# Audio file

[Sweetgreen Nicolas Jammet and Jonathan Neman.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[Hey really quick before we bring you a brand new episode of how I built this, we are now doing twice weekly live video conversations with founders and entrepreneurs around the theme of building resilience in a time of crisis. So come, bring your questions and learn how other businesses are working through the challenges. This Wednesday, April 15th, join me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[And Gary and Kit Erickson of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[5th Bar and on Friday, April 17th, I'll have acclaimed thinker Simon Sinek, author of Start with Why on the show you can join the conversation live@facebook.com/how I built this. They happen Wednesdays and Fridays at 12 noon eastern. Again, that's facebook.com/how. I built this. And you don't need a Facebook account.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Watch, OK. And now on to a brand new episode of the show and just a warning, there's a little salty language in this episode. So if you're listening with kids, just be mindful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[You went to your executive team and you present this plan and within a year they all left basically your entire top level execs are gone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:01:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, I remember like the last one where we thought it couldn't get any worse. And I get the text from someone and it's always like the worst text when someone says.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Hey, can you talk?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:01:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And then so the last person quits and we're just like, oh God.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:01:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[What are we going to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:01:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:01:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I'm Guy Raz, and on today show have three friends from college, opened a salad shack in Washington, DC and grew that into Sweet Dream and chain of salad restaurants that wants to transform the way we think about fast food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:02:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[OK, so first before I get into today's episode, how are you doing? How are you feeling? Because on my end, I think I'm probably going through what you're going through, which is a mixture of anxiety and hope. And as far as this show is concerned, as corny as it may sound, a renewed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:02:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:02:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Mission because as I've said before, how I built this is not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Really a show just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:02:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[About business, I've never thought about it that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Way it's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Show about possibility and possibility isn't just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:02:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:02:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[The good things that can happen, it's about the possibility for things to go downhill. Possibility encompasses failure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:02:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And loss but also rebirth and triumph and creativity and a path.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:02:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Bored, which is why this show isn't something I just host. I'm actually a fan of these stories. I love them. They're like rocket fuel for days when I'm feeling down or unmotivated, like kind of like these days, right. Which brings me to today's story because it really is about possibility and all it entails.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:03:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Sweet Green started out as a classic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:03:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Looking for a solution. The problem was bad food options.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:03:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[3 undergraduates at Georgetown University in Washington, DC, were sick of bad cafeteria food, Jonathan Neiman, Nicholas Germain and Nathaniel Rue wanted fresh, healthy, vibrant salads, not iceberg lettuce, with some gloppy ranch dressing. They wanted things like avocado and arugula.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:03:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Red cabbage and fresh kale. And believe it or not, these things were not easy to find at restaurants in Washington, DC in 2007. So Jonathan, Nicholas and Nathaniel decided to solve the problem themselves. A better lunch option for them and for their fellow students.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:03:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Georgetown with some seed money they raised from friends and family. They fixed up a rundown shack near campus. They launched a take out salad restaurant a few months later and almost didn't make it out of year one when the cold winter weather slowed business to a trickle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:04:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But nearly 15 years on, none of these three founders could have imagined that Sweet Green would become one of the leading fast casual salad restaurants in America, with more than 100 locations. And last year investors valued.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[The green at more than a billion dollars. A billion dollars for salad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[But actually, what's probably most interesting about the sweet green story is a major pivot the founders took in 2018 when they decided to slow down the expansion of their restaurants. But we'll get there. The thing is, when I spoke to Jonathan and Nicholas back in early March, none of us knew that just days later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[The entire world was about to change in a most profound way. So at the end of this episode, I'll reach back out to them for an update about how things are going right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[But for the moment, let's dive into that first conversation with Jonathan Nieman and Nicholas Germain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:05:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So, Nicholas, tell me you you grew up born and raised in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:05:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[New York City was born and raised in New York City. My parents had come to the US a few years before I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:05:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Born and my father was French and my mother was Swiss Lebanese and so grew up in a very what I would say strict French households and French speaking, so is actually my first language.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:05:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:05:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And they ran a restaurant in New York. It's called the Caravelle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:05:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[It was called the Caravelle and it was one of those very old school fine dining, French restaurants of a former general.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:05:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Typical ladies who lunch. You know, Jackie would go there for lunch a couple times a week, and it was a really chic old school, New York environment and where you'd sit down for a three.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Hour lunch and what do you what do you remember as a kid? I mean, would you would you be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:05:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[In there all the time, you know, most of my childhood actually remember being either there in the restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:05:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Or in the kitchen there or in the office. And if I wanted to see my parents and wanted to spend quality time with them, I was quite often at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:06:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[This with them and you know, looking back now as an adult with a business, I I commend my parents because they did a great job balancing and they'd come home sometimes for dinner, and then they'd run back to the restaurant for at night. But there wasn't one weekend where they didn't work. I think my dad didn't take a day off for I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:06:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:06:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Say probably a decade at least, and I'd watch him get up at 5:00 in the morning every day and you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:06:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[He'd go do everything himself. Flower market. Monday morning, 5:00 AM, fish market, meat market. He wanted to go actually see the product, meet the vendors. And actually, you know, bring it back to the restaurant. He was very hands on and and then when the restaurant opened, he was there greeting every single customer. There wasn't one guest that walked into that restaurant. That wasn't greeted by my parents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[So when you was time for you to go to college, you went to Georgetown. And was it your? I mean, did you have a sense already then that you wanted to what you wanted to do? Like, did you think I'll go study finance or economics? I'll go to a bank and I'll come back to new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[York and working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:06:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[On Wall Street or something like that. Growing up in that environment and watching my parents run that business, I always love the idea of being an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:07:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And so even in high school, you know, I became pretty obsessive with the idea of just being an entrepreneur and trying to learn as much as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:07:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Could in high school I fought really hard to start the Entrepreneurship Club and so there's a group of students that we get together every week and just dissect businesses, talk about entrepreneurs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[You were that you were that kid in high school. Oh my gosh. Wow. Alright. So I wanna just just hit the pause button for a SEC and bring in Justin Neiman because you grew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:07:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I was not kidding. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:07:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[In where'd you go in in LA?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:07:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Grew up in Los Angeles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:07:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, and your family were Iranian Jews. They left Iran during the revolution and came to LA like a lot of Iranian Jews and non Jews.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Yeah. So my parents left during the revolution in around 1979.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:07:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And they both had to leave suddenly, you know, they were relatively well off in Iran. And then one day their life changed and they had to leave almost everything and kind of come to America and start over kind of live, you know, like my early childhood was very much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:08:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Always that, that worry that what we had was not permanent and that you could lose it at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Any moment and what did your I mean, when your parents came to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:08:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[LA and sort of start over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:08:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Was that work? Yeah. So. So my dad worked with his two brothers, and he did what he was doing. And Iran, which was he was a importer of textiles. And then he would sell textiles. And so my early memories was were going to see my dad at his office, and he had a warehouse. And I remember, like, my dream was to, like, be able to ride the forklift that would carry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[The rolls of fabric and that's what he did. He sold rolls. You know he would design fabric and sell rolls of fabric to brands and manufacturers to make Garmin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:08:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Thought of and similar to Nick, I think starting a business was always almost an expectation. Everyone I everyone, I looked around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:08:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Not to be a doctor or an engineer, because every time I've interviewed some Iranian American, they say, oh, my parents want me to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:08:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[No, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:09:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[A doctor, an engineer? It wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:09:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[That they talked about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:09:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Me being an entrepreneur, but that's all we saw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:09:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Is. I saw my dad work with his two brothers, saw most of their friends were entrepreneurs and not not a lot of people had big businesses, but they worked for themselves. We didn't know a lot of people that had jobs and from a very young age that's what I wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:09:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[To do so, you go to Georgetown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:09:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[For college as well. I mean, did you guys even know each other from from day one? Were you like best friends or like, what was? What's the story? What do you remember, Jonathan?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:09:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah. So Nick was the first person I met when I got to Georgetown. So I remember very vividly, you know, you caught all your stuff into the dorm. And I see Nick and his mom, Rita, right next door to me. And he was the first person that greeted me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:09:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[When I walked into my dorm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:09:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, it's funny growing up in New York, I had actually never all day enough, never been to LA. I didn't really have any friends from LA. And so I met this kid and I'm like, well, he seems different. He's from LA. He's wearing a Lakers T-shirt and he's got a different energy about him. And, you know, I knew we'd be friends. But first, first time at Georgetown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:09:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And were you friends right away, or did you kind of have your own groups?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:10:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Of friends. We were friends, but we were. It was really interesting. Now, considering we do together, we were friends that shared really the thing that we shared the most was the love for food. So like from the very beginning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[It was we were good friends, you know, in college you kind of have these, like, functional friends. You have food, you go friends, you go see concerts with friends. You go do movies with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:10:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Nick and I were food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:10:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[Well, I understand it from about Nick because he grew up around food. He grew up around restaurants, but what was your thing like where?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:10:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:10:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[That come from I just always loved food. Some people eat to live and others live to eat. I just, like, loved the experience of food, the sharing, the food, everything about it. It just has always been something I've loved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:10:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So you guys were your friends and you meet this other?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:10:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[By Nate. And did you also become friends with him pretty quickly?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:10:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, Nate, Nate and I became very close friends immediately. He. Nate. When Nate's also from Los Angeles. Right. And so, Nate and I just saw each other and immediately bonded. You know, I remember seeing him in accounting class. He was sitting in front of me, and he was wearing an LA Dodgers cap. And I was wearing, like, a Lakers T-shirt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:11:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And we looked at each other and we're like, we're going to be friends and we just bond.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Over being from LA and loving music and we became fast friends and I ended up being roommates for two out of the four.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Years of college. All right. So you guys are all at Georgetown. This is in the early 2000s, and it comes time to graduate. How did the idea of eight even before you start?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:11:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So we could have the idea of working together, even begin, would you? Would you talk about it in college, like, hey, maybe we should, like, do something together after college. Were you having those conversations?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:11:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I think the three of us all had this entrepreneur itch and you know, all of our parents were immigrants. All of our parents were entrepreneurs. Nick talked about starting the entrepreneurs club in in high school. I also started the entrepreneur I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:11:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Found this out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:11:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[He was also that kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:11:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I was also that kid. I found that I just found this out this week. I also started on the entrepreneurs club in in high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[And so we kind of like we were the three kids that knew we wanted to start a business and we didn't know what that business was going to be. We just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:12:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:12:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We wanted to do something and maybe do something together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Have you idea of like doing a salad based like lunch place? How did that? How did that even?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:12:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Come about. So at the time at Georgian there was one class called Entrepreneurship. It wasn't a major, it wasn't a minor. There was this one course taught by Professor named Will Finnerty. And the three of us actually took the class separately.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:12:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[John, I think I was. I was your TA, actually, John. I love it so much. I stayed on as a TA and they talked about how to write a business plan, how to concept a business. And one of the things he talked about in that class was some of the best businesses are started by people just trying to solve a problem they have in their lives.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Yeah, Nick, Nick was my TA in the class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:12:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And so at the same time, we were having that conversation, the food on campus was really bad, like cafeteria, especially. And as a freshman, you actually, you're forced to buy a meal plan. They force your parents. There's a minimum you have to buy it. It's really bad. You can go there for, you know, random lunch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:12:52](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:12:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But to have every meal, that was really tough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[And we were sick of eating the closest thing we had to healthy food was maybe Chipotle or subway. Yeah, it was just that constant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:13:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Plane that we had a problem in our own life and then we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:13:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[Our friends complain about it, and so when it we were just the the original idea was we wish this was here at Georgetown while we were here. There we wish that there was a healthy place to eat that was affordable and convenient and delicious. Right. And we just want. We thought it was going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:13:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Really easy. We thought we could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:13:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Open a restaurant in two months and we didn't really know exactly what the cuisine would be. And so the first location was across the street from where we live.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[And on the corner was this old burger shop that was now closed. It used to be called the little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:13:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:13:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[The whole time we were at school, it was empty. It was tiny. It was 500 square feet and it had a full lease sign on it. And we looked at that. We're like, that's perfect. That's where we should do it. But it was the the fact that it was so small had to keep it really simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[And it was that constraint that was we're going to do one thing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:13:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We're gonna do it well, alright, so there's this 500 square foot restaurant that's available for lease. It's empty. You guys are seniors in college. You're 2122, maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:14:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You all of a sudden you're saying, hey, you know what? Let's see if we can get that place and open up our salad restaurant and wait before like when your parents were saying to you in the fall of your senior year. Hey, nick. You know. Hey, Jonathan, you're going to graduate in May. What are you going to do? Because that's what every senior in college like. That's a question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:14:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Best at in the fall of that year, you're saying we're going to open up a restaurant? Is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:14:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Where you saying that already it wasn't real at that point yet, and and just to paint a bit of the picture, at first I didn't tell my parents because obviously they were in the business and they'd probably warned me against it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:14:41 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But the way we actually got started, you know, we wrote the business plan which our first version of a business plan was like 2 pages. It was like one page of financials, a photo of some chair for design reference and kind of like a menu concept. And so to John's point, once we saw that little Hut, we said this is where it's got to start. And we somehow found out who the landlord was called.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[The number in the window, first of all, it took us almost two months to get a meeting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:15:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Because we called her. Her name is Marcie, and we called her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[She wouldn't take us seriously. She thought we were kids doing the school project.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[You were calling or saying what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:15:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We're saying, hey, we have this idea for this restaurant on the corner. Can we come have a meeting?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:15:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And once she finally, you know, John called her every day for 30 days, I'll never forget. And she finally called back and said I'll take a meeting if you stop calling me. Yeah. Yeah. And that's when she said, you know what, go back and write a real business plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[And show me something real and maybe we can talk. Alright. She go to Marcy with a business plan. A Better Business plan, presumably. What? A couple of days later, or a week or so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:15:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[For later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:15:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[How did you improve that business plan well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:15:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[She asked us to do a few things. She asked us to to really build out a full business plan, which meant building out some financial projections, which meant building out the team that was going to help execute this. Whether that be the architect, the engineer, she's like, who she's like. Do you know how to build a restaurant? She's like, you need an architect. You need an engineer, you need a kitchen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Designer, you need to think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:16:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[All of these things, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:16:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But I remember we went and stood on the corner and counted people, and we stood in front of the subway. We sit in front of the Chipotle. We sit in front of the Dina De Luca, and then we sit in front of our corner. And we were just count. How many people are walking by, how many people are at the university? How many salads do we have to sell a day? And it was, that was all happening before winter break.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:16:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah. And that's when we were going to, like, make a call. Is this what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:16:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We were going to do or not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:16:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And that that location it's it's on M street in in Georgetown. Right. I think just important to point out, this is at the very, very end of the retail district of M Street, or at least at that time, it was like most people really didn't go far.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Or beyond. And in Wisconsin at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:16:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I mean, there's no argument. It was, on paper, a bad piece of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:16:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Real estate and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:16:47](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:16:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[That's why I think she gave us a chance cause that piece of real estate had sat there empty for five years, right? And she said, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:16:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[What? Why not? What have I got to lose?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[What? What was the rent going to be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:16:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[The rent was 3000 bucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:16:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[A month and what was what were the terms? How long?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Did you have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[To sign a deal for two years, five years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:17:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So she agrees to do this deal with you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:17:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And then what like then what do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:17:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You do. Then it was time to raise money. We had this business plan that was more buttoned up. We had a landlord that is willing to give us the space and we had found an architect, someone that she knew. So she felt confident in, you know, us actually building this. And I guess she just saw something in us and we had gotten to know her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:17:23 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And she said, you know, these kids might actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:17:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Get this thing open.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:17:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And how much money did you think you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Needed to raise to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:17:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Get this out the ground. We thought we needed $100,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:17:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[OK, 100,000 that was going to cover the deposit and the rebuild and you know your first couple months of just produce sourcing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[And by the way, in terms of the architect and the what did it look?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:17:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Like inside it was a concrete box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:17:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So yeah, it was a. It was a concrete box. It was. We really didn't know anything. You know, we never Nick, Nate and I had never worked in a restaurant. Nick had some experience working in a restaurant, but clearly never built a restaurant. And so the space which you know in my head, you see that front line that like that line that we make our salads.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Today in my head, I figured we could just go buy one of those and plop it in, and didn't really think about the fact that it needed power. Water like a bathroom. All of the things that make a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:18:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Restaurant a restroom?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[There was no bathroom there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[There's no bathroom. There was no there was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:18:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[No plumbing, there's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[No plumbing, OK, there was no sewage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:18:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[No electricity, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[There's no electricity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:18:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You you should not have opened a restaurant in this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:18:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Space and uh, so it was literally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:18:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[A concrete shack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:18:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[It was literally a concrete shack. That was, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:18:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, we might. You know, we always say thank God we knew nothing because today or even a couple of years in, we would have never even agreed to go tour site like that. It was so bad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:18:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[No way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:18:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:18:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But it ended up being the perfect place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:18:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[To start sweet green. Alright, so the you get the architect. And what did you have to put in plumbing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:18:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And electricity. Yeah. So I remember. When I remember when we got the first bid back from the architect who just did like, a a projection of how much this was going to cost. And we thought 100,000 was pretty conservative. Like, that's a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:18:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We get it back and it's like 350.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[$1000 and I just we just remember looking at each other like, oh, \*\*\*\*, this isn't going to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[So I mean, obviously, I mean you you did decide to go forward with it. Where where did you go to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Raise the money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:19:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We started raising money from, you know, anyone that would listen to us. It was friends in school, old teachers, old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:19:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Losses we need to put in some of our savings, but really not much. It was really this process of selling this busy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:19:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Plan and what was the like? Was there a minimum amount you were asking people to give you if someone was like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:19:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I'll give you 2000 bucks. We took 2000 bucks. You take it. We we did take it. So take it. And we asked. We asked everyone we could and it was really hard. I mean, I think the raising money piece is something that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[You know, you come with no experience. You know people are looking at you like. OK, So what have you done before? And everyone likes knows the fact that 99% of restaurants fail in their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:19:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Share but you just needed a few people to say yes, and once you found a few people to say yes, they knew a few friends that would then say yes, we probably spoke to 250 people and we got at the end. We got 50 people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:20:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[To say yes and and how much did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:20:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Guys raise, we ended up raising almost 300,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:20:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And it did cost about 350,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:20:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Dollars so we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:20:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Were short $50,000 or so, which means we have the contract of $50,000 at the end, which means the contractor owned a piece owned a piece of our company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:20:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:20:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[End. Wow. And what about the food? Like, did you start coming up with recipes of salads to to serve?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:20:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[The food was was really the fun part because that's where, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:20:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[What was gonna make it special? What was gonna actually get people excited to eat this? And you know, Fast forward second semester we had raised some money. We finally signed the lease. We made our first batch of Sweet Green T-shirts that we all wore every single day. So it felt real. And it was time to figure out the product. And I remember it started just with us, you know, we saw a produce truck drive by and we just called the phone number on the produce truck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:20:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And got this produce Rep to come to our dorm room with samples.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:20:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And that's how we started to figure out the menu and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:21:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[What we wanted to serve.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Wow, what was the produce?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:21:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Kini produce. Oh, yeah. You see those all around the Atlantic?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:21:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Can you please Sir?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:21:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And and they are still our partner today and I'll never forget Joanna, who was our Rep showed up at my dorm room and she's like, is this the right address? She came with her for a couple of cases of arugula and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:21:09](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:21:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:21:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Just put it in the fridge, right? And she saw a bunch of college kids partying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:21:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And she must have thought we were crazy so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[This this is a a produce distributor. You know you're 22 and you have 0 experience in in business and restaurants and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:21:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Were they skeptical when they met you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:21:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:21:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Really good partners from the beginning. There's something I think that when you're 21 years old trying to start a business, I feel like people were kind of rooting for us and we we always went in very honestly and said we don't know anything. We've never done this before. Can you help us? They wanted to see us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:21:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:21:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Be successful because we weren't approaching it the same way other restaurants were like from the very beginning. We went in and we asked for local and organic food. And they're like, wow, that's that's different. Why you, you know, what's going on here. And so I I really think that people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:22:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[People wanted to help us from the very beginning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:22:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And then in terms of the menu, how do you come up with that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:22:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You know, again, we were all big foodies and we understood that we wanted the menu to be food, that you could eat every day. That would make you feel good and food that people get excited about. And so we started doing these tastings in our dorm room, and we invite 10 to 15 friends at a time to come try it and give us their feedback. And that's how the 1st.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Menu was born in terms of like coming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

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

[First menus, because it's obviously you can make your own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:22:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Salad however you want, right? It's just a bunch of greens and you can vegetables. You can add stuff to it, but you have recommended combinations that you can go in and and what was the first like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:22:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So the first the first menu and and part of why we called it Sweet Green was the first menu with salads, wraps and frozen yogurt. It was really important for us for it not to just be the make your own, but to have these chef crafted combinations. And I remember the first one of the very first things we made was the guacamole.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Green. Yeah. What was that salad?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So that salad was the whole idea was taking the flavors and ingredients that go into a guacamole and deconstructing them into a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Salad. So bowl that's more vegetable. That's more plant based, but you still get that experience of crunching into the tortilla chips and the avocado and the dressing and it becomes a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Really creative moment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[It looks like an arugula or yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[It was mixed greens and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Arugula, got it. OK. And and then it's time to because I'm assuming you signed the lease in the spring of 2007, right, and you needed to build this thing out so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Our plan was to open in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[April, April of 2007.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:23:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[2007.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[When did you sign the lease?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Like in like January, January, February we signed, but again we had no idea what we were doing. We thought of building a restaurant. We didn't understand that you had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Permits we need to build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[An ADA sized bathroom inside that you have to like have a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Storage room that you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Have all these things it takes. It takes a lot of time and we didn't realize back to this being a concrete box in order to get electricity and water and sewage to the space, we had to RIP up the street. So the permitting was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:23:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Takes time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:24:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Complete nightmare and beyond that, we didn't have enough space in the restaurant. We found out to do everything we wanted to do. We didn't have enough storage space. Yeah. And So what we figured out what to do was right behind us was a parking lot. Yeah. So we went to them and we said, can we rent 2 parking spaces?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:24:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And we'll build a storage unit within the two parking spaces and we'll put all our refrigeration, our extra refrigeration and all our dry goods in these two parking spaces. And then we get would get a cart. Our idea is we're going to get a cart and we're going to roll down the parking lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:24:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[For the food, so you have like a refrigerator and just stand alone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:24:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Refrigerator on two parking spots.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:24:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Which would solve.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:24:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We built, we built it, we built like we drywalled 2 parking spots.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:24:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[A room in the parking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:24:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[Yeah, right. And he agreed to this. Yes. So this is this is where you had your storage facility. Wait, how how physically, how far was it like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:25:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[This is this is our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:25:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[It was like, you know, 30 feet up the block, down a hallway. So it was the, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[She's like, roll a cart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:25:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Every day, a couple times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:25:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[A day a couple times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:25:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[A day back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:25:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And forth. Yeah. Wow. And if I, like you were still you're. This is like, your final semester of college, assuming you kind of had a a lighter load of classes, but you were still having to go to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:25:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Class, right? Yeah. We were running in between classes and construction site and it was. And we both lived across the street. So it was actually pretty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:25:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Union, but it was this funny trying to finish our classes and finish out, you know, second semester of our last year, but then also starting this thing that was going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:25:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:25:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You know? Yeah. And funny enough. Out of all the restaurants we've opened out of all the leases we've signed, this first one was almost one we were least worried about. We the most confidence in this one because we were A cause. We didn't know anything. We had nothing to be worried about yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:25:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And we were building it for ourselves. We were the customer. So there's a confident.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:25:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:25:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I mean, I mean it must have been so exciting. I mean, presumably your friends are like, those guys are building this restaurant was was there, like buzz around?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:26:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:26:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Buzz and you know we had a ton of friends and people that were supportive and and really believed in it. And at the same time, you know, you get those looks from people like oh, so that's going to be your real job. You know, I'm going to go work at Goldman Sachs or somewhere else, and you're going to go run a 500.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:26:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[The three of you are going to run a 500 square foot salad shop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:26:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And I think people thought it was cute and cool, but ultimately didn't think it was going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:26:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Be our full.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:26:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Time job. Yeah. And so we graduate. We're building the restaurant and it was a really weird time because all of a sudden all your friends leave. Yeah. Everyone leaves DC, everyone graduates, everyone goes home or goes goes on vacation and going on to their jobs and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:26:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We were just there. Yeah. And the three of us were living together then, like, actually living together and building this thing. And I remember my brother came and lived with us to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:26:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[Us and he helped us with construction and we were all all doing everything. Yeah, just on site every day, doing whatever we could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:26:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[All right, summer of 2007, you building this thing out? It's hot. It's Washington, DC in the summer. And finally, you're ready to open. I think it opens on August.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:27:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[2007 and you, the three of you are the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:27:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[August 1st, 2007.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Only employees, or did you hire some?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:27:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We had a few other employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:27:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We're going to help you. We're going to make help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Make this out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:27:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So so back up a little bit so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Few days before we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Opening our focus is just get the restaurant ready, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:27:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Menu the construction, get it ready and we're really excited for this big opening party. We start hiring employees, OK. And we're like, let's just go get George Young kids to be employees, which we thought was a great idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:27:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So kids show up, they show up to our apartment for training, and we decided we would have a big opening party. And so we invited lots of friends, family. We were have this big party, so we're all hustling to get this restaurant ready in time for the opening. And it was the day before we're supposed to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:27:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:27:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And we were running back and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:27:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:27:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[From the restaurant getting ready and we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:28:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[The door open or unlocked of our of our office slash apartment. OK. And we had left the door unlocked. We come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:28:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Which was across the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:28:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:28:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Back and someone had robbed the apartment and one of the things they had taken was Nick's laptop. Wow, which had everything on it. It had all of the recipes, all of the training, everything we were going to do to run this restaurant was all of a sudden gone. And this is the days before the cloud. So there's nothing backed up in the cloud.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:28:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[This is like on your hard drive on your computer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:28:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So we're just like, holy \*\*\*\*, what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

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

[Are we gonna do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:28:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, it was one of those. Stay up all night and figure it out moments and you know, like John said, we invited all these people from around the country, all of our families from New York and LA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:28:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We're coming to DC for the opening of this thing. We had worked on all year and we knew we just had to figure it out. And so we stayed up all night looking through emails and looking trying to piece together, you know, everything we created and we somehow figured it out. You know, we, we were actually, remember the party started at 7:00 PM on, you know, the day before opening. And we were still in there at 7:30.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:29:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I'm like finalizing the recipes and we just got it done and all of our families pitched in. I remember Nate's dad was in the back making dressing and chopping onions. Your brother was running around buying stuff for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:29:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[It was kind of an all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Hands on deck moment. So alright, so August 1st the restaurant opens. Then what? Was there a line?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:29:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Outside there was a line and we did. We sold a lot of salads. What we thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:29:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Was a lot of salads day one?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[On the first day we sold just over 100 salads.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:29:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And then you're off to the races. Like was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:29:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Kind of. I mean, so we opened, we opened August 1st, which is a few weeks before students come back and so August, you know, chugs along, we're doing well. We have, you know, growing a little bit every day and we're like, OK, we got this. We know how to do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Students come back and yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:29:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:29:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And we were bracing for this week when all the students came back. We knew that was going to be when our business really was going to be tested. And I remember, I think it was August 29th or August 30th or something. All the students had come back, and this idea of hiring students to be our employees sounded like a great idea. But once classes start, and once all their friends are back, it actually was a horrible idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:30:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Because I'll never forget first day of classes, every single employee called out. No one showed. Wow. So we had this this day. Imagine opening day one month in first day of classes. The three of us in the restaurant. And I think Nate had Nate had just had surgery on his knee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:30:23 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And you had stepped out for a moment. So there's this moment on that first day of classes where I found myself alone in the restaurant by myself with a line.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:30:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[By yourself, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:30:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Out the door, by the way, I'm assuming you're not profitable yet or it was a cash flow like good enough to keep things going where you were, where you could see like, OK, this $300,000 that we raised.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:30:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We're gonna be fine for a while.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:30:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[The first couple of months we actually got the cash flow profitability pretty quickly. And then the first winter came and that's when things got really dicey and really challenged us to think about our business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:30:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Up until the winter, things were fine people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:30:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Buying a salad?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:30:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Students came back, the line was out the door. Every day we hired more employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:31:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Student employees September was a great month. October was a great month and then kids left on break. Yeah. And the weather started to turn and our business really changed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:31:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And like how significantly?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:31:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[It dropped by about 7:00, almost 70%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:31:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, after Thanksgiving, you know, there's there's finals. And then I think around December 10th or 15th when those kids start to empty out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Everyone's gone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:31:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You know, it becomes a bit of a ghost town. There's residents there, but so much of our business was the students. We were these seniors that's opened this business right out of college. And so much of our customers were the students.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:31:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And today, almost half of our food is warm food at the time, it was all cold salads with 0 seeding. Yeah, and very much student driven.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:31:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So as soon as the winter hit, it's just our business just disappeared.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:31:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Were you working at the store every day? Double.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:31:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Shifts every day. You know, I think we in that winter realized we couldn't even afford to have as many employees as we thought. We'd have a manager, and it came down to counting pennies. You know, there were moments in that first December that first winter that we truly thought the business wouldn't survive. It forced us to think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:32:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[How the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:32:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Needed to evolve right for different customers and different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:32:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Weather patterns. How the the the restaurant itself needed to be different with seats. Our menu needed to evolve, but there were some days in that first December where we almost ran out of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:32:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So I mean, I have to assume that what happened was the weather turned, people started coming back, is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[What happened? Yeah, pretty much. We got killed in that winter. But we learned how to run our very lean restaurant and build an operation that was very, very lean and so could survive off of making a few $100 a day. And as soon as the weather.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:32:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Started to get better in that time we started to learn how to market it. We realized that there was this huge connection between fitness and eating healthy, and so it was partnering with a lot of the run clubs and the yoga studios and anything that was anything that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:32:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[How would you partner with them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:32:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We hosted a run club. We would do like coupons and samples. After yoga classes, you would show up at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:33:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Like yoga places in around DC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:33:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah. And we'd give them little like, you know, old school paper coupons. And just like, little buy one, get one campaigns simple, like classic promo stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:33:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And that worked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:33:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[That started to work. It was, we realized, very early on that it was just like trial was so important, especially for a new concept. We just had to get people to try it and then they would get hooked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[So I think it was by the summer of 2008 you guys, you guys had pretty much bounced back and not only that you were even thinking about opening a second restaurant is that, is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Yeah. You know, when we first when we started the first restaurant, it was really just one. Let's do one restaurant for ourselves. But after we started doing all the research and kind of like peeling the onion back on the industry, we realized that this problem that we were having in our lives was a major, major problem. There is no healthy place to eat and the fast food brand of our generation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:33:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Or the generation before us was McDonald's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:34:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And it just didn't make sense that there was no brand to replace that. And so very quickly about a year end, we started to think about, alright, this can be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Bigger so in this early 2009, but just as an aside, I mean you are from LA and Nicholas, you are from New York. Obviously we're students in DC and students at Georgetown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[So I'm assuming that's why you started there, but I mean was there any advantage to starting in Washington DC because it's not really certainly at that time, certainly not known as an entrepreneurial city and you had AOL and but right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:34:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We're so lucky that we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:34:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Put it there. We got to make a lot of mistakes and the sweet green of that we started in DC would not have been successful in New York or LA. We needed a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:34:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You would have been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Just crushed by other. Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[We would have been crushed by the competition, but it gave us we were there, we were DC only brand for over five years. Yeah, and it let us really tinker with the model and almost get ready for going to these other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:34:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Cities, we got a lot of attention. We were kind of like a big fish.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[In a small pond? Yeah. So I mean, Fast forward a year, Georgetown is doing gangbusters. Yeah. Crushing it and line up the door every day. We figured out the model. You know, the weather hit, and we started to build our second sweet green. We raised about 750 grand for it and started to look for a space that was bigger with seats. We were going to maybe evolve the menu a bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:35:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And we actually opened it right at the largest farmers market in DC, the Dupont Circle farmers market. So that was why we picked that site. And you know, we'd started to get much deeper into the, you know, the farmer community. But the problem was that it was on the wrong side of the street. So all the traffic and all the business was actually across the street.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:35:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So we opened this beautiful, newly evolved swaggering with seats in this new menu and we thought it was going to do incredibly. We thought it was going to beat Georgetown by 50%. You know, our sales wise and we opened our Doors day one and it's crickets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:35:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[When we come back, how the crickets went away and the crowd started to show up and later on how a major decision to pivot prompted almost all of Sweet Green's leadership team to walk out the door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:36:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[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_gXg)

[00:36:25 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Support for this podcast and the following message come from the American Jewish World Service working together for more than 30 years to build a more just and equitable world. Learn more at ajws.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Thanks also to better help online counseling by licensed professional counselors specializing in isolation, depression, stress and anxiety, visit betterhelp.com/built to learn more and get 10% off your first month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:36:59 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[COVID-19.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:37:00 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And has upended our lives, shaken us from all sense of security.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:37:04 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[When it comes to pandemics, we just are in this cycle of panic and complacency. We'll see if this one puts an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:37:09 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[End to that. I'm a new zomorodi. How can we protect ourselves against future global outbreaks? That's on the Ted Radio hour from NPR, subscribe or listen now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:37:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's the spring of 2009 and a brand new sweet Green has just opened in Dupont Circle in Washington, DC it's a great neighborhood, lots of little shops, lots of people. There's even a famous farmers market with farmers who could provide them with fresh food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:37:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But there's one major problem that new store is on the wrong side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[The street, the quiet empty side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:37:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So we look across the street to see all these customers, but none of them are on our side of the street. This is when it really hit us that we had to figure out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:37:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:37:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[With those customers and get them to come try our product. Right. And so Nate, at the time was a did some DJing on the side and so went to guitar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:38:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Center bought a big speaker and a flip table.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:38:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Put it out front and started as blasting music and trying to create this energy around our store and we'd be sampling food outside and playing music, and we'd invite all of our friends to come and it started to work. And on Sundays, when the farmers market was, you know, there were thousands of people walking around the farmers market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:38:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[They would start to come over to Sweet 3 now and so it started to work and we start to build this community around music and connecting people to the brand through music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:38:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And I just want to mention this remote. We're not gonna. We're not gonna have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:38:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Time to sort of get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:38:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Into the details of of this part of the story cause.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[You could almost be its own episode, but basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:38:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:38:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You eventually built like these sort of music events into a huge like full-fledged annual festival called The Sweet Life Festival. I remember it cause I used to live in Washington DC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:38:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:38:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And I'm assuming you this was sort of like a in part like a marketing thing for sweet Green.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[But I mean it got huge like you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:39:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Got huge bands to play like like Phoenix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:39:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And the strokes and Vampire Weekend and Kendrick Lamar, I mean, and and mounting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[A music festival, that is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:39:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Expensive. I mean, just just pay the band. So how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:39:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:39:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Did you, in retrospect, I don't know what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:39:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We were doing it makes 0 financial sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[The the risk we took the first year, especially the fact that there was not much of A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:39:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Business Foundation, just in case it didn't work, was kind of crazy, but it kind of felt similar to that first restaurant where we just knew that it was going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[To be successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:39:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You know what are the ideas behind Sweet Green was that we felt like anytime you did find healthy food, it had kind of a branding problem. It was never the coolest experience with the coolest brand. And we were so dead set on creating a brand that stood for more than just the food or the transaction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:39:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We saw all these other brands out there that we connected with emotionally and stood for, you know, all these other emotions and we wanted squeaking to be a brand that people just wanted to be a part of. And so music was one of those ways that we made that connection.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:40:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And to John's point, it wasn't on paper as a horrible idea, but it just felt right and it just worked. It it really separated our brand from the rest of these other fast casual brands. But the cover of the Washington city paper, I'll never forget it. The morning after the Strokes played, we got the full cover with the photo, with the headline. That said, why did a salad company hire the strokes?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:40:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Question mark kind of like what the hell?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:40:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Are they doing well? Alright. So you pull this festival off and then this becomes a thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:40:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Meantime, you guys, the three of you, I mean, you've got now really have to focus. I have to assume on raising money. I know you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:40:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:40:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Very significant investment, $22 million Steve Case, founder of AOL. He's been on the show. He puts in a big investment into Sweet Green by that point. When you raise that money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:40:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Was it pretty easy for you guys to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:40:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[Not quite. And it came from someone on Steve's team, a guy named Evan Morgan and Evan Morgan reached out to us. We're sitting down and he's like, I have this great idea. Let me franchise your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

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

[And and you said we laughed at this hell said. No way we're not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:41:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[To the face.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:41:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You know, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:41:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[On our franchise, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:41:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:41:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Because why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:41:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We're control freaks. Yeah, it's never been part of what we wanted to do because you just can't control what we do and what we do from a supply chain and scratch cooking perspective, we were just always scared of franchising our business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[And have never done it. OK, but he's looking at you and he's saying you guys are like 2728 years old, like franchise this thing. Trust me, you're going to make so much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:41:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Money. That's a pretty convincing argument.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:41:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah. And to Evan's credit, he the reason he wanted a franchise is because he saw, you know, he bought into what we were doing. He believed that there needed to a food option needed to exist, a brand to own this next generation of eaters. And so through Evan, we got to know Steve and ultimately raise our first institutional round from revolution.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:41:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:41:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And and Steve case could be an intimidating guy. I mean, he's a billionaire. He started AOL like he he, you know, he's in the room with you and he's like, OK, here's the money. And this is my expectations. And I mean you had to have been intimidated by that those conversations maybe you know him now years later, but then, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:42:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, I think we were. You know, you have to remember this is 2013. So it's six years into our business. So it we, we for six years it was almost felt like we were bootstrapping the business, getting to this point and just doing it with the three of us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:42:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We were always very scared of institutional capital. We were scared of raising money from like VC's or private equity because that that's what it felt like. It felt like we were going to maybe lose our soul or it was good. We're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Going to say stop organic, go go to like Monsanto and get your whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:42:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, exactly, exactly. It was those fears of like, we've always had this thing where we said from the beginning is how do we get bigger and get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[00:42:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Have the food get better and we were very scared that bringing in capital was going to force us to take shortcuts. It was going to force us to grow too fast. It was forced us to lose control and then Steve and in all of our partners that we've brought on since then, they know that what makes U.S. special is that we're so protective of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:43:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Culture and our product, Steve understood that and he was more a partner in helping us accelerate that than trying to help it make us cut corners so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:43:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[$22 million in the bank meant that you could really scale it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:43:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[Right. Presumably that's why you were able to go to Philly and Boston and New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:43:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:43:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[After yeah, and a lot of it was around growth and expansion to new markets, a lot of it was, you know, capital to actually build a real team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:43:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[To think about scale. Yeah. And what, Steve, what that that capital allowed us to do was not plan for the next year. We'll plan for the next three or five years and to build the team to start investing in technology and to really invest in our brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:43:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And platform in a way that created a sustainable business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:43:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[When you really started to expand and grow, yeah, I walk into Costco and, you know, half of the produce is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

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

[I walk into every store now sells organic, this organic, that and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:44:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I start to wonder, how is it really organic and sustainable? Is it really or is it just a a different form of Agri business like you guys were committed to local and organic and you want, you know, these restaurants all over the country?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:44:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[How are you going to do that? How are you going to and even today, how are you going to make it so it wasn't an aggregate, an organic Agri business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:44:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Early on, we realized as we started to scale the supply chain, that things like local and organic were both really important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:44:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[To us, but even more importantly, was this idea of, like full transparency and being fully traceable. We wanted to make sure that we were showing our customers and giving them all the information. And you know, I'll never forget, I think it was sweetie #4 and Logan Circle was the first restaurant where we put up the source board, the local list that lists every ingredient would find they come from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:44:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And at the time, people asked us why we're putting that up. They thought we were crazy. They said no one's gonna want to know that in fast food. No one needs to know where your chickpeas come from or where your lettuce is from. They'll just trust.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:45:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:45:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Were used to having a curtain between them and their food. Yeah, and we wanted to open that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:45:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Curtain and actually at the time we started also designing our restaurants to be fully open kitchen. So really this idea of building transparency into our model from our supply chain to our physical experience to how we talked about our food and it really defined this next chapter for us of how we started to scale the supply chain and think about how we invest in our farmers, how we invest in making this a reality.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:45:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Alright, so you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:45:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You start to expand and I think by 2015 you're you, you hit 40 locations by the way, just in terms of, I mean even with all this capital coming in from Steve and from other investors, I have to assume that finding locations in those cities was still hard because you're even though you got a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:45:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Starbucks has a lot more, and Chipotle has a lot more and they want that location.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[They can outbid you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:45:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You know, as we started as the brand started to grow and we started to get more press actually finding real estate was got a little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Easier people wanted you as like, an anchor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:46:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[People wanted us. They wanted, like the cool young new brand, right, which started to become a little challenging is as we started to go to cities like New York, where rents were much higher, it started to really question the economic model. Like can we afford those rents? How well will Sweetgreen do they?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:46:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[There and those were questions we just didn't really know the answer to and opening our first week in New York was probably one of the most pivotal moments in our growth because New York is a completely different model. You know, we've learned so much around just the volume and scale and it's really challenged our model and New York has been incredibly successful for us and we're so we're very fortunate there, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:46:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[It is. It's taught us more about our business than almost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:46:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Any other market, I mean there's a million choices in New York, right? And there's so many concepts that you see in New York from all over the world that seem great. And then they just they they somehow they die something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:46:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:46:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We were so scared to go to New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:46:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:46:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[The competition and the the level of brands and how people show up there, we didn't think we were ready and it was a very opportunistic situation that led us to New York where one of our friends was helping develop the Nomad Hotel and there was this one space next door that they wanted to bring something that was more of a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:47:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Fast food restaurant but elevated fast food and they called us and they said hey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:47:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Can you help us find someone? And we started thinking we were about to introduce him to a bunch of other companies, and then I remember we looked at each other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[And we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:47:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Like maybe this is our opportunity to go to New York like this. It seems like this could be it, but it it also leading up to that we rethought sweet Green, we redid the brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:47:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We redid the menu. We introduced technology into the experience it that like challenge of going to this place that we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:47:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:47:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You say technology like an app and ordering online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:47:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:47:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:47:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Our app and and by the way, when you were, I know you guys were roommates in DC in 20/14/2015. Were you still roommates? Are you still living the same?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:48:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yes, up until the last couple of years, we either lived with each other or on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:48:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Same St. all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:48:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Three of you? Yeah. John and Nate shared a house in DC and in New York for a bit. And then I always lived across the street with my brother normally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[But you all have your own places.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:48:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Now we're now. Now we're all married and have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:48:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Our own place. I got you all right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:48:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[All right. But did you think maybe you just have a compound for you all and your families?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:48:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We're going to work our way back to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:48:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah. So I mean, this is the other thing like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:48:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:48:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Did you ever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:48:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Have any blowout fights? I mean, it's very unusual. Even, you know, we did we in the same room that we're all sitting in the founders of Albers, we had them. And you know, the founders of method and and a lot of Founders Co founders had went to therapists and for coaches.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[People to work through through things, which makes a lot of sense. Did you guys ever have, like a coach or therapist come and work with you or help you work through you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:48:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Know we've definitely had coaches and folks that have helped us along the way and the other thing we realized early on was this is just a lot more fun with partners, with people that are in, in battle with you through the good times and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:49:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[That, and we always look at solo founders and think how do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:49:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You do this. This is so hard. Undress your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:49:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But you're not just sounding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:49:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Friends. Yeah, we're friends first. No matter what the disagreement may be. At work, we remember that like, there's that foundation of love and trust, and we always just remember we have the same vision. We really do have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:49:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Share like a shared value system in terms of how we operate and make decisions, and so any disagreements are they're usually the stupid things. I remember some of the biggest disagreements were about who should play sweet Life Festival I don't know is one of our I think the greatest blessings in in our life is that we really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:49:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We get along, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:49:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Well, I mean, it's the question the three of us get the most. How the hell does this work and how are you still friends? And actually today we still sit in one office at one desk and like John said, there's a lot of trust and we know that every single day one of us will be wrong about something. And one of us will be right about something and we just know that over time it corrects itself. And we trust each other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:50:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Alright, so 2016.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:50:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[When you move to LA, you move the headquarters to LA. There are obvious reasons why it's the California's agriculture capital of the United States and you, you want to be close to. But what was your thinking? What, why? Why LA?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:50:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So it was a few reasons the company was growing at that point. We had, I want to say like 50 or 40 or 50 restaurants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[We had about 35 people working in our support center at the what we called the tree House, but we started to think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:50:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[The real long term future of sweet green and it was a few things that we that one is what you talked about was being closer to our farmers. OK. The second was from a just a brand and conversation standpoint while it was cool being the the outsider in DC we wanted to be in the center of action where where people were talking about health and Wellness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:50:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And then the third was from like a talent perspective, it started to get challenging recruiting people in our world to DC and so we realized it was probably this point we had while the company was still relatively small to move to LA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:51:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But we wanted to bring the whole team with us and give everyone a really nice, like offer to come move with us. And what was amazing, you know that I'm so proud of of that time is every single person came with us, all 35 people at the time moved across the country. And it was such an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:51:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

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

[00:51:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Cultural like bonding moment for all of us to pick up and start over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:51:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[The new city together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:51:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So here's here's what I'm I'm interested in, right. You know the adage, small business, small problems, big business, big problems and just expanding isn't always a great idea. I mean, Howard Schultz when he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:51:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Took went back to Starbucks in 2008, closed like 900 locations because they expanded too quickly. Chipotle expanded too quickly, but this was your strategy. This was your plan when you moved to LA in 2016. It was. Let's build out more stores and more stores and more stores. Did you start to think about maybe this wasn't actually the the way we should think about our business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:52:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah. So we started to see the industry shift. You know, when we started sweet green people used to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Tell us. You know, you're lucky you're in food because it's the one thing that Amazon will never touch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:52:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Which which is funny now because you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

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

[Through Amazon owned Whole Foods, and they're sure trying to tackle food, but it was it was the industry that was not hadn't been disrupted the way media had or travel had, or you name it, but clearly that that was very clearly changing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:52:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:52:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You were starting to see delivery take off. You're starting to see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:52:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You know, online ordering take off. You're just starting to see how data could be used differently in operating a restaurant. And you, you started to realize that just opening brick and mortar restaurants was not going to be sustainable, just a nightmare for us, was always thinking about blockbuster and that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:52:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:52:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I also say we would always say let's not get blockbusters.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:52:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Let's not get blocked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:52:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Because Blockbuster obviously in the 1980s they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:53:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Were they were, they were everything right and it was. It was about going and get your videotape.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:53:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But and they, you know, the story goes that they had an opportunity to buy Netflix and they didn't. But what happened with blockbusters, they didn't evolve. Yeah. And we kind of saw that happening in our world. We saw that restaurants were very much at risk to this disruption, even though we were ahead from a technology perspective, there was more we could do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:53:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And there was so much more we had to do to stay in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:53:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Front of the customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[It wasn't enough to just make a cool restaurant with great salads, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:53:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[No, and I think that was the thing that we noticed the most is that the customer was changing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:53:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And how they defined convenience was changing. I mean, when speaking first opened, the our customers told us, wow, how convenient that I have a place now that I can walk two blocks away and get wait in line for only 15 minutes and get a healthy bowl. Fast forward five years. They're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:53:47](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:53:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Like you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:53:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I have to walk two blocks and wait 15 minutes to get a healthy bowl, and so this definition of convenience was it was a moving target.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:53:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And so we saw that our customers were demanding more and there was this the experience had to become more frictionless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:54:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah. We just knew that the experience had to evolve. You know, the world is changing. The question is always.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:54:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:54:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Fast. When does what you do become stale, and we're always like we just have this constant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:54:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Fear of being disrupted. And So what we always have tried to do is disrupt ourselves so someone else does not disrupt us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[So here's where a pretty significant pivot takes place. Essentially, from what I've read, 2018, you decide we've got to really pivot maybe or 2017, and the pivot just to make it really clear because we're talking about technology and sort of more specifically what is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:54:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:54:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[The pivot mean I mean what does sweet cream 3.0 look like from a consumer's perspective, I go into the restaurant, I order salad. What? How does that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Change so there's a few parts. You know, I think we've we've learned over the years that it still takes a certain a certain amount of time to build these physical restaurants and read a point where sometimes change is happening quicker than we can build these things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:55:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So we've learned how to build our restaurants with enough modularity and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:55:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Ability to think about future channels. So one of the biggest differences when we build sweet greens today is around capacity, really thinking about delivery or outpost or online ordering. Pickup. Outpost is our newest channel that we've launched this past year, year and a half and it's basically a pickup shelf system that's installed into offices or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:55:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[00:55:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Locations outside of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Sweet green. Ohh. You can order it. It goes. It's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:55:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Like an Amazon locker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:55:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Exactly. So partnerships with office buildings, hospitals, universities and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[You can pre-order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:55:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Food. It's waiting for you on a shelf and the beauty is it's completely free for the customer. So you're not paying any sort of delivery fee and you have the convenience of delivery.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:55:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And you don't have to build a shop for it, so you can have, like, a central kitchen in the city where the salads are made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:55:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And then just deliver. I mean, we don't think the going and eating in store experience is ever going away, but people are craving convenience in addition to and there's certain occasions where people may want delivery or may want something direct to their office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:56:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And brands have to evolve to that consumer's expectation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:56:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[All right, you have this idea and this plan and you had to raise money to make it happen because you're gonna make you have to make a big technology investment and bring in like data engineers. And so like I I, there's an article I think about about you and ink. And it was like is, you know, sweet Green is a food company that's becoming a technology company or something like that and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:56:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You went to your executive team and you present this plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:56:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And within a year, they all left. With the exception of, like the Chief Financial Officer, all your senior leaders, your President and the other executives who had come with a lot of experience from the food industry. They they left, presumably because they didn't buy into this idea, I think. And this is like a year ago. It's not that long.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:56:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Ago, we're talking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:56:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, two years ago, you basically your entire top level execs are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:56:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Was two years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:56:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, it was one of the most challenging times in our history. They didn't see the world changing as fast as we did. And what we saw required a lot more risk and a lot more time versus the path we were on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:57:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And probably slower revenue growth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Slow, slower growth upfront. It was the the vision that we established was let's slow down to speed up. We're going to slow down, build a new model and then we're going to speed up. And I think there's a lot of people here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:57:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[That word less open to the change and it became it was a very challenging year for all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:57:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Of us, it was way more risk and you have to realize, just to paint the picture, you know, 2015 and 16 were two of our best years ever and we could have very easily. It would have been way easier to stay on that path in the short term. Keep going. Just keep going and and then go public and maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:57:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Cash out and then maybe something crashes, but the three of us always wanted to build 3 green to be around for 50 or 100 years, and we knew that if we didn't build it the right way that we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:57:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Going to hit a wall at some point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:57:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We could see around the corner that we were going off a Cliff. It felt like we were being blockbuster.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[OK, now to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Be fair in in in 10 years from now, or 20 years from now, you may be proven to be geniuses with foresight, and your model will be studied. Business schools. There's always a also a possibility that maybe you're wrong because you're right in the middle of this pivot now, right? And so I'm thinking I'm on your executive team and I have got 20-30 years of experience in the industry. I'm going to guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:58:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

[The model is there, the playbook is there. Let's open up more restaurants, we're doing well. We're going to make more money. We open up, open up, open up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:58:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Go public. We're going to be fine. I mean, you even had. This is public. I'm not. I'm not talking to school here. You've had board members like Gary Hirshberg, who left the board because he was saying the same thing and and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:58:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Think you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:58:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Know at that time, certainly, and even now, still because the concept hasn't been proven, they might have a point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:58:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, that's exactly right. We just saw things differently.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:58:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We really saw things differently and that to Nick's point, we want to build something for generations and we knew we had to not only change now, but build a culture of being able to continually change. And we felt like we were. We were becoming one of those restaurants that just copy pasted and that's never what we wanted to build what we wanted to build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:59:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Was something that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Constantly evolved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:59:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[When you went through this like when you announced this to the senior staff and then basically, you know they start to leave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:59:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Was there situations where you actually saying to people please don't just give us a chance stay? Or were you like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:59:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[OK, go a little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Bit of both. Each one was its own situation, but I remember like the last one where we thought it couldn't get any worse. And I remember being in Boston, it was Nick, Nick and I and our assistant at the time, JY. And we're in the Boston Airport after visiting all the stores in Boston.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[And I get the, you know, you get the text from someone and it's always like the worst.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[00:59:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Next, when someone says hey, can you talk to pick up the phone and it's like, you know, Nick looks at my face. He's like another one. And I'm like, yeah. And then so the last person quits and then like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

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

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

[10 people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:00:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[It was like 88 people, I think. And then our flight is canceled and we're sitting in the Boston Airport and we're just like, oh, God, what are we?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:00:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah. I mean, I'll be honest with you, if my whole team from how I built this left over the course of six or eight months, I would start to doubt my own judgment. I would say what am I doing wrong? On the one hand, I think that's a natural human response. On the other hand, it takes a lot of resilience to withstand that and to forge ahead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:00:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But you know, while the whole leadership team left not the whole team left. Yeah. And there were so many people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[That stayed with us and are still here with us and stepped up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:00:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And it also gave us the opportunity to bring in fresh blood with this, you know, with this vision in mind. And so at the time, it was so painful. But looking back, it was such a blessing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:00:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And to your point, we had all those thoughts. You know, we'd ask ourselves like what? What are we doing? You know, the first person leaves, we're like, OK, fine. The second, the third by the 5th or 6th, you know, the three of us are looking at each other saying, like, are what are we doing the right thing here? And again, back to the point of like having two Co founders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Oh, but hope so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Having them here just like the three of us together, reassuring each other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[If we were any of us doing this by ourselves, I'm not sure we would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Have done the same thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, and and today, you're, you're still convinced that this emphasis on tech and other ways of getting sweet free to customers is the right way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[To go 100%, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[More sure than.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[01:01:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We'll see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But you'll see, right? Because it hasn't. It's going to take time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And we're not going to get it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[All right, there's to be. And there are parts of this that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We get wrong and we learn and we iterate and you know, we open new versions of Sweet Green that have parts of it that don't work and that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[01:01:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[That was very much part of it. It was going from a place of, hey, we have this one thing that works. Let's just keep doing it to let's create a culture of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:01:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Where it's safe to fail and OK to try things and some will work and some won't. And outpost for example, is one of those things that was a little trial that now has almost 1000 outposts in less than a year. We want a culture and a company that continues to innovate and evolve.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:02:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And not that just does the same thing because of the companies that we look around the world, the ones that we admire are not doing the same thing that they were ten years ago or 20 years ago, they're continuing to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:02:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Evolve. How big do you want this to be? I mean, do you want this to be Starbucks? I think is the biggest food chain in the world after McDonald's or maybe subway, I don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:02:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I mean, do you want to be that big? Do you want people, you know, go into sweet greens all around the world? Can you even do that, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:02:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[We want to have a really big impact. We want to create a global, iconic, enduring brand that changes people's relationship with food and changes and has an impact on a sustainable impact on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:02:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Future of food but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:02:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[What I like to think about a lot is what if every McDonald's was a sweet green? How would agriculture be different? How would the environment be different? How would the health people's health be different? And that's what gets me really excited. And whatever number of restaurants that is like, let's just keep going and what we've always said is go as far as you can see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:03:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Once you get there, you'll be able to see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:03:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Further, how much do you think the success of this business has to do with your, your intelligence and skill and how much is because of luck in your view, Nicholas?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:03:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You know, I think luck plays a big part in any success and I think there is good luck and there's bad luck and we've had multitudes of both. I believe it's what you do with that. Look how you either double down on the good luck and use that as momentum.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:03:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Or try to fight off the bad luck and not let it sink you, and so much of our success has been about the grit and you know the decisions you make every day, the work that goes in, you know, I credit our partnership a lot to how we've gotten through this together, but so much of it is what you do with that luck and how you actually capitalize on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:03:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Jonathan, when you reflect on the whole arc of these last 13 and a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[Half years, I mean, it's so much luck went into this, the fact that I walked into Georgetown and met Nick the first day. The fact that the opportunity to go to Georgetown in the 1st place, there's so many things that were lucky breaks for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:04:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[But to Nick's point, it was then using that momentum when we were lucky and also having the resilience for all of those times that we almost failed because in this 13 years it's just like being able to survive to live another day, to get another chance for a lucky shot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:04:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[That's Jonathan Neumann and Nicholas Jamaica Co founders along with Nathaniel Roux of Sweet Green. Now normally this would be the end of the show, but of course we are not living in normal time, so just a few days ago, about a month after we recorded this interview, I called up Nick and Jonathan to ask them about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:04:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[How their business is going right now since the pandemic hit first of all, before we start, where are you right now? Nicholas, where are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:05:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So I'm sitting in the guest bedroom of my home in Venice, which has become my my makeshift office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:05:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[In California and Jonathan, where are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:05:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I'm also at home. I'm at my home in West Hollywood, Los Angeles, also in a guest bedroom turned makeshift office where I'm spending all of my time now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:05:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah. So obviously so much has changed since our interview just a few weeks ago. Tell me the situation with sweet Green. I mean, have you have to imagine you've had to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:05:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[At, at the very least, furlough employees or and shut down stores. What what's, what's going on?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:05:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So we've had to shift the way we operate all of our restaurants. So all of our dining rooms have been closed. All of our front lines have been closed and we've shifted to a digital only operation. So we take orders via pickup, which has done contactless as well as contactless delivery on our app and through a few marketplaces.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:05:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Because of the where our restaurants are physically located, our businesses especially just we're, we're we're being impacted in a in a very, very dramatic way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:06:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So in our interview that we did a couple weeks ago, one of the really most fascinating things about that interview was your, your, your discussion about your pivot, this idea of people could pick up their salads and lockers and order digitally and there'd be a whole kind of new ecosystem around it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:06:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And that I mean right now in the current environment, can that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:06:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[So as the whole world moved to work from home, our outpost business completely disappeared overnight. It was a large part of our business and the fastest growing part of our business. And so it it so literally overnight disappeared. But what we were able to do was redirect the all of our outpost capability and logistics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:06:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Towards the people on the frontline, so specifically we were able to redirect and set up outposts at over 100 hospitals around the country. We started by funding them ourselves and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:07:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And just recently, we partnered with Jose Andres and his World World Central Kitchen to raise additional funds for that. So far, we funded over 100,000 meals for these hospitals, and we're just getting started here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:07:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And you're and those are you're you're giving those away and you're not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:07:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah, we're giving the food away. We're giving the bowls completely free to people on the frontline. When we announced it, we got 10,000 hospitals reached out for to be part of the program. So the just the, the response was overwhelming and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:07:32](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[01:07:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[I think it just made us realize that, you know these during these times while you want to save your business and you know that's important. It's first take care of your own people, but then figure out how you can use your company for the greater good of the community.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:07:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Yeah. And I think you know, for 13 years we've been talking about why we started sweet Green and our cultures and values and how we show up every day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:08:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[OK. And to be honest, they haven't really been tested to an extreme till this moment, right? And we've had some challenging moments over the 13 years and we've always been super proud of how we've used those values. But to be honest, it hasn't been since this past month that we've really taken stock and said this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:08:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[When they really get tested.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:08:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And Jonathan, I know that you and and Nick and your third Co founder, Nathaniel recently met face to face socially.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:08:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[01:08:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[That conversation, like what did you guys talk about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:08:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[You know, we sat around and we we told ourselves, we can't think about rebuilding our business the way we were building it before. And honestly, it felt like we were sitting back in our dorm room at Georgetown and we literally took a white board out. And the question was if we were starting sweet Green today, what would we build?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:08:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Let's go do that right now instead of justice going back to our old plans, or we need to be proactive around this and start to plan for this, the rebound and and and the new normal. And so we you know, we've always believed that with crisis comes opportunity and that this is a crisis like none of us could have ever imagined or any of us have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:09:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Ever experience? But with this will come opportunity. And so we've really tried to think about how we can use this time to invest in the business and to come out stronger than we went into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:09:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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

[01:09:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[John, Nick, thanks for the update guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:09:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And we're wishing you a lot of luck and sending you good energy and we hope that sweet green will get through this and and stronger than ever and that you'll have a salad, you know, pretty soon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:09:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Thank you, guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:09:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[And thanks to all of you for listening to the show this week, you can subscribe wherever you get your podcasts. You can also write to us at hnibt@npr.org and if you want to send a tweet, it's at how I built this. Our show was produced this week by Casey Herman, with music composed by Ramtin Erebuni. Thanks also to Julia Carney, Candace Lim.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:10:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[Eva Grant and Jeff Rogers, our intern as rainy toll. I'm Guy Raz, and you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

[01:10:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXg)

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