# Audio file

[Tofurky Seth Tibbott (2019).mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:00:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Hey really quick before we start the show, a lot of you have lots of questions about how I built this, like how do you pick guests or where do you record the show or how can I get in?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:00:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Touch with Howard Schultz. Spoiler.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:00:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Alert on that one. We can't help you, but we can try and answer any questions you might have about the show at work, or even me if you'd like to submit a question, please.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:00:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Is it guy raz.com and fill out the form and we'll answer some of your questions right here on the show in the coming weeks. Again, that's GUYR az.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:00:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You know, one thing we're really hoping to start up again next year is our how I built this live shows in real theaters with real human audiences because there is so much great energy in those shows, so much joy. And I have to tell you, I really miss them. So this holiday season, I want to take you back to a very.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:00:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Joyful conversation I had a few years ago live on stage with Seth Tibbett, the founder of Tofurkey. We did it in Portland OR, and it's hard to figure out who's having a better time here, him or me or the audience. So happy holidays and enjoy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:01:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[20 years, 20 years of losing money. What? What I mean, how are you paying your employees? How were?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:01:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:01:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Well, I was the question that my tax guy always asked me every year when he would say I got 2 questions for you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:01:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I'm sure, I bet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:01:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[How much money do you lose this year and how are you still in business?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:01:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:01:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I'm Guy Raz, and on the show today, how Seth Tibbott built a brand new bird out of tofu, then grew his company into a multi $1,000,000 business with one of the best names ever, Tofurky.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:02:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So if you're a vegetarian or a vegan, you may already be well aware that meatless meat is kind of having a moment. Restaurants that built their entire business models on feeding US ground up animal flesh are experimenting with legitimate plant based.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:02:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Burgers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:02:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Even KFC is experimenting with a new product called VFC, which is a bucket of vegan fried chicken coated with the kernel's secret blend of 12 herbs and spices. Now, before we get too ahead of ourselves, I should mention that humans are consuming more animals than ever before. The percentage of vegetarians.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:02:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Vegans in the US hasn't substantially increased since 2000, but there is a growing segment of the population that is cutting back on meat. Not vegetarians but flexitarians.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:03:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Meanwhile, a lot of innovative entrepreneurs believe there is serious money to be made in plant based protein. Just last month, Ethan Brown's company beyond.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:03:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Had one of the most successful IPOs of the year and another company Impossible Burger just raised a bunch of money at a $2 billion valuation. Anyway, one of the people who envisioned this decades ago, or at least hoped really hard, that all of this would happen was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:03:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Tibbett back in the early 1980s, Seth was a committed vegetarian living in Oregon, making and marketing a food that hardly anyone had heard of at the time. Tempe and for years, Seth barely scraped by. He even lived in a tree house to save money. But everything changed when he started selling a frozen holiday roast called Tofurky.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:03:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Which was a Turkey substitute made, as you probably guessed from tofu, the Tofurky quickly became a symbol of vegetarian pride and the \*\*\*\* of many, many late night.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:04:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Jokes and all that helped to raise its profile. And as more people became vegetarian or vegan, Seth was eventually able to grow tofurky into the roughly $40 million a year company it is today. The company now makes all kinds of plant based protein in Hood River OR not far from Poland. I sat down with Seth in front of a live audience.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:04:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Last month in Portland, to hear more about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:04:28](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[How he did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:04:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I was a scrawny little kid and I was a very picky eater. I subsisted on brown sugar and butter sandwiches and little baby peas that my mom would Chuck, and she'd leave me the baby peas, raw baby peas, which actually is probably one of the better foods you could eat raw cherries.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:04:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[But you know, I grew up and I actually kind of hated Thanksgiving, to be honest.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:04:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Because I would go down to my Aunt Glenn and Uncle Nede's farm in rural Virginia, Palmyra, VA and I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Didn't like Turkey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I didn't like Mashed potato and like the green, I don't like any of the food cranberry, nothing. And my mom would even be slipping me like peanut butter and Jelly sandwich is under the table.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Huh.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I was a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Picky eater and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And what? Like what? How would you describe yourself as a kid, were you studious? Were you academic or you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I was maybe a B student. Yeah, growing up. Not really. I was more sports minded, followed the local sports teams and like to play baseball. My career goal was second base for the Washington Senators baseball team didn't happen but not yet. I'm still here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[What happened?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[They're working on it. Got to get.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Those senators back, all right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:05:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[1969 and we're jumping in with the 1969 you go to College in Ohio, I think you went to two different colleges. One was Wittenberg Attenberg and and then Antioch and and what did you study in college?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:06:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Well, first just sort of general courses and then I when it came time to declare a major I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:06:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Like kids. So I studied elementary education and until I started taking these classes and found out they were pretty boring and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:06:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah. So I dropped out of school and ended up in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:06:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Antioch so just to put this in context, I mean this is like the height of the Vietnam War, like, you know, post summer of love, Early 70s, right. This is just just. And this is a bit foreshadowing. But like, did you have any sense that you were going to do a business and what did you think?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:06:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[About people who had businesses, what was your mindset about that then? Well, I laughed at business majors. Me and my friends, we did not, you know, Union Carbide, the DuPont, the businesses, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:06:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[They were the enemies. It wasn't the hotbed of social change.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:06:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So we really, I never, I never took a business class in college and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:07:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Never had any aspirations to be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:07:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[No, no, none at all. So after I dropped out of school, I became a naturalist, actually a teacher naturalist at Glen Helen Outdoor Center, which was run by Antioch College. And it was there that I really discovered a love of doing things positive in the outdoors with kids.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:07:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And I was like, this is what I want to do. I want to teach kids, but I want to be on the other side of the classroom on the outside. So I learned that trade. And then I came West, and I got a job right here in the Portland area in Washington County teaching outdoor.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:07:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[School around this time, you're in your early 20s.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:07:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You come across this book.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:07:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Diet for a small planet, right? Which like?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:07:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Has this huge.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:07:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Effect on you. What is the book for? People don't know it. And what? What did you learn from that book?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:07:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Well, this is a book by Francis Moore Lapay, and she was the first person to point out to the American public and to me personally that the there was no sense of feeding all of these grains through animals. You know, you take 15 lbs of grains and put it in to an animal and you get maybe.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:08:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[8 oz or a pound of meat, as opposed to if you feed grain directly to people, boom, you know you've saved so much grain and resources and land and everything, and it made sense to me as a naturalist because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:08:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I was really concerned about habitat loss and I thought, well, if there was this efficient way of producing protein for people that there would be a lot less habitat loss.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:08:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And that inspired you to become a vegetarian.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:08:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Like right away.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:08:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Well, that and a meal from a beautiful young woman.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:08:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Laurel, McAllen, who cooked a recipe of lentils, rice and onions, and I just she talked about not needing to eat animals, and I thought, boy, this will be great. She'll be a vegetarian.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:08:57](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Huh.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:09:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So so when you became a vegetarian, what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:09:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Did your diet mainly consist of vanilla wafers?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:09:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yahoo.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:09:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Candy bars? It wasn't so good.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:09:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Right cause this was like still come.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:09:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Not mainstream, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:09:19](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:09:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So and there wasn't any, there really wasn't a lot of knowledge about any aspect of vegetarian diet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:09:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[But then I guess that there was a point in in the summer of maybe it was like 7475, you end up visiting a hippie commune in in Tennessee called the farm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:09:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Right when you first discovered this incredible thing called Tempe. What was that? What was that visit? What? What was going on there? How did you end up there?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:09:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Well, they were pure vegetarians and they took a vow of poverty. They only ate beans and fruits and vegetables. They had soy dairies all over the world. Sri Lanka, Guatemala. And when the Hurricanes and tornadoes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:10:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Would go through Tennessee. They'd go out there and they'd build houses for people. And they do really good. They were a great force for good in the world and they wasn't just sit around and get high. It was, you know, although they smoked a lot of marijuana.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:10:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:10:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Vegan.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:10:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Food. I'm really. I'm really surprised that a hippie commune in the 70s, they smoked a lot of marijuana.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:10:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Marijuana.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:10:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Just shocking. So so is this. This is the first time you are introduced to this like thing called tempeh. What do you remember when you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:10:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:10:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[First tried it. It was like heaven. It was so good. You know, we I remember making it in that hot Tennessee summer, which is a middle. It's like Indonesia.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:10:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Indonesia, if you haven't been there, is like about 88°, which is the perfect temp incubating temperature, right? OK. And Tennessee was the same way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:10:55](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:10:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Tennessee yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:11:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And so I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:11:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[We had the all the staff was sitting around on a weekend and I was making the Tempah and I put the beans, the inoculated beans, out into a field just in a stainless steel pan. And the next day I went over there and I pulled up the lid of the tin foil and there was this beautiful.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:11:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[White cake of mold growing all over the beans and it had little droplets of water on it and I was just like this looks great and everybody on the staff was like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:11:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[We're going to probably die. I mean, there's this crazy guy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:11:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Seth, I know that we are in Portland and so everyone in this audience can tell me everything about tempeh, but just for the people who are listening, who don't know what.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:11:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:11:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Is can you just tell me what tempeh is?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:11:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, absolutely. So tempeh is an Indonesian protein food from Indonesia.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:11:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It's soy. It's soybeans.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:11:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And the way you make it is you take the hall off, which makes the beans split into two pieces, 2 cuddle Edens. You cook the beans and you dry the beans and inoculate them with rise APIs oligos sporus which is a gold member of the mold family.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And you incubate it for 24 hours or so at 88° and it binds the beans together into this thick cake that's about the texture of like a paperback book on those, and you can slice it so good.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:31](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Alright, so you're you're thinking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Alright, this is actually pretty.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Good, right? You I guess.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:36](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[This.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[End up going back to Oregon after the summer in Tennessee and you kept making.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Tempeh, right. Right. So I was started making tempeh for friends and family, and there were retreat groups that would come out. So they wanted some tempeh. And I got an old refrigerator, and I strung Christmas tree.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[The lights up inside refrigerator as a heat source back then, not the LED lights. These were the big old lights.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[The.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:12:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah. Nice.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[The oh the big huge Christmas slice and you, you plugged it in. close the fridge, right. And then you had, like, a warm refrigerator to incubate the and and and and I'm I'm imagining you were living in like a like a little apartment in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, back when you could burn a house down with your Christmas tree lights.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[What?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:18](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Was living in a teepee in the summer and a barn in the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Hunter.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:22](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[This is the most NPR meets Portland conversation I've ever had my life. So alright, so and how are you? How are you cooking the Tempe? Just like what was your, you were just cutting it up and frying it up like bacon or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[What? Well, I was giving it to the cooks at the retreat center.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Who would?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Cook it and there is a very talented cook and so that the retreat groups loved it and it was little income. My pocket. Yeah, 5 lbs of tempeh, you know, would bring in $7.00.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:13:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah. So when did you, I mean when when did you get this idea to turn us into a business? Like how, how did that idea come to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:14:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Mind. Well, my girlfriend Kim and I moved into a house in Manning OR, which is on the way to the coast on Hwy. 26 right down the street. Was this restaurant called the Java Restaurant.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:14:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And it was right in Manning, which is a town of about 50 people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:14:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It's was the only Indonesian restaurant 100 yards from my house and I was this is a sign and so I got to go down and meet him. So I met this woman Ina and she was the proprietor of it. And I said it doesn't look like you have Tempe on the menu and she goes, you know, how to make tempeh, you know, about tempeh. And I said, yeah, I can make you some. And she said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:14:35](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Huh.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:14:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Really. And so she ordered 2 lbs. And I and she said, but it's gotta be good, tempeh. And if it is, I'll order more and I'll sell it to all my friends. So I went there and I made that temp and I brought it back. She liked it. And she ordered 10 more pounds.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:14:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And because of that, I felt like, you know, this is a good sign. So I went to the local Co-op, Forest Grove, and I asked if they would rent me their kitchen at night. And they said, yeah, we can rent it out to you for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:15:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[$25.00 a month. So it was like great. So at December 1, 1980.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:15:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I sent in my stamped envelope to the state of Oregon and registered Turtle Island, Soy, Dairy as a business as a business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:15:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[The.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:15:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[The.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:15:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[When we come back in just a moment, Seth's Tempe business grinds along for years until it's revived by a Turkey roast made of tofu. Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:15:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

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[00:16:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

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[00:16:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Hey, welcome back to how I built this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:16:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I'm Guy Raz.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:16:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So it's late 1980 and Seth Tibbett has just launched a Tempe business in Forest Grove OR but he has to spend a lot of time answering the very basic question, what is Tempe? And I mean, I have to imagine.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:17:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Like 99.9% of the people you can.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:17:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Pressure like like what? Like tempeh. Like, were you having to explain this over and over and over again to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:17:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[What's Tempe?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:17:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[People. Oh yeah. And not only where, you know, people saying what is tempeh? But people were telling me and this is a pretty bad idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:17:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, weird weird.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:17:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Like I I was teaching at the school and in Forest Grove substitute teaching to make some money and I went into the last day of teaching. I announced to the lunch room of teachers that, you know, I'm going to start making.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:17:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Hey. Yeah. And it was just like, oh, my God, silence. They were like what? And then I was like, yeah, it's moldy soybeans. And they were like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:17:40](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:17:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, that tastes like a paperback.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:17:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Finding I didn't mention that yeah should have, but they and then finally one of the teachers said, well, you can always fall back on teaching.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:17:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You always want to have a fall back. I always say that to entrepreneurs. You always want to. You know if plan A.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It's not.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Bad idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Plan A doesn't work. You got Plan B, right? Temp A and teaching alright? And you were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Doing this all by yourself? Yeah. OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I was doing it by myself and I was driving.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[In my 3 door beat up somebody damage Dotson station wagon and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:21](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yes, Dotson.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And it was really the co-ops that kind of embraced it most at first.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And who was buying tempeh in 1981? Was it just, like, really kind of hippies? I mean, and just for the record, you know, this is we talked backstage. I love Tempe. I make my own tempeh bacon. All right, I'm just going to be clear about this Full disclosure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Who was buying tempeh in 1981?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It was the early adopters in marketing terms.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:18:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[All right, so you're you're starting to get, you know, really starting to ramp up production. We should put this in context because you're not really making any money, but you had to find a bigger space, I guess in 19.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:19:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[80.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:19:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You lose to to who's to Houston?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:19:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Well, yeah. So in April of 1981, a distributor called Applegate Natural Foods out here in Tigard called UP and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:19:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Washington state.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:19:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[We need you to make us 1000 lbs of tempeh a week. Wow. And I was making like 100 lbs a night on a good night and a lot of it was coming out bad. And I was composting it in my garden, much to the the light of the local roof is sighted. Toby, population.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:19:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So you have to find.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:19:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[A way to do that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:19:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So I needed a bigger space. Now we were grossing like $1300 a month at that point. And so I started looking outside the Portland metropolitan area and I went up to Newsome, which is about 70 miles from here, east of here, small little.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:19:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Town and I looked in the window of a school building. There was an old vacant school building out there, and I looked in the window and there was this perfect 10 Bay kitchen. It was like the kitchen.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:20:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It is not a template kitchen. Let's just be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:20:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Clear it is a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:20:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It's a commercial kitchen, right? Yeah, right. But you're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:20:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Commercial kitchen.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:20:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You're looking at that you're saying Tempe kitchen?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:20:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah. And it had two big huge stainless steel sinks that had stainless steel tables.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:20:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Good. And it even had two storerooms that were just the right size for a tempeh incubator. It was just sitting there, and it was a for sale sign on it. And so I called up the Superintendent, and he was saying, yes, we really want to sell this. But as we spoke, he was thinking we haven't had anybody.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:20:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Offering on it. So maybe we would rent it to you. So I said, could you put me on the docket for the school board meeting? And so he was nice enough to do that and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:20:51](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:20:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[My brother Bob came out and we cooked up some tempeh for the local school board.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:20:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Wow. And what they think well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:21:05](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:21:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[This is 1981 and people, even the earlier they weren't the early adopters. Let me say that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:21:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[What you want? OK, alright.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:21:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[They were skeptical, but they were open to the presentation and I made tempeh salad and I cooked up some tempeh sort of strips, and I fed it to them. And then the conversation turned to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:21:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Well, how much could you afford for rent if we did rent this to you, which was the conversation I was dreading because I didn't have much money. So I said how about $150.00 a month? It was just like silence. Yeah. And nobody said anything.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:21:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:21:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[For a minute and then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:21:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[This one woman, who was kind of like really enjoying the tempeh, she goes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:21:55](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Ah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:21:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I say we take it. What do we?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:21:58 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Have to lose. Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So you get.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Amazing. So you get this commercial space and abandoned school for 150 bucks a month. You got to make 1000 lbs a 10 day week. By the way, what did you know about running a business at that point?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I knew nothing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah. Were you, like, business? I was a tempeh maker.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I felt like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I never felt like I, you know, a businessman. I never opened up and said you are a businessman. No, no, no, nothing like that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Did you even do any? Did you even do any accounting or did you keep any books or anything like?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[That.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[No.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[No double Ledger. No. OK, all right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[No.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You know, I've always felt like a little misfit in the business world, so still do in a lot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Of ways so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Just to be clear, I mean you were making Tempah, it's like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[1983.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You are not making money. You are.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Not no, no.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You're living kind of pretty modestly, I think, at a certain point that year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:22:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You couldn't afford your rent. What did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:23:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Do well. There was a couple of strategies, but one was the postmaster of the town had given me a apartment to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:23:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And free, she said. We just need somebody to live there. And so I was living rent free and I was thinking how am I going to make money and turn this thing around? And I said, I've got 3 classrooms that I can rent out. And so one classroom I rented out to my friends who had a graphic art business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:23:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And they were good payers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:23:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I had the other classroom I rendered out to a mom and pop wooden fruit basket company that were making fruit boxes and then I had this one more classroom. And I'm like, what am I going to do with this? A classroom couldn't find to rent it, you know?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:23:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:23:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[This.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:23:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Is poor part of Klickitat County and one day I'm sitting there in my office and I look outside and here comes this purple.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:23:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Truck and it's got a yellow umbrella on the top and it pulls up and these two guys get out and they come in and they go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[My name is Ace and this is space and we're clowns.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And I'm like, OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:07](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And they said and retune pianos when the clown business is soft.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And we need a space for our clown business to build props. And I was like, I think I can provide you that space. Yeah. And they were people were like, you're going to rent to these clowns.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I'm like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You had me at Ace and space, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So, but you're living rent free.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[But eventually you got what you got kicked out of your apartment or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Well, the the rent market got a little better. And so now there were people that would really pay for that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[What happened?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Apartment. So you got kicked out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:24:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah. So I don't have a place to live and one of my employees, Amber Isik, had a piece of land right outside Houston.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And she offered to rent me 4 trees for $25.00 a month.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[4 trees for $25 a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Month and then I could build.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[A tree house. You could build a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Tree house.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[For $25.00 a month which you did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:19](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You lived in a tree house for seven years. I did. Did it have, like, running water? Lectricit phone. Ohh yeah. Well, what? What did you have in?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[There. Well, it had a wood stove, so it was insulated and you know, it was very warm and cozy in the winter.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It had three levels. It had a 11 foot by 16 foot ground floor and then a sleeping loft above that, and a little cupola up on the top. And it was kind of the first tiny house and the tree house was on a frisbee golf course.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So I'm living on a golf course, American.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:57](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:25:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Dream pretty amazing, right? You are going to the school every day making tempeh. But no. I mean seriously, like you're, you know, you know, you're sort of approaching your late 30s and you're really you're not making any money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:26:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Living in a tree house, which is cool, but it's, you know, I I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:26:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Just wonder where.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:26:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You stressed out like was any part of you like, I gotta figure another figure. Something else. I I need a new strategy because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:26:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I don't know if this is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:26:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Going to be a sustainable life.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:26:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:26:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[The thought came up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:26:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And actually in 1986, I had an offer to sell the tempeh business to a local tofu company and they offered me $25,000 for the business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:26:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Which would have been life changing money for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:26:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Ohh yeah and then I could go work for them for $1000 a month and I thought about it long and hard. It took me about nine months to decide, you know, whether I'm going to take this or not. And I went through a lot of those questions at that time and the end of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[The line I just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I like I'm I'm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Growing and I'm going to stick with this so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I I I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Kept the the business. I turned down the big money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And this amazing there's like, a period of eight years and probably these are the treehouse years where your entire take home pay over a period of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Eight years was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[30.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[$1000.31 nobody could live on 30,000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[31.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Thirty $31,000 over an 8 year period.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It's getting real.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Years, technically.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Did you? I mean, were you? Were you ever, like, kind of? I don't know. Did you ever have anxiety over what would you ever think? I don't know what.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I'm doing in my life or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I had some existential nausea from time to time about that, you know, I did feel like a failure in the business sense, but I felt like the mission sense, you know?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:27:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, yeah. How did you, how did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:28:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Seeing this tempeh business grow and seeing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:28:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[People eating more and more of the product. It was satisfying and I was involved in local activism in the Eco world. I had a very fulfilling life. I I never, I mean, there was a period towards the end of that where I was really starting to wonder whether it was ever going to take off. And I was looking for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:28:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:28:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Ways out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:28:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I guess around around 1989 you you were dating somebody who would become your wife. Sue. Did she move into the treehouse with you or? I don't know, like, how did that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:28:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Work. You know, it's funny because right now people ask Sue, they go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:28:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You make you sign a prenup and she goes prenup.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:28:54](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:28:56](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[That was the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:28:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[One that needed the prenup. He lived in a tree.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I had a house.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So she said, you got to move in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[With her. So yeah, she had a house on the ground.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Wow, you got saved. Yeah. And so yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Eventually I guess I guess around 92, you made your way to Hood River here in Oregon where your plant.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Is still today.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Why did you move from?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Washington state to that to that location. What was going on?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Well, towards the end of the Hudson Run, the school district had sold the building.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[To a guy who turned out to be a crook and did jail time, but then it fell into the local Firehouse, so the it's now the Firehouse, a few some. So it was a great deal and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So you had to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:29:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Find a new space and I had to find a new space and there was an old tortilla factory in Hood River, which is 10 miles from Houston, and we rented out 5000 square feet of this 26,000 square foot building and I borrowed the $160,000 from Bob.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Your brother, my brother to finance a retrofit.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And he always, in the early days, was a funder.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Your brother? Yeah. He he had this, like, business. Well, yeah. And he. But he had a bigger heart than a business sense. And he was always loaning me money. And I would be paying it back. Not always on time, but we paid it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Back. So I'm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Curious, I mean because this really is the, this is where the story pivots this is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Where something totally unexpected happens and I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Guess there's like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[These vendors that work with you, they run a catering businesses, couple the Robles and they're they were in like a vegetarian catering business. They're buying Tempe from you, correct? And they they're making like this tofu.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Roast that, you'd.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Thank.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Kind of come across what? What's the story?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:30:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah. So Hans and Rhonda Rowe will run the higher taste, which is a great sandwich company and it's been in business since the early 1980s. And Hans especially anything he touches turns to gold. He's like one of the best chefs that I've ever.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:31:10](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:31:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[That and he was in 1994, I was delivering Tempe to him and he was making those around Thanksgiving these stuffed tofu roast that he had been working on. And he was selling them about to 25 or 50 a year. And they were a Dome of tofu with stuffing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:31:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[In the middle and I was always looking for something to eat at Thanksgiving, and we had tried all these.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:31:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Stuffed pumpkins that kind of collapsed in the oven and gluten roast that were too tough to cut with a chainsaw, so we were failing. And then I saw with Hans, this is like something possible. It's good. And so and Sue had been working on a burger at that point that we had rejected.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:31:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[This is kind of cool, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:31:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Was it tasted like? Thanks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:31:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Giving and we thought, I wonder if we make these into not burger shapes, but grommets. And so we made them into tempeh drum.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Mets you made tempeh drumettes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[We made Drummettes right out of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Tempe, right. And and and you went to the road rules and you said what you said. Can we maybe collaborate on a?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Thing or right and so that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[First year we bought the the tofurkey to market here in this city.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[With Hans and his team.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[What came with that? So it was it was a frozen tofu loaf.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Stuffed with ohh it was like whole wheat bread crumb and cranberry stuffing. It was really delicious.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And what else came in the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Box and then there was a tub of gravy that once again Hans had created those nutritional yeast gravy and then there was these 8 tempeh drum mats because we thought that there was going to be 8 vegetarian sitting.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[This is an 8. This is it, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It's not an.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[8 Legged this is not an 8 legged Turkey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[No, but we didn't know what tofurkey looked like in the wild at that point.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:32:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, that's true.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:33:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[But.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:33:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[But we knew they had eight legs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:33:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[When we come back in just a moment how an 8 legged Thanksgiving roast grew into an entire brand of plant based foods. Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:33:31 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[This message comes from NPR sponsor Grifols, senior director of Corporate Affairs Vlasta Hakes explains the science behind the plasma derived medicines the company produces.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:33:43 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Plasma contains proteins and antibodies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:33:46 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[There are people who are missing those antibodies, or they're missing a protein that helps their body function. And while Gripples then does is we collect this plasma and then isolate those proteins and antibodies to produce a medicine.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:33:59 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[To learn more about donating plasma and to find a griffall center near you, visit griffinsplasma.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:34:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

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[00:34:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

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[00:34:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Hey, welcome back to how I built this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:34:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I'm Guy Raz.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:34:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So it's the mid 1990s and Seth Tibbett is working with a catering team, Hans and Rhonda Roble to sell a holiday roast made out of tofu. They are making the this like stuffed tofu Dome.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:35:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It's around Thanksgiving time. How do you name it? How you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:35:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Come up with a name for it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:35:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[OK, so I didn't invent the name tofurkey right in 1981 when I was delivering tempeh around Portland, there was a tofurkey sandwich, TOFURKEY, and it was being made by King Harvest local sandwich maker here in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:35:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:35:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Portland, and it was slices of tofu, or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:35:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You know the slices of tofu sort of. Turkey ish, right? Just baked or something? Yeah. Yeah. And I thought I would buy those. And I I really liked it, but I always loved the name Tofurky. A lot of people were against the name, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:35:35](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:35:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[That point, I was ready to change something because I had been trying to play it straight as a businessman and make it look like a hippie didn't get within 10 feet of this food and then tofurky. I mean, was more whimsical and fun, and I just thought it was more me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I wasn't getting anywhere by pretending to be a businessman so right? Why not?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Just so tofurky. Right, alright, so you guys.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So, tofurky.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Collaborate you you decide to sell the first batch of tofurkey eyes. I guess you they were in the freezer section and they were frozen, frozen. And you sold them for $30 each in 1995. That is super expensive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Did you get pushed back from retailers who were like $30 in the freezer section? Who's?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Going to buy this?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, we did, you know, but the once again, it was the co-ops that rallied to embrace the concept and and people loved it. I mean, we put self address stamped postcards in every tofurkey that year we sold 800 and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[18 and the postcards?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Were for feedback, it was for feedback from the customers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And people said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[People said, Oh my God, I've been waiting 20 years for this product and it was just so heartening to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:36:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Right away, feel like finally I can see my way through this and. Yeah, and through this Thanksgiving thing, I mean, PCC up in Seattle was another one that embraced it. They put in a tofurkey hotline. They were getting so many orders, and they were going crazy for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Through Thanksgiving, yeah, which is hard enough.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I think about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Spent a year after making the first tofurkey's you, you and Robles kind of went your separate ways. You you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:24](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[In.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Actually know the second year we were making, we went to a tofu maker and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Had a baked tofu which baked out some of the sponginess out of the tofu and it it didn't look so pretty plated, so it was still a problem, but that was the year that we actually went online and sold 300 of these online.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[We know that Tofurky was one of the first frozen products ever to be sold.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[On the Internet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Ohh wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:37:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[The first thing that was ever sold online was a pepperoni pizza. In 1994, the the first food was sold online. So this is 1996 and we're selling tofurkey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:38:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And you're selling to overseas. And and when did you, I mean, at a certain point, you had to change the recipe, right? Because tofu alone was not going to cut it. Right. You wanted to presumably kind of make it into a thing that you could slice. And really, it was it wasn't going to be spongy. So what did you do?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:38:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:38:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:38:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So the third year in 1997, a friend of mine who had had a failed Satan company called Meat of wheat.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:38:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Came to me and he said that's not a bad name. Yeah. Yeah. He had figured out how to extrude these roasts in. Have stuffing in the middle, and they would have Satan on the outside. And we tried it and we thought it's good. But I wonder what it would be like if we had a tofu to it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:38:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Meat.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:38:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Of wheat.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:38:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And so we added tofu and it makes the Satan and the tofu. Yes. And it became tofu.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:38:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You mix.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:39:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And that's essentially what it is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:39:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Today, it's essentially the the same thing we ended up actually buying the recipe from.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:39:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[The the amazing thing, and I guess it's not that amazing when you think about it now. But like because it was called Tofurky, you got all this attention fast like the Today show. And comedians were joking about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:39:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It and it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:39:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Oh yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:39:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And it and you were you did not have an advertising budget when you saw comedians joking about it and people mocking it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:39:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Were you? Were you sad? Did you feel humiliated or you like? Yeah, right on. Keep doing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:39:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It was more like the right on because you know, up to that point our marketing and then all of the natural food marketing wasn't very whimsical or funny or fun. And this was, like, fun, but it was also in the early days, people kind of took a fence to it a little bit because you were taking on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:39:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[An iconic.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:39:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[American meal and a holiday and everything, and bringing a tofurkey to a dinner was always controversial and yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:40:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Even into the late 90s and and you're really pivoting now to tofurkey your business is not yet profitable. You start this in 1981. You are not yet cash flow positive, correct?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:40:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Correct.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:40:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[How are you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:40:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Keeping the lights on, how are you keeping things going, you know?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:40:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Well, a lot of it was what they'd call a paper loss, but it was still a loss. We weren't really making money, but we were, you know, paying the light bills and paying employees. But at the end of the day, and and we were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:40:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Borrowing money where needed, and it was, but most of the money that was being borrowed was for investment into equipment and things like that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:40:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Did you were you able to in the late 90s start to see a light at the end of the tunnel? Because I mean, were you thinking God, I've been doing this for 20 years and we are still not profitable. Or were you at that point saying, you know what? I actually can see where this thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:40:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Might be headed. Oh, yeah. Just from the first response to the tofurkey. It just felt so different than anything I had felt before.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Marketing Tempah that I really felt like this is going to really turn around at some.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Point and it it really did. And you're right that a lot of the media exposure from the Wall Street Journal to the New York Times and at one point I have had to put the Washington Post on hold to talk to the New York Times. It was just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Wow for tofurky?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Crazy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And so these that was like our bully pulpit.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Kind of it it really, the Thanksgiving rolled around the trees would turn gold and brown.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And here would come the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Tofurky and here would come the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Media to us. And so we had millions.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And and I'm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I'm and I'm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Curious Seth as.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[A you know, now you're 20 years in. I mean, how is your business acumen at that point?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Little better, you know, I mean I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Like, how do we go into like managing people? Did Sue help you? Did you more?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:41:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, yeah. Sue was doing the books at that point and doing great job at that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Good. You're doing the books good.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So we had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah. Accounting good. Yeah. No, it it was improving and I was becoming less stupid.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Every month when we turned profit.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Which is like 2002 thousand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[One right about then it became really profitable because we brought the production of the tofurkey into in a house. We were buying it from a manufacturer Co manufacturer and then when we brought it in House and we started making sausage.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And deli slices.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And we went to these same buyers and said, hey, would you like deli slices? And we found.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[That.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[The Tofurky and this new recipe sliced really well and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So you can use the same recipe, spice it slightly different.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Right. And smoking it, we we smoked it in a real smokehouse and created the smoke Hickory smoke, so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And smoke it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[When did the slices?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[1st come out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Those came out in 1998.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And and then the sausages.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Followed and the sausage followed 3 years later.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:42:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And and did they become popular pretty much right away?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[They really did. They really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Took the industry by storm and we became.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Happened in company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So when did you actually, I don't know. Do you remember the point where you, I don't know. You woke up and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[You were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Like, we're making a lot of money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Like this is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[A. This is not me. A tree house? Sure, not tempt in a bathtub like we're actually making a lot of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Money. Yeah, it was an odd feeling.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Do you remember cause?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It was pretty good at losing money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[That.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah. Would you remember when that happened?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Well, you know, when we I do. And at the end of the year, you know and having enough money to give some nice bonuses and pay off a lot of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Debt. Was that what 2004, 2005?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, right in there. You know, it was really a a new world for me and people that wouldn't talk to us about tempeh were now clamoring for Tofurky. And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:43:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It took us tofurkey took us from being a regional West Coast distribution to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:44:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[A.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:44:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[A.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:44:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[National distribution, I think today you've got a state-of-the-art factory today in Hood River. We do. It's a lead certified building you've got.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:44:11](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:44:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[200 employees.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:44:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I think I mean your your your revenue is somewhere between 40 and $60 million a year, which is unbelievable.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:44:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And and you're everywhere, right? You're not just a, like, Whole Foods and co-ops and Trader Joe's. You're like Walmart, target like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:44:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Right. What we're seeing right now is the mainstream, you know, plant based foods and we're in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:44:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[27,000 plus stores worldwide. It's really a a friendly world for plant based foods. Now it's we love to see all great tasting vegan companies succeed partly because we're out to us and we're mission driven company and we want to see plant based foods grow all over the world.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:44:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:45:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[But it's there's a business reason too, which is that it's easier for us to place products in a category that's hot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:45:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And then, like mainstream places like Walmart and Target, right. I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:45:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Mean it's Costco.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:45:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So here's the thing, right? You are entirely family owned, correct? 100% You, your brother? Maybe some other family members own Tofurky.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:45:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I have to imagine over the years, certainly over the last few years, you've been approached by private equity by big companies who have offered you a lot of money to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:45:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Buy you out? Yeah, that would be correct.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:45:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[So why not cash in? Why not? Why not take the money and and you know you, you worked. You lived the tree house for seven years. You made $30,000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:45:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[For nine years.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:45:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I mean right now only at this point in your life, are you actually seeing real money? I mean, you could. You could be rich beyond your wildest dreams. And for the next 6 generations, why not take it?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:46:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I feel like I'm rich beyond my wildest dreams right now, to be honest.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:46:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:46:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I mean to have to be in this business has been, you know, it's good joy and a great feeling in my life. And it's taken me places that I still I'm I'm able to travel around the world. I'm able to work with nonprofit groups like Veganuary that are just getting going over here. I can't think of a better.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:46:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Dream at this point in my life, I just feel like the luckiest guy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:46:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[In the world.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:46:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, so, so this is important because I've I've been reading that you actually cannot produce enough of your products for the demand. It seems like the answer to that challenge is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:46:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[A cash infusion to build another production line.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:46:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Right, we've we have just borrowed some money from an ethical investor that we really feel.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:46:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It's a loan. It's not a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:46:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Equity investment.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[No, it's a loan. We haven't sold equity yet. You know, we'd like to keep our equity so that we can keep the mission at the center of our lives. And so that nobody can tell us.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[What we can do or can't do? Yeah and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:18](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Curiosity, what percentage of your sales now does tempeh account for?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Tempeh is roughly 10 to 15% of sales, but it's really outpacing some of our other products and growth right now. So we're just growth doubling. Yeah, I just looked this morning at the new incubator which we're building.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Is it something nice?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[That's going to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Double our temp pay capacity, so we're pretty excited about that. I just may have been about four decades early on the Tempah thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And and I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[I have to assume that you're not using Christmas lights to make tempeh.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Anymore.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[That would be correct.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[OK. All right. So as as you know, Seth and as as many of you know, I I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:47:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Almost always in my interviews with one final question, and I'm just curious to hear how people answer it, you know, and we get a bunch of different answers and it's I'm going to ask you this question, which is how much of this story and and the success of this company do you think is is because of your hard work and your work ethic and your skill and your intelligence and how much how much of the story do you think is just the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:48:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[And timing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:48:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah, it's a good question. Certainly luck and timing come into play. I was lucky enough to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:48:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Jump on this jet stream of natural foods that was just starting up in the 1980s and 90s and then helping Blaze the trail for other meat alternative companies that come on now. But a lot of it, you know, is just persistence and hard work and trying to be less stupid.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:48:48](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:48:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[It's a good strategy, Seth Tibbott.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:48:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Thank you so much.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:48:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[That Seth Tibbett, founder of Tofurky, I spoke with Seth two years ago at Revolution Hall in Portland, OR in 2014, Seth stepson Jamie Athos took over duties as CEO since its debut in the mid 1990's. The company has sold.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:49:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Six and a half million tofurky roasts. Ohh. And you know what? Seth and Jamie and others at the company called Actual Turkeys? Fake tofurky.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:49:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Hey, thanks so much for listening to this live episode of how I built this. This episode was produced by James Delahoussaye with music composed by Ramtin Erebuni. It was edited by Neva Grant with research help from Candace Lim. Our live events team in Portland was Allie Prescott, Nicole Schaller, and John Isabella. Our production staff includes Casey Herman, JC Howard, Julia Carney.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:49:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[Lane, Coates, Ferris Safari, Liz Metzger and Harrison Vijay Choi. Our intern is Catherine Seifer. Jeff Rogers is our executive producer. I'm Guy Raz, and you've been listening to how I built this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

[00:50:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s4c84f7f6c72f436c99461b2fa59d300b)

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