt like I didn't speak English at all. Barely, and I remember that I used to mix up the word want and have and it was so difficult for me when I got here. I was in 4th grade and my parents put me into school and I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[That I pretty much didn't understand anything that the teacher said and that one and I had really poor eyesight and my parents didn't know that because on top of not speaking the language, I didn't want to be called for eyes. So I didn't want to tell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:08:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[Couldn't see, so it was a pretty miserable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Move for me. I felt really out of place and the kids laughed at me all the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[I felt very different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Yeah. And so I was kind of looking for an identity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And if anything, I always say I turned into Allie Sheedy when I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[In high school, from Breakfast Club where?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:08:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[OK, that better cutie. OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:08:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Wasn't she called the basket case in that movie?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Yeah, I was pretty much that. And I was like the goth kid, more like in her in her looks. Where in her appearance, where she was a goth girl that didn't fit in and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[And and really didn't care if you want her friend because only the people that got her were allowed to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:09:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Her friends, because her character was she was. She was a misfit, right? She didn't fit into what? And certainly miss the 80s. And you're going to high school. I mean, there was probably. I'm assuming you went, dude, did you go to big?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:09:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Public High school initially. Yeah. I went to Northgate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:09:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And it won't look Greek and I was really different than everyone around me and they treated me that way. And so you know how they say what happens in high school stays with you in high school or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:09:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Something like that, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[It definitely stayed with me. It's scared me for a long.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Time and I refused to go to school because of it and I was basically forging my moms name and signing absent slips with my best friend and hiding in the closet every day. I used to hear my parents in the house while they were there and assuming that I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[At school, they found out that I wasn't going to school and my mom intervened and she said what's going on with you? And I said I don't fit in and I don't want to be here. I I don't want to live this way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:10:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And so she said she talked to her sister and she came to me and she said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[I think I found a solution for you where you can see that the world is a much bigger place than this little corner that you think is everything that the world has to offer to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:10:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I guess her sister your your aunt. She lived in Sydney in Australia and your mom sent you to live with her to go to school there to finish out high school there, which must have been pretty transformational. Cause I you came back to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:10:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[California and and eventually applied to Berkeley and and you got in, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:10:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I got it. I got it. Wow. Yeah. I want to be a lawyer. And so that was like, one of the biggest winning points in my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[Thought that my efforts could really change my direction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:11:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Right. And so you this is your idea was I graduated in another law school, but actually after you graduated this in the late 80s, you ended up getting a job, a sales job for, I guess, a subsidiary of of IBM or a company that will work for IBM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And you were selling mainly to to businesses presumably?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:11:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Right. Yes, I I was selling software and hardware actually at that point to other businesses. I mean the training that I got in, in marketing and sales was amazing. I remember walking into one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Company into South San Francisco with my sales manager and she said cat, you got to walk into this account with me and we walked in. She says watch. They kick me out every time we walked in. They say hello, missus, Miss Johnson. And she say hello and she say as you know, I'm GAIL Johnson from IBM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:12:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And they say yes, we know and you know where the door is. And she would walk again and she'd say I just want you to know you should never be afraid of that happening to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[So you would you would walk in and and say introduce yourself and and basically try to explain that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:12:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[This you know this this hardware would be would would make their business more efficient and you would hopefully get, you know have a chat with somebody initially.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:12:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah, yeah, completely. You know, I was sort of like the entrepreneur in my background as an immigrant was coming out because my parents had had every business under.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[So I started like starting. I started interviewing the people that owned the businesses. Like why did you start this business like because I was dealing with distributors and folks that have their own businesses of all sizes. And I remember I met this one guy who's a Persian guy. His name was Farzad Namy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:12:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And he was working for this Japanese company. And I was there to try to sell him a system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And I got to know him. And he really liked my energy. And he said to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:13:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[One day, he said, cat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Did you ever know that you're actually an entrepreneur and you're working for a corporation? And it's funny how in your life, most of the things that happen to you and that you might take a chance on are always right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Under your nose, but you just don't sort of see them until somebody kind of like in a very simple way tells you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:13:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[Had you had you? I mean, you were still pretty young. You probably your early 20s at that point. So 25, you know, 25.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:13:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So presumably you you hadn't thought of yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:13:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[That way, quite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:13:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yet at all, I was lucky to have a job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:13:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Is what I thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:13:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So the light bulb went on for me that, wow, I was an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:13:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And and I guess I mean you were sort of inspired by that, that conversation eventually you decided to leave IBM and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And I guess it was right around that the same period, it's like the mid 90s when you also got married, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Yeah, actually, when I left IBM, I did get married right around right around that time, I would say where I was sort of exploring different avenues, which your husband's name has seen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:14:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Got it. OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:14:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[OK, so when when you and your husband Afsheen got married, you kind of from what I gather, had this this period of time where you you wanted to start your own thing, but you weren't quite sure. And you you experimented in a bunch of different businesses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:14:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[1st I guess you you learned floral design. Did you get into the floral business at all?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:14:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I did for a quick minute and I discovered that my inventory dies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[What did you do? Did you? Did you? You have a shot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[I had a corner spot in front of the Orbit Room Cafe, where there's a Whole Foods now in upper market because we lived in San Francisco at that point and I had a flower stand and we did weddings and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:15:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Catering and all that, you know. So it was a nice little business, but your inventory dying and then also your cash would disappear because you'd have people that were working the shifts, various people and it had a big turnover of employees. So your cash would somehow like not be what you saw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[At the end of the day, so it was, it was a tough thing and I moved on pretty quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[To other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Venues, the inventory dying just killed it for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:15:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah. So flowers going to die, it's going to die quickly. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:15:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[But my next thing was something that took some money out of our pocket, which was the next day was. I decided that I wanted to do an antique business because we met a couple in Mexico who had an antique business and they lived in Ohio or something, and they promised that they would send me this beautiful truckload of goods.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:15:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:15:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:15:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:15:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Next thing, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:15:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I could sell them and start my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Own store. So the first step was that that they sent you a truckload of antiques that that you paid for or that you got on consignment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[No, I paid for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Listen to self. Never pay for something that you don't know, that what you're going to receive at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[End of the day. And so they said they just said just, you know, give us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:16:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[10,000 or 20,000 or whatever, maybe more. And we'll send you a bunch of antiques and and yeah, you can sell them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:16:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Start a business. Yeah, it was it. I think maybe it was 5 to $10,000 and I ended up getting stuck with it and they wouldn't take it back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:16:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And did you try to sell any of it? Did you pursue this in any way? What did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

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

[00:16:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[Was stuck with inventory and nobody wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:16:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:16:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So did you at that point abandon that idea of of a business? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:16:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:16:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And also I think during this time you were you, you, you had kids pretty quick succession, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Yeah. And I I had three kids, all of them. So they were, they're now 2422 and 19, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:17:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[They're what, two to three years apart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[From one another.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:17:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:17:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So you've got kids at home and I guess at a certain point, your husband, he decides to leave his job. He's an engineer to start his own, his own his own business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:17:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So he started his own manufacturing company in San Leandro.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:17:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And by the way, what was his company? What was his company? What were they doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[So they manufactured test interface products for the semiconductor industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:17:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I don't know how to say that in an easier way, but it's at the test and burning industry making receptacles and icy sockets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:17:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Which I don't know what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:17:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[Yeah, see exactly. And I sold it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:17:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So he must have been crazy busy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:17:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So we were all crazy busy because I was in there with him. I would literally bring my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:17:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[My MY2 boys, I drop one off and bring one to the back office to breastfeed them and have them go to sleep and then go do that counting and then do my sales calls and then go change diapers and then go back and pick up the other one and then come home and make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Dinner and it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Was just crazy. I I actually felt like if I left his company that it would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:18:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[All apart because I have such a big part in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[00:18:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:18:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:18:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Things got so stressful that you did leave. You decided like, like I'm going to take a year and and and be at home with the kids because it was too much for for both of you to kind of try to get this business off the ground and make it work with little kids, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:18:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Well, surprisingly enough, I let go and they did just fine, and I stayed home with the kids and my kids, you know, out of all the things that I had done, staying home with the three kids was probably the hardest thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:18:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I've ever done in my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:18:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Life. Yeah, I while you were from. From what I I read while you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:19:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You know, during this time this this year that you took off, you would at night time when everybody was asleep and it was quiet. You would, you would just scour the Internet for ideas, like something that needed some, some industry or something that needed to be disrupted. You clearly were looking for the next thing is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:19:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[Remember doing that? Yeah. So at this time, I was, like, hanging out with a bunch of other moms that were really creative and they were taking their ideas to the market and figuring out ways to manufacture them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And I found it really interesting that I knew manufacturing and I knew sales and I loved beautiful products and I definitely had a sense for an eye for design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:19:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I just kind of connected the dots like how can I possibly come up with something that can go to market that I can manufacture and sell to the public?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And and you were just looking around, just like doing Google searches and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:20:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I was. I was looking around and I was tagging along with my friends that were doing shows at the San Francisco Gift show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And that were manufacturing products and had agents and so forth. I was learning from them and I was looking at different things to do and my husband came home one day with this little box. That was a it looked like a little Japanese and a mini box where it had a hidden compartment and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[One of his Japanese customers had given it to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:20:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Him as a gift.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And I remember when I would take a nap with my daughter that she would go and she would take the pajamas after I folded them, put it under her pillow, and she'd throw on the on the floor after I just folded it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:20:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So I thought, well, what if I came up with something that had a hidden compartment that we could hide her pajamas in and we we would call it like a PJ pocket and it would look like a Japanese in a mini box that was hidden. And then you flip it up and you put the pajamas in it and that's how I actually came up with the name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:21:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Modern twist, which was the company that I came up with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[So around this time, I think it's about 2005. Tell me about how you came up with this idea. What? What's the? Yeah, what's the origin story of that company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:21:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So as I mentioned to you, I created this little PJ Pocket hidden product, but I wanted to come up with I I had a feeling that people could knock me off pretty easily with a sewn product, so I started searching the Internet and you know, I was starting to think about from my days when I was at my husband's company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Where there was so much plastic waste like they would make parts and the part would only be like a tenth of the piece and the rest of it would go on the ground and it would be wasted. And then it would be thrown in the garbage. And that really sat with me. And I kept thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:22:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[How can an add a translucency to a tool? And I had a design sense to me and I thought there are all these plastic things out in the world. How can I come up with something that is more design driven that performs better than plastic?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[I want to take an existing material and rejuvenate it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[When we come back in just a moment, how cat grows modern twist into a company she's proud of until a trusted advisor threatens to walk away and how that threat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Leads to her next company, Stasher. Stay with us. I'm Guy Raz. And you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:22:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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[00:23:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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[00:23:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 2005 and Kat Nori has been looking to start her own business for a while. So after doing a bit of research, she decides to launch modern twist, a brand that sells tableware products made of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:23:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:23:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:23:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So I wanted to produce place mats and table runners and coasters that were for the table for entertaining that were made out of hand, silkscreen silicone that were beautiful to the touch that were super elegant and you could throw them in the dishwasher and they would last you forever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:24:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[The same for baby bips. You know, I wanted your baby BIP to last.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:24:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[I remember having a a silicone baby, bit maybe one of yours. When when my little kids were little. What? What was it about? Silicone. Because it it is. I mean, there's controversy about silicone. Some people say it's not plastic. I've read tons of articles and researching this episode. There are lots of environmental organizations to say it is a plastic the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:24:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Plastics industry calls it a plastic, but there are different views on it. Some people say it's not as bad for the environment because it doesn't create micro plastics. Some people say it anyway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[First of all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[From your point of view, why was silicone?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:24:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Better a better product than plastic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:24:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[It was because it was durable and it would last, and I think that's half the issue about anything that we produce is that it ends up deteriorating and going into our landfills and into our oceans.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[How did you how how much money did it take for you to get?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:25:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Modern twist off the ground, I mean, because there's lots of moving parts. You had to design a product, then you had to manufacture the products and then you had to do the marketing and distribution center. But let's just talk about the, the, the different stages that you had to go through. First of all, money, how did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:25:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:25:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[How much money did you need to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Get off the ground.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:25:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So I was kind of crazy with that. I would say that I started borrowing money against our credit cards.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:25:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I started borrowing money against our home, and I probably went into debt for, uh gosh, I would say I probably took out a good $100,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:25:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And and with that money, you, what were the first products you were going to get manufactured?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:26:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So I first produce the place mats.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[The table runners and the coasters and the wine tags, wine tags. I remember. That was my first one and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:26:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[How did you get the? You know, knowing what I know about, you know, from certainly from interviewing people on the show with products like these, you usually start with samples. How did you find somebody to make you samples?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:26:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:26:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So I would stay up all night and I'd look for manufacturers that could produce what I need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:26:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Ended and I found a factory in China that was really good at working with me to experiment to get it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:26:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:26:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:26:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I applied to the first like the biggest show for gift for the gift industry. That sort of like catered to the independent specialty mom and pop retailers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:27:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:27:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[New York, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:27:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[The New York gift show, which is called now New York now and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:27:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And it was at the Javid Center.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[At the Java center.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:27:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[All right, so I'm at the trade show and I'm a buyer for, I don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:27:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Bed bath and beyond or something? I don't know. I'm just making it up and I see you, I say. Oh, well, what do you have here to give me your pitch? Tell me what? Why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:27:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Should I buy your product? What was your pitch?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:27:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I would basically say this is one of the most innovative products in the marketplace and it's a ham silkscreen product that's been made with love we Hansel screening, we present the work of independent artists on the surface and it's durable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:27:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[That's heat resistance and there is nothing else in the market like it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:27:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And they would touch it. And it was really the touch that sold the product. I mean, it just feels like there's nothing else like it in the marketplace, super soft and silky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Alright, so I'm. I'm at your booth. I'm like, wow, this is cool. I haven't seen this before. And what what? Yeah. Well, tell me what? What you selling these table mats or these place?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:28:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And they were really expensive. And that was a problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[Much. Yet I'm still you're making the pitch to me. I'm a sales guy Rep for for the buyer, for a container or something. What, what? How much?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Yeah, I think at that point when we entered the market, maybe they were, I want to say 1499 each.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:28:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:28:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And then then I would say, why are they so expensive? I mean, I'm I'm a bit beyond where all of the country like I don't know. Tom, can you help me understand why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[They're so expensive. What? What would you say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:28:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Because then I take some water and pour it on the mat and I take an iron and I put it on the mat and I take some crumbs and I put it on the mat and I'd say nothing goes through it. It can withstand heat. You can throw in the dishwasher and it'll last you forever. And they would buy it and not in high quantities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:28:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[It was always like really cool high end stores, like the moments, moments.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:29:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Of the world, or. Yeah, of course. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:29:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[The Museum of Modern Art. OK, these these museums obviously have gift shops. Very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:29:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Shops they they had a buyer there who bought some of these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:29:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[Kit Dembosky was my first buyer, and she said, you know, I like you. And I like your product and they remained as some of my best friends to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And so you walk out of there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:29:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Did you walk out of that trade show with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:29:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[A lot of, I mean, it's a lot of gorillas is a relative term because you're small business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:29:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:29:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Do you remember? Like, how how much money and orders you got from that from that trade show?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Probably, yeah. I would say somewhere between 20 and 50,000 on my first my first show, and I remember calling my husband right when kit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:29:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Walked away and she came in. She walked into the show at the last 10 minutes of the show and I said, honey, I think I have something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:30:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[The SF MoMA? Yep. And do you remember it? If I'm focusing on SF MoMA cause I don't think you sold a big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:30:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Companies at that point it was like small boutiques and probably the San Francisco Museum of Modern Arts Gift Shop was the most influential store you sold to. So that there's a visibility, visibility and it's a trendsetter and and in in, you know in those first 5-6 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:30:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:30:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Very much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:30:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Were you even able to get a a a foot in the door or some of the bigger retailers like would they?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:30:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And answer your your emails or calls like the the bed bath and beyond. I don't know who. TJ who whoever was would. Was that even something you were trying to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Yeah, it was more like the Bloomingdale's and the Sur la tables of the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Could you get into those places?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:30:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[No, it was very difficult to get in, did you? Yeah. And I got in. And when I did get in, it was so minimal and the effort was so much. And the process for shipping to them took like an employee of its own. And I didn't have the manpower at that point. And honestly, the independent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:30:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:31:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[Designers or the independent retailers did so much more for us because they could explain the product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:31:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And so their sales volume was so good, I didn't really need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[To be in those stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:31:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:31:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[This is really pre e-commerce e-commerce was around, but it wasn't, you know quite what it is today. So you you still really depended on those stores and and just to put this into context, I'm imagining by like 2010.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:31:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[This is five years in when you say you were doing really well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:31:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:31:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[That was probably a few $1,000,000 in sales a year, right? Correct. It wasn't like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:31:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[$20 million in sales, like doing really, because this is this is a probably the margins were low and it's not like I don't know, Bitcoin right? It's like it's it's where where it's exactly right it's it's silicone products that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:32:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[There's a limited number of people are going to buy it, and then it lasts forever. They're not replacing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Exactly. That was one thing, one of the buyers turned around and said to me, you know what the problem with your product is? I said what he says they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:32:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Last forever, but once.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[Buy it once and you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:32:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[We were, I was doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:32:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Really. Well, when I say when I was that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:32:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I was doing really well is that I didn't have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:32:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Worry about having a few employees and paying myself anymore and affording a space. And by this time I had brought in a CFO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:32:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:32:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And he was working with me once a week and we would stay up from Thursday. Yeah, he would stay up with me from Thursday evening. Everybody knew I had Thursday evenings for, like, 10-15 years straight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:32:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[He was like a part-time CFO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:32:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Where Mike would come to the house. This is Mike fake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:32:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[This is a mic fake, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:33:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And he would come to my house and come upstairs and have dinner for him. And he would just start digging in and he would. He was like, my everything cat. What are you doing with this retailer? Why are you just, you know, focusing on this one retailer that you're selling this skill to? Let's get rid of that skew. And at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Something else happened after I met Mike, first of all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[Cleaned up my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[00:33:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Helped me get an SBA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Helped get our financials straightened out. Got inventory under control and was I don't even know how I would have done it without him. Honestly, all the way through, he was absolutely my pillar of strength.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:33:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Consultant. Right? I mean, he was a part-time CFO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[To help you kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:33:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Of map out things that you were not able to to see or figure out on. I mean, he basically had a perspective that you didn't have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Yeah. And he believed in me. I mean, he had all the tools that I didn't have. He he always joked that I paid him in Persian food and he was my he knew I was that crazy entrepreneur that sort of like flew by the seat of my pants. And he was that very calm, cool cucumber. He never got excited about anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:34:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And he never got overwhelmed by anything. And I really needed that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Right. Your company, your company, modern twist would not become profitable for I think around 7 years if I'm if I'm right, which is I don't, I'm not dismissing that. I think that's amazing like it, but it took a while before it actually became profitable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:34:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[But even over that period of time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:34:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You know, up until it became profitable, it doesn't sound like you were nervous that it wasn't going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:34:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Work out or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:34:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Worry you. Was there ever a point where you thought we gotta get make make it this profitable? I've been in this for 7-8 years and my God, I'm not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Not making any money from this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:35:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yet no, I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Get antsy at all. I was making money at that point, and everybody was making money. We were doing fine. But what happened at this point is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[I met a friend of my moms at a natural product show named Ahmed Rahim.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:35:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[We know him. He's been on our show, founder of New ET Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:35:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah, exactly. So I met Ahmed Rheem at a natural product show through my mom. And my mom was the nutritionist. And she's super holistic. And my passion was always so connected to food. And here I was producing a product that had to do with things that were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[At the table, but they didn't have to do with all this good nutrition that I loved and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[00:35:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I started hanging out with Ahmed and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:35:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[The organizations he was involved with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:35:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Be corporations. You know, at this point, you know, my mom's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:35:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Whole, you know, holistic, you know, Buddhist side kicked in of are you just going to take your care of yourself and your family? I mean, this guy, Ahmed, is all about community and he's hanging out with all these organizations that are going to change the world. Why can't you sort of like, look into producing something that could have real?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[00:36:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And at one point, Ahmed turned around and said to me, I'm just not going to support you anymore of your advisor if you don't think of some other way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:36:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[To produce something that actually has the ability to have change.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[So clearly you wanted to you, you start to think about ways you could innovate or grow?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:36:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And you had experience in silicon plastics as in in silicone products and you and and it sounds like in your mind you started to think what else could I do with silicones with silicone products?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:36:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah, so my aha moment was definitely as I was trying to make a bag with my my silicone product and with some fabrics with some friends of mine at graphene lamps we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Trying to make like a handbag.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:37:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah, we were trying. It was like, so the silicone into a bag and then put a zipper on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:37:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[Beautiful. But then again, I was going back into the industry that wasn't exciting me anymore, which was the, you know, the high end, you know, design industry. And I love design and I love the function of things. But I wanted something that actually could be consumed by the masses that could actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:37:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Make a difference and sell in volume.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:37:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So just to be clear, you started by thinking I'll make a handbag for women or men, whoever wanted, but like a fashion handbag.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Well, more like a makeup bag because it would be small and it would have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[A zipper. But when did you start to think? You know, this is actually like sandwich bags for lunch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:37:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[For school lunches.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:37:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[When my kids would come back with, you know, all these rappers and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[In their lunch boxes? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Single use bags and I'm like, what are we doing? Like, why is this happening in our community? Like, where's all this going right and 45% of all landfill waste is from packaging?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And you're thinking, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:38:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And that's used.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:38:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[From single use things right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:38:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So. So the thing about silicone is, from what I understand, I'm not a I'm not an expert. I'm like you or a chemist, but it's basically it's it's made from natural materials of sand and rock and exactly and and there's different types of silicone, right, because there there's some silicones that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:38:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Are that do have chemicals and and other things in them to make them work right? What's the difference between the kind of silicone that you were making and using and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:38:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:38:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Other silicon, if there is there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:38:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So you can put fillers and buy products and chemicals and any kind of crap you want to silicone and make it cheaper. And if if you're using a platinum form of silicone and it's food grade, you're definitely paying a lot more for the material.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:38:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:38:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[OK, bye.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[What's what is what makes it different, what? What makes a food grade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[It's free of, it's free, it's free of latex and palates and plasticizers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:39:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So you're making something that was food Gray.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:39:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[After three years of experimenting, you finally come up with a the the bag and the bag that you can sell as like a lunch bag, and this is going to be a modern twist product. That was the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:39:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:39:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And you called them. Stash your bags right away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:39:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I caught them stasher bags. That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:39:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And had you come up with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:39:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[That name you don't want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:39:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Know no. Just stash stuff in your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Bag. Yeah. You know, I hang around with a lot of people from the natural products world. They stash a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:39:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Lot of things, you know, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:39:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And they had a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:39:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Lot of influence and you know, when I was hanging out with them and they loved, we loved the idea of coming up with something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:39:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[With a very heavy topic of plastic waste.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:40:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[00:40:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And and and if somebody came to you, you would say, hey, you use the blocks, this is going to totally eliminate the need for that because you just buy this and you've got a a lifetime zip lock bag here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:40:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:40:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I was on LinkedIn again and I and I saw that people weren't getting that. These, they're like, what's the difference between, like, at this point, the plastic free movement was nowhere yet?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:40:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And people were asking, well, what's the difference between like, if I use a reusable, you know, resealable bag then if I use your bag. So I had to really like get that across. I'm like OK, how do I get the function of this thing? Because here I was with the bag that was at that point when we were launching launching it was 1099.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:40:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[$11.00 Bag $11.00 ziplock and exactly as long as zip lock bags or Costco and buy like a zip log.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:40:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Palette. No, not a palette, but yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:41:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So they didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:41:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[See the value of. You know you have to give the consumer the value and I'm like, well, you could use it thousands of times. You can cook in it. You can freeze in it and you can use it thousands of times instead of that. And then and at the end of the day, you would actually end up saving money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:41:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[But you could cook in it. You could actually. What do you mean cooking it? It was that airtight, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:41:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Could soothe he did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[It's that heat resistant too. So basically I reached out on LinkedIn and I wanted to see I had a friend. Her name was Laura, sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:41:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And at that point, she was another, you know, social entrepreneur. And she said, cat, there's this really cool concept. It's called Susie. That's in the marketplace water cooking your food and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:41:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Suvid water cooking your food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:41:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Plastic in a container.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[In a heated like you could put in a pot and then you put a sous video machine in a pot. Yeah. And then you put your plastic bag and your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:41:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Food inside of that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:41:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And taste the food is amazing in it because all the nutrients stays in the bag and the taste and the moisture stays in there. So she's been like something the friends have been doing for a long time. So I reached out. I I was looking on LinkedIn trying to see who the biggest sous video player was. So all of a sudden.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[I see on my LinkedIn that Electrolux has bought a Nova and I'm like Electrolux just bought ANOVA. So I reached out to ANOVA and I'm like, I've got your bag for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:42:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[ANOVA is a Sufi company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:42:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:42:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And they were bought by Electrolux, so they were going to ramp up quickly and be the number one. So no ANOVA. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:42:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[ANOVA, ANOVA, I should say ANOVA. Yeah. By the way, no one except for people who are super food geeks. Are you going to know that company like you got to be a super food geek to have a sousvide stick?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:42:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[But anyway, keep going, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:42:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Absolutely. So I reached out to them and this was really important because they helped me produce my first set of molds. I meet with them and we get our first biggest order from them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:42:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[How did you have the the capital to make the products? Because usually those places pay 60.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:43:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So there's 90 days later you got to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Pay for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Product. So there's a gap. How were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:43:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Able to finance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:43:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[That what happened is that ANOVA gave us a big order and ANOVA was already in target and they needed a sousvide bag and I had a suvid bag for them. So this was a way for me to get in to target.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:43:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I had. I went to target and I already had an initial meeting with them and they weren't into my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:43:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Idea at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[They weren't into it cause your bags were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:43:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Too expensive probably, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:43:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Honestly, I think the real thing was that they didn't think anybody saw the difference between a reusable plastic bag. You know who's going to pay for your bag. So I didn't get an order from target directly, but ANOVA gave me a great order and and I made a great deal with ANOVA where they had to pay for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:43:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Molds for the productions because we didn't have them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:43:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:43:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[The bag would be would be like part of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:44:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[A kit they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:44:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Would put it right next to their sous video machine in target.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:44:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Alright, so you so you so basically this deal with ANOVA finances, the first moles and but it's a tiny market. I mean, you got to hope that people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:44:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[It's it's people are going to buy a sous video. It's a tiny number of people and then then you have to hope that they're gonna buy the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:44:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Bag, so I can't imagine that it took off right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:44:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:44:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I wasn't interested in that market necessarily. I was interested in the fact that people would get. I had to educate people where the value was for this $11.00 bag and people weren't getting it from our messaging. That was on the packaging and I didn't know how to message.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:44:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[The packaging right, which is why I decide to do Shark Tank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:44:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[After the break, how Cat gets her first bout of Vertigo while standing up to the Sharks and her second bout while sitting down with the buyers at Target.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:45:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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[00:45:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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[00:45:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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[00:46:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 2017 and Kat Nori is just starting to get traction with her new company, Stasher. But she realizes that not enough people know about the advantages of using silicone bags over single use plastic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:46:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So to get the word out, she decides what else to apply to share.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:46:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I think when I said things to Shark Tank, I didn't look like a small company. I looked like somebody who had some traction. And so when I did the submission, I was very colorful and I had the tools to show them that it was a company worth looking at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:46:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And when they contacted you and they said, OK, you're on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:47:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Presumably in 2017 you went on correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Were you nervous?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[00:47:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Twice in my whole career, one time was when I was on Shark Tank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:47:17](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Next up is an eco friendly alternative to plastic bags.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:47:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[It made me so nervous to be judged by the whole world, like to actually put yourself out there, especially as a woman. And here I was. I had to go stand on my own in front of the whole world. Pretty much to judge me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:47:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I don't understand the advantage of the product and the product doesn't get me excited.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:47:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[But. But here's the thing, you are going on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[With a mission, I mean, yes, you want to make money, but like, you were going on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:47:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You were saying?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:47:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Look, plastic bags, the zip top bags are really bad people, you know, are throwing these away. I'm going to solve this problem. How could how could you even have imagined anybody would be mean about that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[And I I think you've watched Shark Tank. Some of the judges are not that nice and they'll shred. And if you don't know your business inside out, they're going to eat you alive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:48:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Cat, why haven't you put more about the environment and the plastic free element?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:48:22 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I agree. Maybe that's something that we should definitely put on the packaging. If you told me that. And you are one of my buyers, I definitely put it up there and this is good feedback on your side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:48:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah, but that that doesn't work that way. This is your vision. You've got to be able to sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:48:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[This away from you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:48:33 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Wait, wait, wait. So you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:48:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Well, the one thing I knew was my business and they weren't going to tell me how to do my business. And when it came to them questioning my business and telling me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:48:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:48:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[It I got a little offended and I got a little offensive and it bro.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:48:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[My other side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Out. Can I ask you your brand specialist?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:48:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Your proposition.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:48:50 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[What would you do that would say that that is a better option? It's healthier. How would you do it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:48:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Differently, yeah, we can't do that here. We can't. We inventing the look that we're asking you questions that you're coming back, asking us a question instead, right? You're not saying I get it or I made this choice because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[I do get it, I swear I do get it. But I'm just saying that I wanted to see what your point of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[View was I don't wanna. I'm not arguing with you at all. You did get an offer or I guess two of the sharks were considering teaming up an offer. But you did get an offer from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I mean, it's just there's just not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Mark Cuban he he made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[He made you an offer, made me an offer? Absolutely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[20%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[For $400,000 and and and and, did you in your mind had you valued your company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[At that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[I think it was something like I had valued it myself, but I think they were valuing it like at 2.5 or something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[But he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[He made made you an offer 20% for 400,000. You came back and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Said I'll give.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You 15% for 400,000 and he accepted he he's going to become.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

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

[00:49:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:49:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Absolutely. OK. So the taping in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And this is the part that a lot of people don't know, it doesn't mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:49:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[It's a done deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[You still have to negotiate off camera to get that money and you guys actually never closed the deal. He in in, in the end, he did not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:50:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Invest in the end, we spent like twenty $25,000 on the negotiations and I really wanted to make it happen, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[I wanted a deal that basically let me still run the company the way I wanted to and I couldn't get that deal and I had to walk away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:50:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[What you got out of that was huge visibility, and that airs in January of 2018. And did you see an immediate impact on sales?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:50:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[No, no, nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:50:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I. Yeah. Well then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:50:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Nothing he did. But I mean, it wasn't immediate. It would. It kind of trickled through time basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:50:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[It gave us like a leverage. People would see it when buyer would tell another, you would send it to a buyer. We started utilizing it as a marketing tool and I had one friend whose brother had seen the show and he said I don't care what anybody says. You're a complete \*\*\*\*\*\*.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And I want you to run the company exactly the way you're running it. And here is 1/2 a million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:51:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Dollars without any.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:51:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Questions. So I took the money from my friend's brother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[00:51:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I didn't have to take the sharks money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:51:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[One of the things I think is really important is and and to help people listening to this, especially PR. People listening to this who pitch our show, we get pitched a lot of things like my client just raised $20 million, they they founded their company last year, they just raised $25 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:51:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And maybe on how I built this and the problem with that pitch is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:51:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[There's no story if you if you start your business last year, but there's no story to tell and raising $20 million is great. Congratulations. It doesn't mean you're successful. Yeah, it doesn't mean. Let me see what you do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:51:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[With that money, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:51:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You didn't actually raise a whole lot of money, but but there's a there's a myth there, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:52:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[Entrepreneurial world that raising money is like a badge of success.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Guy living in the Bay Area.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:52:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[There's this big perception that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:52:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[VCs and raising money is like your route to success and one of the biggest things that I have seen in my own friends and from what I had studied has always been that there's no such thing as free money. You can't run your company the way you want. If you take someone else's money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:52:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I wasn't about to let anybody ruin my vision because I wasn't. I didn't start this company for profit. I started this company so that it would support the change that I wanted to see in the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:52:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And if I was going to do that, the VCs were probably going to tell me that's a really great thing, but you can't donate, you can't run it this way. You can't hire that person. You can't grow as slow or as fast as you want. I didn't want to grow fast for someone else. I want to do it. The company went explosive because we were authentic and we were transparent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Not because, you know, we were trying to like, you know, sell something to someone because, you know, it was just some gadget that was going to scam someone, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:53:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Once you had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:53:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Visibility from Shark Tank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:53:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Did that help you get into bigger stores like target, for example? Is that is that how how you got into target?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:53:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So we got into target because what happened is that I, through LinkedIn, found the brokers that represented larger companies and I found out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:53:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Who was rapping some of the brands that I really admired out there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:53:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Companies like Swell that had done a really nice job of going to market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:54:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah. Been on the show. Yep, sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:54:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And had eliminated plastic waste through their bottles. And when I went to target the first round and I got to know they didn't see the value in 1199 bag because they didn't see that, you know, they couldn't see through the marketing or through the marketplace, the reception.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:54:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And the perception of the value of the product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:54:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And it was a category maker. It wasn't a hard container. It wasn't a tossable single use plastic bag.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:54:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So where did it fit? Did it fit in the essentials, or did it fit in housewares, found out through people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:54:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And what did you say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:54:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[That what you get in essentials is traffic and what you get in housewares is really you might get an end cap, but the actual volume in sales is less.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:55:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Is lower. You say you realize you want to be in the other other part of the store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:55:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I wanted to be where I could show the volume of sales to target so that I would have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:55:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I would have, you know, I would stay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:55:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[But you said, but yeah, but when you say you weren't prepared the first time, what did you do the second time to make the case? And to convince them that they?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:55:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Should carry this product. So the second time I took my head of product development and engineer Paul with me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:55:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[To my target pitch for the second time we get to Minneapolis and I fly in with an end cap. My team worked on the end cap for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:55:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[3 or 4.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:55:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Months. The end cap, I think is a shell like a promotional shelf, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:55:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[It's a promotional shelf that has information about your company and a beautiful display.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:55:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So you brought that with you. Like you, you you brought it to the pitch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[Airplane my team worked on it for like 3 or 4 months and I ended up standing at my hotel with no end cap that night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[00:56:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:56:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[It didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:56:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[OK, so I go to sleep and keep telling myself I got this. I got this. It'll be there by the morning in the middle of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:56:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:56:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I wake up sideways and I can't even move. And the minute I come to stand up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:56:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:56:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I have major verdict.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:56:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[There I was, and I had to not only look good. I had to go do a presentation in the account of my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:56:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I made tilted my house head sideways, and I took a shower and I went downstairs, and my brokers and Paul were there, and they all like wheeled me in pretty much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:56:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I sat. They sat me in a chair before the buyer walked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:56:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:56:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I had had a video that we had made. I went to LA and we made a video about what the plastics are doing to our planet and how it's affecting human health because we're eating the fish that are eating the microbeads and that our bodies are being consumed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:57:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[With plastic and by 2050 we would have no fish in our oceans and this video was so powerful we all had tears in our eyes and the buyer said to me, I I represent a category of essentials where there's a lot of this where I feel like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:57:37 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:57:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You know, why isn't there a more innovative solution to what's going on on our planet with plastic waste? And here you are. And I'm going to do everything I can to make sure you succeed. And I was completely stunned. And he said to me, I don't even know what you would be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:57:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:57:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Like if you felt good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:57:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I mean that the video that she presented.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:58:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:58:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I mean that must have been expensive to produce, right? I mean, that was an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[There was $30,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[You had and you had like a production team come up with a video that showed the impact of plastics. That was the pitch you made and OK, so, so you make the case to target and they say, all right, you're in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:58:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:58:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[We hit them on our mission and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:58:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So presumably you now had to to ramp up production because you now are getting this order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:58:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[From target, by the way, at at this point, were you patented, did you patents to protect the silicone bags?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:58:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Ohh my gosh, we spent so much money on patents and that was like, well worth everything that we did and anyone that copied us, we went after.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:58:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Because you, because there were knockoffs. There were tons of knockoffs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:58:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And we were on red. I had a whole team on Red Point every day that would go on. Their job was to go on the Internet and see who was knocking us off and serve them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:58:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[00:58:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Is. I don't know what Red Point is, it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[I guess it's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:59:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah, it's it's wonderful. If you could see who's knocking you off like in three seconds and and where it's coming from. And. But still it's a pain because if you have people knocking you off, you have to file lawsuits. In the meantime, you're losing sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

[00:59:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah, but you have to do it because if you don't keep some of the big ones back, you're going to get eaten up. But I do have to say on that. No, I want to thank every single copier we've ever had out there because it made me run like the devil was chasing me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:59:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And you have to thank your competitors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:59:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You say you made you run because you wanted to. You got to establish your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:59:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Brand essentially once.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:59:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You have a product that can be slightly modified and and replicated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:59:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[The the advantage that you have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:59:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You you've got to have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:59:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[As a better brand, it's a it's brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[00:59:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Awareness being first to market has the biggest advantage you could have with getting a friend. The buyer is being in the market getting first positioning. It has the biggest advantage of anything but the other part of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

[Keeping everybody away from you so that you can keep, like, doing things differently and the way you keep everybody away from you is by zigzagging on the road, right and being the B corporation and being the 1% for the planet and being A1A, a woman owned business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:00:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Those things were not things people committed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:00:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[To when they were copying me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:00:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You know, I was putting my money where my mouth was. I wasn't a green washing company that was trying to make a dime. I existed to make a difference, and my team existed to make a difference.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:00:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[How did you? I mean, given that there, there, there were an R products that that are also silicone bags with the zip top zip, there's a company called Zip top. Was it just at a certain point you can't?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:00:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[See them? Because they're also, I mean, they're they're changing it enough where they're not violating the patent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

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

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

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

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

[Is you also don't want to. You know, I always told my my team this, you know, and and they know I didn't watch the copiers like they did because my job was to drive forward and to drive really fast. And their job was to look in the rearview mirror and to always make sure we took care of our customers like nobody else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And that we had a culture in our company that cultivated everything that we stood for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[And people like, you know, we have millennials in the office. They're no nonsense if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:01:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Our office was all about what we wanted to see out in the world and that just spread like fire. You can't copy that unless you're legit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:01:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[So you, I mean 2018 and then 2019 are?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:01:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You know, huge growth here. I think by the end of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:01:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[2019 you are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:01:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You know, maybe doing about $30 million that year in revenue, but that year a little over three years or under three years after you really founded the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:02:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[An announcement went out. SC Johnson acquired Stasher. Yes, which is amazing to be acquired after just three years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:02:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[But tell me, tell me why? I mean, what what? What was the I mean, obviously you got a payout, there's money there. Was that the reason? Why was it did it made sense to you to, to sell to Essie Johnson?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:02:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And and I can't confirm your numbers by the way. So I wanted stature to be in the hands of everyone if it was going to make real change and guy, it's all about distribution.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:02:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Who has distribution?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:02:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[SC Johnson is one of the biggest right like companies of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:02:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[It's a well, it's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:02:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Consumer package the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:02:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah. I mean, they're multinational. And what are they manufacture, right, they soap and detergent and household cleaning products. All good kind of things like that. And they put and they manufacture Ziploc and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:03:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And they have a whole arm of companies that are better for you, companies like method and Mrs. Myers and Caldrea and Suncom. I mean, they have companies that are changing the footprint of the way multinationals do business and the way things are produced.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:03:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Of course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:03:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And by the way, just for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:03:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[01:03:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I didn't get acquired. I brought the acquirers to the table. I saw anybody that would have an arm for massive distribution of stasher out. And I weeded them out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:03:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And did you specifically look for SC Johnson because there was a product that they had acquired that you thought aligned with as you mentioned method was there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:03:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Any anything about that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:03:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah, I mean, they have it on, it's accessible to everyone. That was important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:03:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[To me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:03:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You know that statue would be accessible, that it would be affordable, that it would be donated to schools or, you know, all kinds of things that would be recycled through Terra cycle. Those are programs that they're putting in place that I could have never done. But then I have to tell you, guy COVID happened and every single day, I thank my stars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:04:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[That the acquisition happened because I have the responsibility.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:04:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[01:04:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[40 to 50 families in my hands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:04:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[01:04:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And that could have been potentially a disaster, because people weren't packing school lunches.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:04:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[People weren't going to retail stores. People weren't shopping anymore. Everybody was saving their money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:04:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I'll tell you what though. We were going on a hike, so I have a lot of I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:04:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[A lot of dried cranberries in my stash bag.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:04:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I did. And I did meet the guy that was going to be our CEO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:04:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah, because you you decided at that point or you were not going to be the CEO after the acquisition?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:04:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[No, but I had to meet. Who was? I had to meet Kay Sala.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:04:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Who's from the Netherlands and the guy was just the nicest guy. And you know, his DNA is all about sustainability.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:05:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Why didn't you want to stay on? Why didn't you insist on staying on as CEO? Because you are no longer. Really. You're not really part of the company anymore. You're kind of a brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:05:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yes, Sir, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:05:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Why didn't you insist on staying on? Did you just not want to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:05:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Do it. I'm not very good at following rules.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:05:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[You didn't think you didn't you the right person to work in a big sort.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:05:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Of corporate superstructure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:05:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Yeah, you know, and I have to tell you guys, I mean, my family's been on this, right. I mean, my kids have been on most of my business trips. They've been at all, like, a lot of my trade shows. They've packed up my goods with me. They deserve mommy at some point. And now that they're young.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:05:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I really want to not just be here for my kids, I want to be here for other women and I want to do things that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:05:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Or that will have a bigger footprint in the money that I was able to make with my passion for something that will change. Hopefully the plastic footprint of our society and I have the ability to do something else that's possibly, maybe even.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:06:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[01:06:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[2020 the deal closes and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:06:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And and then COVID Nets and wow I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:06:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[01:06:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[In some ways, the timing couldn't have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:06:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Been better. Yeah, but they're doing great. Yeah. And and I love being in touch, and they'll always be my family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:06:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[When you think about your journey and and and and, you know all that you've been through and the success you've had, how how much do you think that has to do with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:06:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[01:06:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Just you know your smarts and your work ethic and and and how much do you think do you tribute to luck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:06:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[I think as an immigrant and as my mother's daughter, work ethic is a given.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:06:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And I do believe the harder you work, the luckier you get. But I also believe that the universe has a power and an energy of its own, some of it not in our control.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:07:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And if we embrace those things, whether we call them luck or things that were unlucky, I think that maybe we just like, let go of the things we can't control and think of those things that come to us as luck or things that just happened because we took a chance that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:07:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Pat Nory, founder and CEO of Modern Twist and founder of Stasher, where she still advises as a consultant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:07:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Hey, if Mark Cuban managed to to make that $400,000 investment for 15% on Shark Tank in 2018.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:07:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Would he have done well?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:07:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[He would have been clicking his heels.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:07:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[01:07:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Then you would have been clicking your Ferragamo slippers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:08:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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

[01:08:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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[01:08:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[That, Guy raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:08:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Our shows Instagram account is at how I built this NPR and mine is at Guy dot Raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:08:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[This episode was produced by Carrie Thompson, with music composed by Ramtin Arabiki. He was edited by Neva Grant with research help from Claire Morishima. A production staff includes Casey Herman, Jacey Howard, Julia Carney, Harrison BJ Choi, Liz Metzger, Farrah Safari, and Elaine Coates. Our intern is Catherine cipher.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:08:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[And Jeff Rogers is our executive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:08:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[Producer I'm Guy Raz, and you've been listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:08:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[To how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

[01:09:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXs)

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