# Audio file

[Tempur-Pedic Bobby Trussell (2018).mp3](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

# [Transcript](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:00:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Hey everyone, before we start the show, I just want to let you know that we'll be back online this week with our how I built this resilience series over the past few months. I've been having live conversations with business leaders about how they've been coping during these tumultuous times. You can join us every Tuesday and Friday at noon Eastern, 9:00 AM Pacific.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:00:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[By visiting the how I built this Facebook page, our Twitter account, or on NPRC's YouTube page, and be sure to bring your questions for the guests and hope to.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:00:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You there and one more really quick thing, how I built this isn't just a podcast, but it is also now a book, a book filled with incredible stories and lessons from some of the world's greatest entrepreneurs. You can pre-order the how I built this book right now where ever you get your books or by visiting Guy raz.com.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:00:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Now on to the show.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:00:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So over the past several very challenging months, our team has worked really hard to bring you 14 brand new episodes in a row. In addition to our how I built this resilience series. So over the July 4th holiday, we all took a little break, which means that this week we're running a repeat.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:01:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[But this one is such an incredible episode. In fact, every time I think about Bobby Trussell and the story of Tempurpedic, I still cannot believe it happened the way it happened. And you'll see what I mean. In just a few moments. This episode first ran back in October of 2018. Enjoy.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:01:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[How did you?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:01:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Raise the money to start this venture at all.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:01:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, that's a really good question because I had to go back to all my basic same people who had invested with me and my other horse ventures.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:01:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[That that failed, right?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:01:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah, that had failed and gone broke, so I had to convince them that even though we lost money and something that I.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:01:59 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Knew a lot about.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:02:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[That we were going to make money and something that.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:02:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I knew nothing about.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:02:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built. I'm Guy Raz on on today's show, how Bobby Trussell made one of the most spectacular.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:02:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[If it's ever from horse racing to memory foam and how we turn that gamble into one of the biggest mattress companies in the world.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:02:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So even if you don't sleep on a tempurpedic mattress, you may have tested one out at the store, or seeing where those commercials where the people are jumping up and down on the bed next to a glass of red wine that does not spill well. Either way, you probably know that tempurpedic is one of these squishy mattresses that feels strangely firm and soft at the same time.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:03:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[With this memory foam that molds itself to your body, and today, of course, plenty of other mattresses and pillows have memory foam.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:03:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[But back when Bobby Trussell first launched Tempurpedic in the US, it was a completely new idea, a new sensation. Now, to be clear, Bobby did not invent memory foam. In fact, when he discovered it on a trip to Sweden, he knew absolutely nothing about film. Nothing about mattresses. He been making a living in an.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:03:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Industry that couldn't be more different, horse racing and horse breeding. Yes, you heard that correctly. The guy who brought Tempurpedic to America a 2 1/2 billion dollar company today was a horse breeder.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:03:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[But as we'll hear at the time he discovered memory foam, he was also, shall we say, desperately in need of a new gig. And So what Bobby did was to see the incredible potential in a new kind of mattress. And then he basically gambled everything to launch it in the US. Bobby Tressel grew up in Milwaukee.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:04:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[In the 1960s, and was the oldest of seven kids. His dad worked in sales and his mom was a homemaker and Bobby. He worked odd jobs from the time he was a kid, paper routes and things like that. But when he was about 11 years old, something happened that changed the course of his entire life.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:04:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[When my dad was, I think, early 40s, he went on a vacation with my uncle and they rode some horses and he came back and he said, I think I'm going to buy a riding horse. And I was 11 and any kid who hears that is is totally music to his ears.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:04:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:04:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And so I wrote with my dad between the ages of 11 and till I went to college, I was 18 pretty much every week.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:04:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And horse racing became my favorite sport. We would get the issues of the Chicago Tribune and I would. I would cut out the race results and keep them in a scrapbook and try and follow when the when the same horse ran back. So that was that was totally enthralled in that.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:04:55](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[\*\*\*\*.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:05:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Bobby eventually went to Marquette University, but horse racing was always in the back of.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:05:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Mind.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:05:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Pretty much, yeah. I majored in finance, but I would often be sitting in the back row of a lecture, reading the racing form, and I would get my Marquette buddies and we would get in the car and we would drive in 90 minutes S to Chicago and go to the races.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:05:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[The Arlington.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:05:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Or Hawthorne racetrack. And we would have a ball. But I know several times we were so broke on the way back we had to run the tolls. They didn't have the gates. They you just. You breeze right through and hope they didn't catch you.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:05:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And so after college, you, you, I'm assuming you went to start working with with race horses full time, right?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:05:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yes, the thoroughbreds who actually raced at the race tracks and that's where my interest was. So I wrote letters to the top ten horse.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:06:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Miners in the country.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:06:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And nine of them didn't answer, and one of them was John Nerud NERUD, who offered me two jobs, one at his farm in Ocala and the other one at the race track at Belmont Park.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:06:26 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Which is in New York, right. Great.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:06:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[In New York, and I had never been on a plane.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:06:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Before.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:06:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So I went there with my bag, showed up at the front gate and told him I had a job with John.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:06:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Gerudo showed him the letter and they said well, Mr. Neighbors still in Florida, he's not going to be here for two weeks. And I said, Oh no. And then he said, well, but his assistant is here. He's got ten horses here. You can go see him. So I they put me in.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:06:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Inside the track on the back stretch, they call it where the barns are, and I went to meet the assistant trainer who was a Yugoslavian guy who spoke, you know, very broken English, and I told him the story and he said.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:07:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You have a college degree, boy. And I said, yeah, he said what you're doing here, boy. And I said I want to work on the racetrack and he said you can stay over the barn. Only one problem is we have the mattress frames came up from.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:07:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Our Florida division, but we don't have the the actual mattresses yet.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:07:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So I said OK, that's fine. So anyway, I slept on the springs for two weeks until the other horses and the mattresses came.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:07:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Up from Florida.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:07:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And who would have thought 20 years later, you would have been sleeping in a beautiful tempurpedic mattress?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:07:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah, and isn't that amazing to to think back?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:07:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[We'll get there, though. We'll get there. We'll get there. Let's hold our horses. So this is the mid. This is the mid 70s. You start working at Belmont. And what? What was your job there?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:07:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, I started out as a hot Walker making $75 a.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Week.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[What's a hot Walker?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[A hot Walker is a guy who walks hots and hots are horses that come from there.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Morning workout, and they're they're sweaty and hot and you need to walk them in a circle for about 30 minutes and make sure and you water them off slowly. So you make sure that they don't drink too much water because that can make them sick. And then, because what I wanted to do was be a groom, a groom made 125 a week.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Ah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And they assigned you three horses that were totally yours to take care of.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[To brush and to clean and.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Brush and to clean their feet and to put bandages on them and feed them and take care of.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Them she did all that for.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wow. But but what's the thing you really want?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:08:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[To do trainer. Yeah, trainer is what I wanted to do right? But I did leave New York after two years and went to Chicago, and my dad bought me a really, really, really slow race horse for like 1500 bucks.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And so it got me my trainer's license and I got in the game and.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Ended up training. My first winner was at Keeneland.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Where where is Keeneland?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Keeneland is the racetrack in Lexington.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[In Kentucky, Lexington, KY, presumably is where, like the great horses are are trained.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[In.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[It's the horse breeding capital of the.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[World. Right? Right. So this is like, I guess you're sort of hitting up against the early 80s. You're probably close to 30 years old at that time, by the way. Were you married?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[At that.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[No, you're single guy.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Single guy.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Focused on horses.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Single minded single guy.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[OK, so so you're in Lexington, KY and?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And I guess I guess your career on horse racing really begins to take off at that point, right?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:09:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right. Yeah, I got a job at Gainesway Farm and I had studied pedigrees while I was on my race track adventure and became something of an expert, and they needed that. And that was the best move I ever made in my young life.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:10:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Was I I was soon involved in racing at a very high level instead of with a horse that my dad bought me for $1500. We were buying Kentucky Derby favors for $10 million a month before the race.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:10:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wait one horse for $10 million. Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:10:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Oh, yeah, yeah. And yeah, that horse. His name is proud appeal, and he eventually ran last in the Derby, but it was quite an experience.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:10:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And we also had significant interest in in European racing. We were just as interested in who was going to win the English Derby or the French Derby or the Irish Derby as we wore the Kentucky Derby because we were looking for stallion prospects. And so I spent a lot of time. I went over following horses that we had made major investments in.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:10:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[At, at what point? Because I guess at some point you sort of branched out and went on your.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:10:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Own and started your own like horse.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:11:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Lending or or insurance startup?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:11:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right. That was in. So I was at gauge away from 79 to 86.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:11:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And then I decided to go out on my own with Jim Philpott. He was the general counsel, the in-house counsel for Gaines Way.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:11:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And basically you would like be advising trainers on like which horses to buy and and and sell things like that.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:11:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Absolutely. So we started stallion management services to do the same thing we did at Gateway, but do it remotely for farms that couldn't afford to have that infrastructure. And then we also had a company called the Third Bred Advisory Group, which advised people on on on other horse related transit.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:11:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Connections and that was a very good idea, but very bad timing because the horse business started to go into recession.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:11:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[This is in the in the late 80s.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:11:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[This is in the late 80s, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:11:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Prices started going down and essentially everybody went broke.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:12:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Including you.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:12:05](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:12:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Including me like.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:12:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[How broke did?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:12:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You go well. I was. I felt like I was the brokest man in America. Because, you know, I did get married when I was 34, in 1986. And so by this time, fast forwarding to 1991.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:12:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I had two little kids and we moved to a better location for kids than my downtown townhouse, but I couldn't sell the 1st house, so I had two houses, two kids, 2 mortgages and no job.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:12:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Did you have to declare bankruptcy?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:12:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[No, I never did. I owed everybody in town, but everybody else owed everybody, too. So everybody knew that that suing isn't going to really help. And the big joke was if if one guy could come up with $10,000, he could pay $1,000,000 in debt because.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:13:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Person A would pay, B&B, would pay C and would come all the way back around.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:13:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[To person A.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:13:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So how how? How badly in debt?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:13:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Were you? I was probably $1,000,000 in debt.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:13:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So how did you pay your bills? And you? Your, your. Your business goes bust. You owe the bank two kids a house that you have a mortgage to pay on another house that you are living in. How do you what do you do?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:13:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, it wasn't easy because I would go to my office and my secretary would say, Bobby, we haven't paid the rent in a couple months and the landlord was just down here.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:13:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[They're and they're they're going to turn off the electricity and then I would go home and my wife would tell me the the same thing. You know, the gas company called. And so I really didn't know what to do. I would get in the mail, I would get pre approved credit cards.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:13:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[When you're pre approved for a $25,000 line of credit, you know, and I would.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:14:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Say you're really.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:14:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Stupid, but I would. I would take them up on it because and we would charge groceries on to the credit card, always figuring that, you know, things were going to turn around.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:14:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[But this was the period of my life where I fell back onto my roots, my Catholic education, and I started going to Sunday Mass with my wife. When we got married. She really, you know, moved me up quite a bit. But, you know, I was still kind of going through the motions. So I kind of rolled up my sleeves.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:14:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And and went to church and started going to weekday masses and literally just prayed that guy would show me what to do. And I said it doesn't have to be in the horse business. You know, I just decided.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:14:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[OK, if people come to me with ideas, I'm just going to.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:14:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Say yes.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:14:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And my French horse trainer Alan Failured, he called me and he said one day I know a Swedish horse chiropractor who knew a company in Sweden that makes an air cleaner that can clean the horses.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Dolls.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Ohh, like an air purifier.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right. It was a actually a negative ionizer. It was kind of ZAP. It was zapped to the air. And so my friend Alan said this Swedish horse chiropractor wants me to sell it in France. And he said, I'll go. You one better. I know someone will sell it for you in the states.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:15](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[OK.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So I started a company called Nion and it turned out to be the worst company.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Because the product over there it's.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[220 volts, right? And over here it's 110. So the product worked half as good here and.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Of course.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wait, you didn't figure this out before you got them shipped?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Over. No, sorry, sorry.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[No, unfortunately my my market research was lacking and then the retail price was.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:15:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[$500.00 for these and there were products on the market that were similar that were 4995 who could make the exact same claims, right.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:16:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You purify the air.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:16:09](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:16:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Plus, the company was owned by a guy in Sweden who's probably the only guy in Sweden who doesn't speak one word.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:16:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Of English.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:16:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wow. So you could not communicate with them.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:16:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[No. So he would send me faxes in Swedish and I would have to take them to the University of Kentucky and get them translated.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:16:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And when I talked to him on the phone, I had to use an AT&T language line operator and each call cost me $300.00. So this was like the worst company with the worst product over 10 times the price it should be.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:16:38 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:16:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And so this was going nowhere fast, but I had to go to Paris.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:16:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[In October of 91, because I had horses over there and I was still kind of in the business and the Swedish horse chiropractor said. Call me, says Bobby, you'll have to come to Sweden while you're in Europe, I said why? He said there's another company.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:17:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[It's a mattress. Bobby, you have to come see this mattress and his name was CG. And I said CG. I don't want to hear about any more of your Swedish crazy Swedish connections, but I still said OK, I'm in. Yes. Mode. I went to Paris and I got on a plane and went to Stockholm. And I met him.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:17:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And he introduced me to a guy by the name of Michael Magnusson. And that changed my life.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:17:36 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Good.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:17:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Who? Who is Michael Magnusson?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:17:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Michael Magnusson is the guy he and his step brother, Doug Landvik, owned the manufacturing company, which developed the first tempurpedic products. And he told me that they had.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:17:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Just launched it in Sweden the previous.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Month and that they wanted.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[To go worldwide with it launched what?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Was it?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, it was a three inch overlay.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Like a three inch mattress pad.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah, exactly. It's temperature sensitive. So it distributes the pressure over wider area. So it was break away. You could put your hand on it. It would make a handprint. You take your hand off and it would slowly come back to where it was.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:24 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Did you ask him about it? Like, where did it come from? How did they invent it? How would it what?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Where's this thing?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah, it was originally invented by NASA for the space program to cushion the astronauts.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:38 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[From G forces and since it was a a public thing, it was U.S. government. There wasn't a patent on it, it was freely alienable. And my Swedish friends bought a company in Denmark called Dan Foam and they made it better and and reproducible.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[U.S. government invention, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And more durable.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:18:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And the idea was.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Let's turn this into a mattress to sleep on. Was that their idea?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[From the beginning.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[No, that was the weird thing is, they really didn't know what they had. They they had this squishy, squishy foam with slow comeback, and they had originally been interested in it for football helmets, but they made some 3 inch overlays and they put them in a nursing home.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:18](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Ah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[In Copenhagen, and they were thinking maybe it would be good for bed sores and the reports they got back is that it? Yes, indeed, it helped people who had bed sores. And the other thing they heard though anecdotally was, hey, the people who had back pain said it helped their back.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:44](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And so that's when they said, hey, looks like we got something here.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Like a mattress, like for sleeping.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Like a like a mattress. That's when they launched it in Sweden and that's when.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I met them.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[OK, so you're.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:19:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[In Sweden, you meet with this guy, Michael Magnusson.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And as you say, he's he's looking to take this mattress foam worldwide. So. So how did like, what did you, what did you do? How did you decide that you wanted in?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So I stayed at his house and slept on the mattress and I woke up and he said, well, you think I said this is the most amazing product I've.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Ever.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Encountered I'm interested and when I came home after my first Swedish trip, I told Martha, I said.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Sweetie, we're in a mattress business.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And what did she say?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[She said OK, but can you change the baby?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I mean, it is remarkable, right? You do this overnight. Your your overnight at Michael's house and you sleep on this thing and you wake up and you're just thinking man, that was amazing.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I want to sleep like this every single night, and so right then and there, he said. I want to work with you or he just said.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Hey, this is kind of cool can.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[We keep talking. Well, given my position in life.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:56](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[If.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:20:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I was more forceful than that, I said. I'm interested. I want to get involved if there's any possible way. And he said, well, we want to go worldwide with it. We have nobody in the states, so why don't you go back and write me a marketing plan and we'll see? And I said.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:21:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[OK, so I did so I went home and.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:21:21 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Go to marketing plan and had some help with some old high school friends who eventually came on to work for us and we wrote, which is perhaps the worst marketing plan ever.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:21:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Written and and what was your plan like when you said we're going to sell it here?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:21:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[We're going to distribute it there. Like what?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:21:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Did you what was your?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:21:41 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Pitch to them, we said we're going to sell this in truck stops because because it's only three inches thick. We thought it would fit great into the back of.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:21:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[The cabs of the semis.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:21:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Alright, cause they sleep in like that, that sort of elevated part of the cab, right, truck.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:21:59 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Drivers do? Yeah, we thought it would go perfect in there. Yeah. And we were also gonna put an ad in the chiropractor directory. So anyway, that was it. And he came over. Michael came over in late 90.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:22:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[One. And we met him in Milwaukee and he and I negotiated that he would give me exclusive North American distribution rights for his products.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:22:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[In exchange for in exchange for two things, number one, I had to finance it because he said we don't have money to finance you. You have to raise your own money.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:22:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah. How much did you have?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:22:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[To raise well, it was undefined, but I was supposed to raise what is needed, so I raised about $500,000.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:22:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[The other condition was we had to sell 10,000 mattresses the first year in order to maintain exclusivity. And so I said sure, you know I I can do both those.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:22:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:22:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Two things. Let me just let me just interrupt this for for a SEC, Bobby, and forgive me for this, but I I'm just, I'm just trying to get into the head of Michael Magnusson.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:22:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[He is a a Swedish guy who is starting a mattress company in Sweden and and he's seeing some success and he agrees to give you a horse trainer, a guy whose entire life is in the horse business, right. The exclusive distribution rights to sell.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:23:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Memory foam in the US? Why would he ever have taken a risk like that? Like what? It it? It just seems so implausible.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:23:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[That's really a good question, but.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:23:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I had spent three days with him in in the horse chiropractor and we had hit it off on a horse level because he was in the horse business in.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:23:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Huh.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:23:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Sweden.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:23:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[OK.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:23:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And so he was like, my Swedish alter ego. He was like, right. Yeah. And so he got comfortable with me as a person, I guess.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:23:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[It's like your sweetest spirit animal.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:23:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wow and #2.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:23:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[He wanted to control it. He didn't want to have some company in the US that is going to have their own ideas. He has certain idea in his head of how he wanted this to play out and he knew he figured any way that he could control me, which he could.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:24:05](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:24:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So we had a collaboration, we worked together, he talked to him every day for 12 years basically.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:24:19](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Did.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:24:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And he didn't even do any due diligence like you could have been a, you know, you could have been an axe murderer. Like he didn't really know me.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:24:26 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[That you like. You could have been, you know, a horrible person. Like he just took this chance.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:24:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[He took a chance, but his ace in the hole was that I had to sell 10,000 mattresses the first year to to maintain exclusivity.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:24:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[How did you raise the money to start this venture at?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:24:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[All. Well, that's another really good question.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:24:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Because now I had to go back to all my basic same people who had invested with me in these yearly partnerships with raised in Europe and my other horse ventures that had failed and gone broke. So I had to convince them that even though we lost money and something that I knew a lot about, that we were going to make money and.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:24:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Then then failed, right?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:25:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Something that I knew nothing about.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:25:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Ohh like what would you? What was your pitch then? You said hey guys, I know when this horse thing didn't work out, but I'm getting into mattresses or memory foam and and I need your money. And did any of them say are?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:25:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You out of your mind? Well, my dad, you know, he gave me 50 grand or something, and my mom did, too. And they just did it because.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:25:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[They they love you. You're the sun.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:25:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Sure.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:25:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right. But the rest of them, I think they did it because a they were comfortable with me. But B, when they encountered the product, they had the same emotional reaction that I did when I first encountered.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:25:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And this would include the first guy who invested Dave Fogg, who I had met only a few months earlier. Told him the whole story he said, well, bring me over the product. So I brought an overlay over to his house. It was January and it was freezing. And one of the unique properties.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:26:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Of the material is that it freezes. It's solid as a board at 50°F. That's the temperature sensitivity. So the the mattress froze on the way over to Daves house.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:26:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And so I come in. I'm carrying this overlay. And I noticed, luckily, that he had a fire going in the fireplace. So I said let's just, I'll I'll just set this over here for for, for a while and we can chat. And he said OK. And so we talked about it and I'm kind of eyeing the mattress to see if.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:26:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[It looks like it's uncurling, so anyway, it did fall out and he really.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:26:42 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Liked it and you wrote me.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:26:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Out a.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:26:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Check. So I think that's the answer to the question. The product kept bailing us out. Michael Magnussen came over. I told him I'm going to raise the money. But can you help me so sure. So he came over, we met him in Chicago and we went over to my Uncle Billy's house.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:27:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And we showed him the mattress, told him the.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:27:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Sorry, he could see that. You know, Michael was real. He wasn't some, you know, fictitious guy because Uncle Bill had lost a lot of money in my yearly partnership. So, Uncle Bill, he goes into the back room, he comes out 10 minutes later, he hands me a check for $50,000. So.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:27:25](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:27:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I am just absolutely overjoyed, I said thank you so much. Michael and I left. I dropped Michael off at O'Hare. He went back to Stockholm.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:27:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I got in my car and drove back to Lexington and on the way home, I stopped at a fast food restaurant, so the next morning was Saturday morning and I get a call. I'm dead asleep. It's 9:30 and it's Uncle Bill. And he said he calls me Rob. And he says, Rob.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:27:56 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I got a phone call from Connie at a Burger King in Lebanon IN who said she found a check for $50,000 on the floor.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:28:08](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Oh no.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:28:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And I said there's no possible way, so I'm going through my pants pockets and my coat. And I said, oh, my gosh. And I thought Uncle Bill was going to say, you know, maybe my money is not so safe with you after all.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:28:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And then he.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:28:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Said can I overnight you another check?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:28:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wow. Oh my gosh.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:28:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And I said, I said OK. OK. Yeah. Thanks.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:28:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wow, uncle bill. God bless him. All right, so you are now. You got some money, you got to you got to sell 10,000 of these overlay mattresses.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:28:41 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:28:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Did you do?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:28:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[We were supposed to sell 10,000 mattresses the first year and we sold 70, so we missed the gold by 9930.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:28:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[When we come back in just a moment, how Bobby Trussell managed to keep his company alive after selling just 70 mattresses. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:29:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

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[00:29:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

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[00:29:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

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[00:30:18 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Comedian Nicole Byer doesn't consider herself body positive. She just accepts herself as is.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:30:24 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I hate that there's a name for like not hating a part of who you are. Do you know what I'm saying? Like.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:30:28](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:30:29 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[It's insane. Nicole Byer on her new book, Very Fat, very brave. And how to love yourself? Listen to. It's been a minute from NPR.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:30:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Hey, welcome back to how I built this from NPR. So it's the early 1990s, and Bobby Trussell has gone all in on a business he knows next to nothing about memory foam mattress pads, and he's shipping them over to the US in containers from Europe. And he's come up with a marketing.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:30:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Plan that mostly targets.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:31:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Chiropractors. But things are not going well in the $500,000 you raised from friends and family. He burns through it in just a few months.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:31:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[We were spending the money on, well product, you know the the the containers were 75 grand apiece. We bought two or three and we had salary. I wasn't taking any salary, but I had two or three people working for me and we were just had a burn rate.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:31:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And so when you were out of cash and how did you continue operating?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:31:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, we had a container coming over and it was $75,000 and I called Michael and I said we have a problem and he said, what's that? I said the container coming next.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:31:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Tuesday. I can't pay for and he said. Oh, OK, let me call you back tomorrow and talk to Doc, his partner and brother. So next day he calls back and says, OK.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:31:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Here's what we'll do.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:31:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[We will swap that container for 10% interest in your company, tempurpedic.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I said OK because I was in no position we we weren't going to make the $10,000 minimum and I was out of money and he could easily have just pulled the plug on us and said OK, sorry it didn't work. We're going a different way, but he said I'll swap that for 10% interest in your company and.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I said great and you got into that.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:26 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Position because the mattress pads weren't selling so. So why weren't they?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, the chiropractors who we were trying to market these overlays through couldn't sell you.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Relays they would say Bob, it's a pad. I said no, it's a mattress. And they would say what do you do with it? I said you put it on top of your old.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Mattress, they said it's a pad and and how.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Much were they? How much would they cost?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Or like $800.00 for.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[A queen. So they weren't.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Cheap. They weren't, still weren't cheap, but the chiropractors kept saying you ought to make.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[A pillow out of.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:59 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[This.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:32:59 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Stuff because that was more in their comfort zone. Selling pillows. They stole those anyway, and so they helped me design A pillow along with Dan for.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:33:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And they came out with a pillow, probably right around then right around July of 1992. So then I said, OK, now we got another product and I asked the chiropractor. We were working with, how would you go about selling it if it were you? And they said, well, it's really a unique product. You need to get it in in people's hands.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:33:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And I said, well, Gee, there's 40,000 chiropractors in the US, we don't have any Rep force or distribution. How am I going to get it in the hands of all these chiropractors? And I asked one of them and I.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:33:42](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:33:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Said what if I just mailed him one and the guy says, well, I guess it could work. So we mailed 500 pillows to 500 unsuspecting chiropractors.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:33:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You just found their names in like a chiropractor directory. Yeah. And the pill you just sent them a package with a tempurpedic pillow. And what did it say? Here you go. Here's a.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:34:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Here's a pillow for free.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:34:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yep, you had a letter on top of the pillow, and it's a big box and it said this is a tempurpedic Swedish neck pillow. It's, you know, the best thing since sliced bread, yadda yadda yadda. It's yours free. If you order four and if you don't like it all we ask is you let us pick it up at our.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:34:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So we got 25% of them to buy 4 pills and that was the major breakthrough that turned us out of the nosedive. And so all of a sudden from that 500 chiropractors, we had 125 of them. We're buying 4 pills a month and we were selling it to the.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:34:40](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Who were?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:34:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Chiropractors for $49.00. So we did about $300,000 in sales that first year, all in the last four months of.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:34:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[The year pretty.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:34:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Much and I always will have a fun place in my heart for chiropractors because they really got us going and we eventually.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:34:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:35:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Sold or have a 10,000 chiropractors which I believe you still do now selling the products in their practice.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:35:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[But but of course, you know, turning this business into a into a business that just distributed through chiropractors was not, it was not going to be enough. That was not how you were.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:35:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Gonna blow this thing open.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:35:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right. And we always wanted, of course, to get it in stores and in November of 92.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:35:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Of course, now we're still broke. I got no salary and we were went up to Cincinnati, to the mall up there and I would do some Christmas shopping, which is really more like Christmas browsing. You know, I'm bored to tears, and my wife, Martha said bring your pillow.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:35:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And you can find a store that will sell it.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:35:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You mean like go walk, like, walk to the mall and find a store that would sell your pillow?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:35:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right, so I'm walking through the mall and she said, oh, there's Brookstone. They sell pillows. Go show them your pillow. I said OK.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:36:02](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:36:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[OK, so I went there and I showed the some, you know, 18 year old kid, the pillow and he's he didn't know anything and he said, well, I can give you the number of headquarters in New Hampshire. I said, oh, great. So I gave you the number of headquarters and I called him the next week and I got into into the purchasing department. And he said, oh, you need to talk to Steve.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:36:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[But.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:36:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So I left a message for Steve Rich and I sent him a pillow too.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:36:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And so I would call Steve every day for weeks and weeks and weeks and leave.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:36:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Him.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:36:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[A message and finally I don't know, two months later my secretary comes in and says, Bobby, there's a Steve Rich from Brookstone online too.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:36:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And I said, I think I'll take that and he was calling me to tell him to stop calling him because he had a note on his desk every day. Bob Trussell, Bob Trussell, Bob Trussell Tempurpedic and I said OK, but all I ask is one thing, make sure you took that pillow.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:37:07 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Out-of-the-box because you can't tell by looking at it. It's. Oh, yeah, it's very nice. But we sell 7 pillows and we don't need anymore. And yours is would have to sell for a lot more than our other 7 pillows. I said OK, so we hang up 10 minutes late.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:37:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[The secretary comes in. Is that Steve Rich from Brookstone again? And he said, you know, maybe we'll take this down to research after all. And he had not taken it out-of-the-box. And when he did at my, I made him promise. He had the same reaction, the emotional reaction with the slow comeback foam.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:37:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So taking it down to research meant showing his wife his, his wife, his wife slept on it, and she.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:37:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Said this is the best thing I've seen. So then he calls me back the next week and he says, OK, you got me on your side. Now I have.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:37:58 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[To pitch it to the purchasing board.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:38:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And then he calls me back. OK, that we're we're going to buy 500 pillows, we've got 100 stores. We're going to buy 4 for each store. And you got to give me 100 demos. And I said OK, and I hung up the phone and we'll talk about high 5. And I mean, that was the. That was the Seminole.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:38:08 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:38:20](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:38:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[The moment that we have, we had never sold anywhere near 500 pillows.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:38:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Now.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:38:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:38:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Within two weeks, we were the hottest selling new product in Brooksville.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:38:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And if Brookstone was already selling a bunch of pillows, this was probably far and away more expensive than the other ones, right?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:38:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right, he said. We're going to have to sell this, Bobby. We'll have to sell this at $90.00. And I said really because the chiropractors are selling it for more like 70.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:38:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And he said, yeah, because it's just to make the numbers work. I said, OK, well, whatever you want to do. So they sold it for 90 bucks, then it would absolutely. We started selling like hot cakes.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:39:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Do you think the fact that it was so expensive was there was, like, added cachet that like some people would go into a Brookstone and say a $90.00 pillow man? That must be amazing. I'm gonna buy that.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:39:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[The answer is yes, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:39:14 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:39:16 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I think if you sold it for 30, you'd sell less and that is what Michael Magnussen wanted. That's why he chose me is because his vision was this was not a product that would be discounted. And he was afraid any other company would discount it and it would become just like everybody else.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:39:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[We have something no one else has, so why should you discount it's high end and it actually performs. I would get letters from strangers saying, Bobby, my I've had a sore neck for 30 years and now it's it's gone. That's when.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:39:39](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:39:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I knew we were really onto something when I got these letters, and that's what Michael. That was his vision is how to position the product as as high end.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:40:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I just want to sort of pause and reflect.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:40:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[On this for.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:40:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[A.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:40:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Moment. You you were, I mean you. And and Michael had only known each other for a couple of days when he agreed to give you this contract. But over the, you know, over the course of time, as your business really started to grow and and you had to run this together.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:40:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[There was there tension or or did you actually continue to get?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:40:20 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Along great, there was a lot of tension and stress and we got along great. I mean, he was very exacting and he had his own ideas of how to market and sometimes I didn't.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:40:36 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Agree and we would kind of have it out. So there was some stormy days, but we trusted each other. And one thing I learned about him is if you do what you say you're going to do.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:40:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[No matter how it turns out you're going to be all right and the same with me and him. He would always do what he said he was going to do. So we have very close working relationship. And yeah, it was difficult. We had a lot of ups and downs.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:41:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So they had they they owned a significant chunk of the company. Your investors owned a significant chunk of the company.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:41:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[How much were you able to retain?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:41:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, that 10% interest that they swapped for that container of pillows we had to do that four more times. So they ended up owning 45% of my company.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:41:24 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So me and my US investors, we owned 55.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:41:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And what was your what, what?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:41:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Was your revenue in the in like 9798? What were you doing 2030 million a year something?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:41:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Like that, my goal was always to get to 100 million. It seemed like it took us forever, but we did 300,000 and 92.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:41:38](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:41:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And 2.6 million and 6 1/2 and 13 and 28 and 45.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:41:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And mainly mainly from pillows initially.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:41:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right initially, but the mattresses came in about 1994 because what we were able to do is customize the products for the US market. In other words, we took that 3 inch overlay and we laminated it.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:42:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[To a 5 inch base of normal high density foam. So now we had an 8 inch foam mattress which almost doubled the price. So now we're selling the queen for like 1299 or 1399.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:42:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[But now we have something that could appeal to the US market.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:42:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So essentially, what's a mattress like what we think of as a thick mattress, you were able to create that and then start to sell it.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:42:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[In the US.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:42:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right. How do people find out about them? How do they know about?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:42:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Them again through.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:42:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Chiropractors. No, the chiropractors never did really get going with the mattresses. They were kind of pillow pillow people but we started selling in a store chain called relax the back.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:42:52 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Who had like 30 or 40 stores started in Texas? And when we first started marketing it, we marketed the mattress as. Hey, if you have back pain, you got to have this.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:43:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Mattress.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:43:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Ah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:43:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Similarly to the analogy I use as Volvo, when they started if.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:43:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You were #1.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:43:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Concern safety. You got to have this car, right? And we had this in medical endorsement. We had 10,000 chiropractors selling it and of course they had another 15,000 chiropractors selling it all over Europe. And so that was our core.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:43:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right, exactly. Ah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:43:26 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And we use that as a springboard. And so, OK, we're in Brookstone, we're going great guns. And I told Mike Anthony, the CEO of Brookstone, that I wanted to sell, wanted them to sell the the mattresses. Also now that we had the American style mattress thickness. And he said, Bob, our stores are tiny.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:43:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[We can't fit mattresses in there. We're a men's gift shop and I said OK, so I started selling to sharper image.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:43:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Their arch rival Brookstone had an absolute cow about that and they called me Mike. Anthony called me and he said, Bob, we want you to not to sell to sharper image. It's going to hurt our business. And I said OK, I'll pull out a sharper image. If you sell the mattress too.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:44:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And he said, man, OK, so. So he put a twin size mattress in the. By this time, they've got 200 stores. And they were selling one mattress per store every six weeks. And I was waiting for the.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:44:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Ow.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:44:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Call.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:44:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[From him to say.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:44:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Probably we tried, yeah, but he never. I never got that call because then it was one every five weeks and then six months later was one every four or three weeks and ended up being like 2A week as the product got more and more momentum and the reason.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:44:52](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Huh.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:44:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[It got more momentum is cause parallel to this. We had opened up another channel called the Direct Response channel.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:45:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And that's the other huge moment when we were able to figure out how to sell direct to the.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:45:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Public.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:45:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:45:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So I started advertising in The New Yorker magazine at 1st, and my main goal was to get our name out there. And so we were started selling in the Wall Street Journal and USA TODAY.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:45:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And then one day I got a phone call from The New Yorker, first magazine. And he said, you know, you guys have an 800 number that means you're you're eligible for direct response rates said, oh, OK, how much is that? He said 6000.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:45:35](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Huh.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:45:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I said I've been paying 25,000 and I could be paying 6.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:45:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[1000.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:45:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And he said, Yep, that changed my world because now I could advertise almost indiscriminately. I could be everywhere, and it was at this time that Brookstone was selling.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:46:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Trying to sell mattresses and people became gradually more and more aware and they would walk into the store and say that's the one I read about in the USA TODAY. And so that's what got us going with mattresses.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:46:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[OK, so let's get a sense of the landscape of mattresses in in the US like at that time, like who dominated the mattress market in the US and and presumably tempurpedic wasn't even like a drop in that ocean.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:46:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right. It was dominated by the 4S's Sealy Simmons, Serta and Spring Air at the time, and they all were Inter springs and they didn't even try to differentiate.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:46:35 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Ah yes.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:46:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[As a product, it was a commodity and they sold on price and terms. You know it's 50% off and you never have to pay. That's how they they sold it. So we came along with our message and our magazine ads saying, hey, we have something that's a better wheel.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:46:53](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:47:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So OK, so you have this, this growing business and you know you went from 2 million to 6,000,000 to 14,000,000, first of all at at what point were you making real money as it as the CEO of the company?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:47:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[As far as my.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:47:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Making money. Personally, I never was able to pay much of A salary because we weren't making any money until we merged in 2000.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:47:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[The the, the the merger in in 2000 was basically like all all of the subsidiaries that were selling tempurpedic around the world. They they basically became one big company, right?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:47:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right. Because from our standpoint, we just had a distributor agreement with the Swedish guys and the day that they cancelled that, that agreement would be very sad day because we'd be out of.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:47:46 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[All right.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:47:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Business. Essentially they could have, they could have at any point.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:47:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Client which has gone directly to Brookstone and said.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:47:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You're an exclusive distributor.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:48:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, we do have a contract, but well, that first year they sure could have probably the second or third years too. Then we probably were hitting the yet, but it's still a contract with the Swedish company, what have they challenged it? I mean it was very flimsy.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:48:12](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Sure.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:48:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[But what I didn't realize is from their standpoint, they had the same problem. We were 60 to 65% of their world sales. So their company was only valuable pretty much because of that contract. So we both were very highly motivated to.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:48:32 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Merge. The problem was how do you value us? Because they had the manufacturing plant and they had the IP and during the 90s I couldn't draw much of the salary, but I what I did do is sell little bits and pieces of equity to friends and family and stuff. So I was able to to keep going.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:48:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Sure. Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:48:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Based upon selling it down, so very many people I talked to who have startups will say, oh, I'm never going to sell controlling interest. I got to.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:49:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Cohen. Well, my philosophy is the opposite, is I'd rather have 5% of something really big than 51% of something small. And so my advice is, OK, you'd always like to control it, but you don't have to.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:49:02](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[M.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:49:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:49:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So OK, so you merge, you end up with, you know, a certain percentage, probably you know 5 or about 5%, yeah, something like that. Yeah. And you are the CEO of this merged company.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:49:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And I guess like in early the early 2000s, you guys took outside investment, you took a big chunk of of money from a private equity firm, right?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:49:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right, 2 private equity companies came in and bought it and we we retained our our 20% for our U.S. group.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:49:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I think they put in like $350 million or something in in 2000.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:49:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[2 is that right?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:50:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, there was a in the early 2000s after we emerged, my Swedish friends decided that they wanted to sell a partial interest because they needed it for their other companies. This is only one of their.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:50:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[10 or 15 foam companies, but the investors were slightly worried about having a minority interest with a private Swedish company that they don't really know that much about. And so like this, we came back and they said, well, we don't want to be minority. So we'll sell the whole thing.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:50:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:50:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So anyway, that's what the 350 million was the purpose of the transaction was to take the Swedes out. Not a ton of it went into the company actually.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:50:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:50:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So so in in 2003, this is no longer a Swedish.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:50:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Company. Yeah, 2002 actually.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:50:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You listen too.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:50:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And so you're not calling. You're not calling Michael every day anymore.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:50:56 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, they stayed on as a consultant for Michael did. As for a couple of years and but not as much? No, certainly not. And my boss is now was the board, which was 2 private equity companies.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:51:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[How did you deal with that? Did you?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:51:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Like that, what was it a lot different because.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:51:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Their thing was they wanted to buy into companies that they were already growing already profitable and they were comfortable with management. They didn't want to.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:51:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Run.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:51:23 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[It so they pretty much let me do my thing. There was an equity kicker involved that we hit certain numbers, we would get another 50 million.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:51:35 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Which they didn't really think we'd hit, but we blew the doors off and we hit it quite easily. The next year it turned out to be.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:51:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[One of the all time great private equity deals for them. And then they took us public three months later. So it was like they didn't even have their money up for a year and they made like 10.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:51:53](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:51:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[X So so did did you sell all of your your?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:51:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Ownership as well.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:52:00 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[No, I we sold a little and I I did get a little bit of a payday, but I got more options. And so now I'm now, you know, this horse guy, I'm CEO of a public company.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:52:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And the New York Stock Exchange were on ringing the bell there when we went public. And so this is just to me the total answer to a prayer times a.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:52:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Like.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:52:26 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[100 so you are saying you're the CEO of this public company, but but?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:52:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Like what percentage of the of the market did tempurpedic control when you took the company public?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:52:40 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[We were probably then about, you know.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:52:46 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[6%.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:52:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Of the US mattress market, but we were a much larger percentage of the $2000 and up price point.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:52:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Because I should, we should.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:52:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Point out here tempurpedic mattresses are very expensive compared to ordinary mattresses.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:53:04 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right, right. We are definitely in the high end, you know, luxury, whatever you want to call it.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:53:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[We are able to operate exclusively there because the product is just so good. It really is a breakthrough in sleep science. It adapts to your weight and your shape and your temperature. And so your mattress is adapting to you instead of forcing you to adapt to it.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:53:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[What we always would say is, you know, an inner spring pushes it up against you, whereas this breaks away from you so you can see that we have a better product and that's why we're able to charge.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:53:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[More so. OK, so so, Bobby, I remember.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:53:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[There was a certain point in my younger days when I bought a memory foam mattress. I didn't buy a tempurpedic. I couldn't afford it. I just bought one at IKEA and it seemed like there was a point in, you know, sort of the around 2006, 2007, when everyone got into this game because clearly you they the the other mattress companies.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Just let you guys dominate the sector.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Until they realized.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[They could step in and take away.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Some of your market share?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right, all those years back in the early, I mean late 90s and early 2000s, I was expecting.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I mean to get a call from an from an industry player like Sealy.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[To say, hey, we want to buy.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:24 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You out or something?](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:25 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And we would have said, OK.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:29 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[But I never got the call because I believe that they thought that we would go the way of the waterbed, and that this was a.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:37 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Fad.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Ah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And that was one of the the main concerns of the investors is this real or is it a fad and we were able to convince them that it's real and.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:49 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Convince the public markets that it is real.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:51 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, because it is.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:54:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You you stepped down, I guess in 2006 as the CEO of the company, do you just feel like, you know what been there done that I want to kind of enjoy life a little bit and not.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:55:05 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Work so hard. That was part of it. And the other thing was I never really saw myself as the CEO of a public company.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:55:12](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:55:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Talking to investors and and there's guys who can do this better than me is what I knew from from the start. And I yeah, I feel like I had been in long enough. I kind of wanted to cash in my chips and and do something different.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:55:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I mean the the thing that's quite amazing about your story is that your entire identity, Bobby, was about horses from the time you were a kid. Like you loved horses. You rode them. You ride the horse trades. You read the horse racing, you know, newspaper section you. You went to college.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:55:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Intending to get be a trainer, you went and did this until you were 40. This was your entire life. Your whole identity was around horses, and then you completely switched. I mean, you went to something that you, you had no natural interest in. You just liked the product.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:56:02 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Right, I I changed horses in the middle of the stream, you might say.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:56:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:56:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And I was in a situation where all all that I knew had kind of dried up and gone away. Horses. And when you're 40 years old and your resume says horse, it's not like you can go and.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:56:18 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Get a job.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:56:19 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[At a bank or an insurance company, you really have to consider doing something entrepreneurial.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:56:26](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:56:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Which you were probably well equipped for, because I think you're more you're you're more equipped for that when you're 40 than when you're 20. You have to have the ability, though, in the mindset to take risks. But when you don't have anything, it's not so risky if you think.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:56:43 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[About it and the other thing is, I think it's important to have the propensity to think big. And so I always kind of had that, you know my.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:56:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Feeling is you just got to keep trying. You got to keep saying yes and and you got to keep praying and and things will break.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:56:57](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:57:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I asked this question of everyone who comes onto the show and it is a simple question, Bobby, which is how much of your success it is because of your intelligence and your skill and how much because.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:57:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Of of just luck.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:57:19 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Well, I think a lot of it's luck. I think it's a combination of perseverance.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:57:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[You know, I'm going to pat myself on the back. It's for. I kept trying different things, you know, I had the ionizer business and the horses. And you know, I'm definitely not smarter than other people. I think I'm a risk taker and I got very fortuitously matched up with a product.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:57:48 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[That was significantly better than what was out there, and it was something that no.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:57:53 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[One else had.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:57:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:57:54 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[So I think perseverance combined with luck is what got us where we wanted to be.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:58:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Best Bobby Trussell, co-founder of Tempurpedic by the way, back in 2012, Tempurpedic acquired its longtime rival Seeley Mattresses, making it the biggest betting provider in the world. Bobby Trussell still sits on the board, and today the company has a market cap of 3 1/2 billion dollars.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:58:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[I'm just going to be frank with you for.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:58:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[A moment if you.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:58:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Are a child like between, you know, three and seven tempurpedic mattresses suck because you can't bounce on them. It's just if you're a.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:58:38 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Kid, you're like, oh, you got the.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:58:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Tempurpedic, you're the wine. Glass doesn't even spill over. I can't jump on this.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:58:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Thing. Yeah, they're better for sleeping.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:58:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[And thanks so much for listening to the show this week. You can subscribe wherever you get your podcasts. You can also write to us at hbt@npr.org and if you want to tweet at us, it's at how I built this, or at Guy Raz. Our show was produced this week by Rand Abdel Fattah with music composed by runtime narrabundah thanks also to Canvas Lim Derek.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:59:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Gayles Julia Carney, Neva Grant and Jeff Rogers. I'm Guy Raz. And you've been.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:59:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[Listening to how I built this.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:59:26 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[This is NPR.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:59:32 Speaker 5](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[There are only 5 months to go until Election Day and every week or even every few hours there's a new twist that could affect Who Will Win the White House to keep up with the latest TuneIn to the NPR Politics Podcast every day.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[00:59:46 Speaker 5](https://1drv.ms/u/s!AMhVeraEIITCz2Q)

[To find out what happened and what it means for the election.](https://1drv.ms/u/s!AMhVeraEIITCz2Q)