# Audio file

[Vita Coco Michael Kirban.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[Hey really quick before we start the show, how I built this is now a book and it's coming out in a few weeks. It's full of insights, advice, wisdom and guidance all told through the stories of some of the most amazing entrepreneurs on Earth. And if you pre-order the book right now before September 30th, I will send you a signed book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[To put inside the book for free to order the book and to get your free book plate, visit guyraz.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Just a quick heads up before we start the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Show there are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[A couple of swear words in this episode, so you may want to keep that in mind if you're listening with kits. OK now on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[To the show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[I would go in on my roller blades because I could hit. I don't know, 50 stores in a day on my rollerblades. Whereas if I was, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Walking would be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[A lot less. Yeah, one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Of the earlier.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Stores I went into, I found the store manager first. He's laughing at me because I'm on rollerblades and I'm a sales guy without a polo shirt and a briefcase.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:01:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And he takes a sip and he said this is never gonna work. Tastes like sock.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:01:09 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

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

[I'm Guy Raz, and on the show today, how Michael Curbin shipped thousands of cases of coconut water to New York, fought off a brand that looked just like his and built Vita Coco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:01:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[The top selling coconut water in the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:01:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You remember that kid in high school who was weirdly interested in business, who had almost no interest in going to college or starting a traditional career, but was determined to start something on their own? You might have snickered about them, or even rolled your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:02:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Eyes. Or maybe that kid was you. Well, that kid was also Michael Kurban. Michael had the benefit of watching his dad pursue a bunch of different business ideas, including ideas that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Failed, but the specter of failure never worried him. He knew from a very early age that it's part of the game that you got to take big swings, which means you will also strike out a lot. Biggest swing Michael would take would be for Vita. Coco. You've probably seen their familiar Tetra pack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:02:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[Boxes of coconut water in pretty much every convenience store in the early 2000s, when Michael was trying to launch the brand in New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:02:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[He was pretty confident that coconut water would take off at the time, most people who bought coconut water were immigrants from places like Vietnam, India, the Caribbean and Latin America. But Michael had a hunch that coconut water could compete with sports drinks like Gatorade now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[Same moment someone else had these same exact.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Launch it would become a product known as Ziko, and So what happened and what you will hear is a story about a war. The coconut water wars of the early 2000s, a war with sabotage, subterfuge, dirty tricks, and eventually a pretty decent outcome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:03:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[They're both part.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:03:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Today, Beta Coco is the biggest brand of coconut water in the US. It has about 40% market share, but it would take a lot of time and a lot of obstacles to get there. Michael grew up in Connecticut and when he was nine, his parents split up. It was amicable, but while Michael's sister.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:03:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Chose to live with their mom. Michael decided to stay with their dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:04:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[My mom got custody. I think my dad gave my mom custody and my dad was actually packing his things and preparing to leave the house, and I packed my snoopy suitcase, put it with all my dad's stuff, and my mom coming home and saying, what's this? And I said I'm moving it with Dad and she said OK, and that was it. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:04:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[My mom ended up a few years later. I ended up moving into New York City so I'd spend weekends in the city, you know, and I still see her quite a bit, but I'm super close with my dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[What did your parents do when you were a kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:04:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[As a kid, my dad was an entrepreneur. My dad always had businesses before him. My grandfather always had different businesses. My great grandfather, same thing. So I come from a long line of entrepreneurs. I don't think there's a single male in my family who's graduated from college on both sides and my dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[When I was Young, had a roller skating rink, which was awesome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:05:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And those were, you know, the successful days and then he had other businesses that weren't so successful. And we went through periods of doing well. And then other periods of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:05:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Not doing so well and and were those are like this for birthday party. I had roller skating. Birthday party in 4th grade. I remember it. Birthday parties and church groups and youth group events and stuff like that happened there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:05:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[Everybody I went to school with as a kid had their birthday party at the roller skating rink. So so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:05:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Good. So I got to go to all the parties.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:05:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:05:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Invited or not? Yeah. And then as roller skating kind of went out and wasn't the cool thing anymore, he turned the place into a a rap concert hall. So I grew up, you know, 1213 years old, you know, hanging out with Beastie Boys, LL Cool J. You know, as a kid, it was really, really cool experience. It was cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:05:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[00:05:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:05:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So he really pivoted because I was thinking that what happened to roller skating it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:05:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Great. It was like one day it was there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:05:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Should come back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:05:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And then it was gone. Yeah, it was a real fad. I mean, it's just, you know, people stopped going and he pivoted very quickly. And, you know, that worked for a little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:06:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Bit of time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:06:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And then yeah, just didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:06:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Work anymore. So in terms of school, how how was it for you? Was it hard? Was it easy? Were you a good student? Not a good student?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[School was really tough. I had several learning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:06:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[40s from attention deficit disorder to form of dyslexia and as I got into high school, they diagnosed me and by diagnosing me they put me in what we used to refer to as Romper Room, which was half the day in normal classes and half the day in basically. It was special that it was a room with me and other kids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:06:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And many of which had had had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:06:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[More complicated issues than I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:06:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I knew I was very late in reading and, you know, math was really hard for me and I had a clear goal and that goal was to get these and, you know, get as close to passing as possible. And that was always the objective. And I always knew that I would be successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:07:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Well, why? How did you know that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:07:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I don't know. I just felt because even then, right, even though I was in these classrooms, I was still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:07:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Successful and things that I wanted to do, you know, I was not the best athlete, but I worked hard. And you know, I was able to play ball and I wasn't the best. You know, I definitely wasn't a good student, but I was able to get by. And I just, you know, I just had this confidence from an early age.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:07:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Were you, were you? Did you go to a big?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[School. No, I went to actually a really small high school in the small town and actually so my junior year in high school, my dad started spending a lot of time in Florida because he was starting to build a business there, doing kind of vacation rental, property management, stuff for tourists coming to Orlando and and then corporate housing and things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:07:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And I was alone quite a bit my junior year, and I would I would have big parties. I would charge admission. I turned it into a business every weekend. I was, you know, making significant money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:07:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[You would have parties at your dad's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:08:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, with his permission, I'm assuming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Yeah, he knew. And you know, super responsible, collecting keys and sure, nobody went anywhere if they were drinking. Nobody was driving, you know, really, really responsible. But they were big parties. And I was charging a mission. And it was a nice successful venture at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:08:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So you were and and and like. Do you remember when you were charging like 5 bucks or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:08:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:08:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Bucks to come in? Yeah, that's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:08:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[It's 5 bucks and 10 bucks for freshmen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:08:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You, you and your dad eventually, I guess, moved to Orlando and then you went to college, to the University of Alabama, which I don't know, being like a northern kid at the at the Southern school. How, like, was that? Yeah. Like, how did you, did you enjoy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:08:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[It I had a good time, I enjoyed it. But towards the end of the second semester.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:08:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I realized I was actually sitting in an economics class and I was listening to a professor, and I remember not understanding what he was speaking about. And I remember thinking that I'm not learning anything from him. I'm spending money to go here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:09:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[There I could very easily not be here and use that money or or make money. Right. And so there was this moment. I remember exactly where I was sitting when I said I'm done. Like school is not my thing. And about a week later I was back in Orlando and then that was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:09:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[And did your dad ever say hey, Mike, you know, I think you ought to get a degree, a college degree or or or or. Not at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:09:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Never. Even. Wow. What do you want to do? Do you want to do that? Do you think you need a college degree? Do you want a college degree? And it was. It was more of a question to me. And that was kind of the way I was raised with every. Yeah, right. Like even in in high school. Like, what do you want to be when you get older? Do you want to be an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:09:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Academic. Then, if you do, you need to start really studying. If you don't, you need to get through like it was just a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:09:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Especially back then it was different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:09:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:09:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Your relationship with your dad was almost like like you guys were roommates. Like friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:09:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yep, to this day and we're business partners too right now. So for the past 25 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:09:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So yeah, no, it's definitely more of a a friendship and a partnership and a yeah, absolutely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[So you come back to to Florida and to Orlando and you, like, go back to your dad's house and live with him there. Yep. And what was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Your plan? I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:10:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Have one and it was around that time that my grandfather on my mother's side, who I was also very close with, passed away up in Connecticut. And so I went to Connecticut and spent some time with my grandmother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:10:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Helping my grandmother, who had Alzheimer's, I was helping with, you know, all sorts of family matters and stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:10:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[At 19 years old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:10:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah. And then I went back and forth to Orlando, which is I was actually in the process of starting a business at the time with my dad and my friend, this computer software company that we were developing to help run my dad's business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:10:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[This is the property here Denny's doing a property management business and and who is your? Who's your friend?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:10:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[He was a friend of a friend, actually I met.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:10:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Him in Orlando, he was a computer program.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And brought him in to help write this system for my dad's business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:11:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And what was the what was the like? What did it do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:11:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So it does everything from marketing of the apartments, from booking and and scheduling to housekeeping management moving, move out building. I mean it's it's so it's a pretty large.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:11:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[System. It's like sales force, but specifically for property map and so you started this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:11:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:11:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Kind of business with your dad and and and your friend or you really actually formally started the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:11:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, so originally it was just, let's build this from my dad's business and then we started, you know, showing it to some of my dad's friendly competitors. And we had our first sale and then we created a business and I was going back and forth to Orlando at the time, but there wasn't much of A business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[There was mostly development work that was being done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:11:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And I should mention that that during some of this period of like, you weren't even in the US, right? Like you like you decided to spend some time in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Italy. Yeah. It's during that time period that I was in Italy and I can remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:11:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Back then, being on pay phones on the street in Italy, having conversations about should we invest and go to this trade show to show the software? Is it ready? Is it, you know, and you know, that's before there were cell phones or anything else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[So why sorry. So you you decided that you want to go to Italy for you. First of all, why did you want?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[To go to Italy, what was it? What was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:12:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Because I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:12:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Know what I wanted to do right? I didn't even know if if one day, you know, if I would come back and and go to work doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[Business at one point I almost opened a bagel shop in Florence. You know, I had no real plan whatsoever and just wanted to take some time and experience and, you know, took courses at the university in European politics, which I just found very interesting. I traveled by myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:12:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I think it was during that time that I really found myself, and I know everybody says this, but you know, it really was so impactful. It was a very impactful time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[My life so. Alright. So you, you're in Italy and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:13:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:13:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Do at some point you decide you know I'm going to go back to Orlando and just kind of focus on that business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[No, I actually went from Italy to New York, moved in with my sister in New York City and then eventually found my own place. And I was doing a few things. I was doing some promoting. I actually invested in and helped open an event space.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[In Manhattan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[How did you have money, by the way, did you inherit some money from your grandfather when he died?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[So my grandfather.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:13:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Left me like $40,000, right? And that money was what I was to use for college. So that's part of the reason I decided not to go to college anymore because I felt I want to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[This money last me a little bit longer. So you had that money to kind of keep you going. But I'm I'm wondering when you got to New York cause this is your 21, so this must have been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

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

[00:13:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[In the late 90s, I mean, you wouldn't be able to get a job, a lot of jobs without a college degree at that point, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah. Yet I never would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:13:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Have like wanted job. I never even thought that I would ever have a job. It just never crossed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Look for that right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:14:02](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[My mind you thought I'm gonna start something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:14:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, but I was never really overly focused on looking for that thing either, right? I was just kind of doing and the software business was starting to, you know, we got a couple clients, there was no money to be, you know, made yet everything was going back into the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:14:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[In this and then when the software was a little bit more stable and ready to actually sell, that's when I decided that and I remember exactly where I was. I had bought an apartment. I took the remaining money that I had. I had like $20,000 and I used it as a down payment on a one bedroom apartment in in Greenwich Village.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:14:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And and I remember being in that apartment and talking on the phone with my dad and having this conversation about, you know, let's start seeing if we could sell this thing. And that's when I went to work and took a small salary and started. We started building that. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:14:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Together and then there was the break was a trade show as a trade show that was formed specifically for the corporate housing industry, and it was at that trade show where we started getting real leads.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:15:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[So you're doing that business and and it and did it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Start to grow pretty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:15:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Quickly it was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Slow burn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[I mean we, you know, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[It was a grind for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:15:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Many years, it wasn't until 2005, 2006.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:15:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That we had a couple of big breaks. We brought in Marriott at the time as a customer and another large multinational who was in this space and started to actually make money before that. It was really like paycheck to paycheck, you know, trying to pay the bills type.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Of thing. So all right, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[You were doing that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:15:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Early 2000s, you're living in New York and and you got you're lucky you got an apartment in the 90s in in Greenwich Village, because back then you could put $20,000 down and get an apartment today you couldn't get a parking space for $20,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:15:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Sorry, not even close.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:15:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And it sounds like you were doing fine. You know, you had this this sort of steady income and you were travelling and you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Selling this this software and that was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:16:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, I would say for anybody my age at the time when most of my friends were graduating from college or starting their first year of work, I had a business that was up and running that was, you know, it wasn't printing money, but it was successful. And I was really balancing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:16:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:16:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Work and life, which I've always done. I've always taken very seriously what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:16:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Does that mean you were doing what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[So when I wasn't on the road and I wasn't traveling and I wasn't on one specific phone call because I was working from home, I was down at the local cafe, down the street where I used to go every day, having a very long lunch and talking to all my friends that were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Also there and then I would probably, you know, sit in Washington Square. If it was nice and sunny and read a book and start talking to people and meeting people and creating friendships and conversations and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[How would you do that? I'm curious, how would you just you just strike up conversations with people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:17:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:17:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Or people would strike up conversations with it's New York City. Yeah. I was always on my rollerblades. And I was always outside. You know, it's actually funny. I think of myself almost as somewhat shy. Yeah. My life has been the opposite. And I think it's it's. It is strange.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Yeah. So you're so you're living in New York and hanging out with friends and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[I guess around 2003 you and a friend is this IRA, IRA, Laron.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:17:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yep, he goes by Ira. OK Israeli. Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:17:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You guys are hanging. He was a friend of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:17:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yours from high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:17:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So Ira was from New York or from Israel originally, but grew up in New York City and then went to study abroad in floor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[That's and I had just come back from Florence and a bartender who I become.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:17:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Friendly with in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:17:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Florence became friendly with ERA and ERA was going back to New York to visit his family. You know, for something. And the bartender gave her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:18:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[A coffee wine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:18:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[A few other things to bring and said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:18:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Find my friend. He's in New York. Bring this to him as a gift. Ohh, and hero looked me up. I remember exactly where we met up. We met up at that same cafe that I was talking about was on Thompson St. and Houston and we hung out and we just hit it off. We became friends and we hung out all the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:18:08](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[And what did you have in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:18:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I think we're both very similar in that we're very social. We like to have a good time. We were, you know, very driven in a way and we were always looking for business opportunities. You know, I remember he wanted to start a power washing company and I helped him I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[Bought a power.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:18:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Usher and loaned it to him and, you know, created a little business there. I helped him with something else he was working on. And so we were kind of always doing some sort of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Business in a weird way, even though we didn't have a real formal business at the time, and so we were just, we just hung out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:19:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Quite a bit alright, so the so the two of you guys are hanging out and this is important because from what I understand this is there's a a pretty significant event that happens. You didn't know it at the time you guys are I guess at a bar and you meet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:19:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Two women from Brazil is what? What's the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:19:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah. So we're at this party and we were there for a long time. It was like a February or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:19:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[It was late at night and I remember era saw these two girls leaving and convinced them to come back into the bar, take their coats off and have a drink. They were from Brazil and we sat at the bar. We chatted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[And we talked for quite a while. Wait, so these these two young women from Brazil, aren't, you know, chatting, but there's no because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:19:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Obviously this is going to eventually lead to coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:19:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[There, but there's no conversations about coconut water at this point, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[So coconut water actually did come up at the bar in a weird way. We were talking about food. We were talking about Sao Paulo. We were talking about restaurants and somehow it came up coconut water. I would you Coco, we actually remember. I we remembered afterward having a conversation about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[But it wasn't like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:20:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You know, at that moment at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:20:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:20:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Know anything specific besides one of those things that are great about Brazil?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Yeah, like you could go to the beach and you could not stop. Hello. But in Rio and there'd be people like with coconuts. And they'd crack one open and you get some coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:20:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:20:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And that's some something that they may have mentioned about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[What they miss about Brazil?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:20:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Well, it's it is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:20:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[It is a cultural thing. In Brazil more than just a beverage and in a lot of the tropical world it's a cultural thing. It's coconut water is has all sorts of health properties and in every country in the world, every tropical country in the world, your grandmother tells you a different reason why you should be drinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:20:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Coconut water and it's an incredibly popular beverage that has a cultural connection beyond just being.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:21:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[A juice or a beverage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[So. So what? What happened after you? You met those women at at the bar? That.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:21:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Night. So one of them era, he ended up, you know, seeing a couple days later and then we started hanging out together for the next week or two while she was in a short period of time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:21:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That she was in in New York and he ended up falling in love with her. And when she went back to Brazil shortly thereafter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:21:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[He went back with her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Wow. And he plans to go to Brazil for what, like, a long period of time or he doesn't know or he just he just goes down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:21:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[At the time, he wanted to just, you know, go down. Check it out, he wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:21:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[To be with her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:21:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And so he went. He found his own place, and he didn't really have much going on down there. I went down to visit several months later, and he's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:21:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I'm going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:21:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Stay and when you got there, what did you do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:21:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[We hung out a couple days in Sao Paulo, hung out with her and her friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:22:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And her family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:22:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[But while I was there, I mean, you know, he was talking about staying, and he was talking about, you know, different business opportunities. I remember he was looking at leather from the Northeast, making women's shoes, which was, you know, becoming a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:22:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Business for export Brazil if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Time and he was telling about coconut water. And in Brazil at the time, coconut water was, I think within, you know, maybe a year or so prior to my visit, they'd started selling coconut water in a Tetra pack and shelf stable. So it was in grocery stores. Now, it wasn't only on the beach and it was becoming incredibly popular.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:22:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[People's refrigerators all over the country, not just on the beach in Rio, and he showed it to me and he took me to a couple of grocery stores. We talked about it. He was in the early stages of developing what was somewhat of a business plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:22:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[For like when you get when when you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:22:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Are hanging out with you are there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:22:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Does he say to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:22:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You. Hey, Mike. People drink coconut water here. It's on. You can get it in grocery stores. Check this out. I think we should. I think there's an opportunity in the US. Did he? Was he already saying that when you got there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:23:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, and it wasn't a wee thing. It was him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:23:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Know like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:23:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[All right. I'm looking at different opportunities. This is one of them. This is one of them and this is 1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:23:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I was more intrigued by the coconut water thing than any of the others. Why it sounded much more fun and interesting. I had no interest in being in the shoe export import business, right? And you know, we started digging a little bit deeper while we were there, but then he said he's going to further develop the idea and so on and so forth. And then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[He came back to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:23:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[New York, but I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:23:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Know short period after with a more developed idea of creating a brand and selling it in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:23:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[He didn't have the brand name or any of those things yet, but he it was what he was really focused on. And I remember we were back in that same bar on Thompson and and Houston and I said, OK, if you do this, I'll do it with you. I'll, there's somebody I'll. There's some time and let's do it together. And I remember we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:24:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Wrote down what each of our responsibilities were going to be. He was going to kind of find the supply and do all these type of things and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:24:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:24:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[To figure out distribution and right find customers to buy it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:24:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So he was going to deal with the Brazilian side. You didn't. You did not have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:24:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Go like move to Brazil. No, that's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:24:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And this is 2003 I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:24:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Guess yes, and we were off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:24:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[By the way, when you tried coconut water, were you blown away by it? Were you like? Oh my God, this is amazing. Or did you have did you have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:24:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[A less excited reaction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[So I had tried it over the years, right I to the tropics a bit I I had tried coconut water but the first time I tried it in a package without, you know, my feet in the sand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:24:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[The whole bit I wasn't, you know, I wasn't blown away, but when I started to see that it was out selling, you know, Gatorade and every sport drink in the grocery store in Brazil. I thought maybe there's a business here. And again, it wasn't about creating a big business. We never set out to create a big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Consumer goods business, it was, you know, let's see if we can make a little bit of money, you know, never expected it to go further than, you know, New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:25:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[All right, so you, you go back to New York, then Eric comes back and he says, hey, I'm serious about this coconut water thing. And you say I'm in. I want to be involved. How much money did you put in? Do you remember?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:25:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I think it was actually I put in. I think if I'm not mistaken, $75,000 and then later put in you know I I think the initial investment was 70.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:25:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[5 grand and and by the way, did you guys like formally put down a partnership and set up an LLC and do all that stuff, or was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:25:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Less formal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:25:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Now we pretty immediately formed a partnership. We created an LLC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:25:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Put a little bit of money in the bank. I remember when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:25:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[We opened up the bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Account. So you were going to stay in New York. He was going to go down to back to Sao Paulo. And and by the way, is he still he he's he went.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[To Brazil originally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:26:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[To date, this woman that he met in New York, were they still together at that time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:26:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yes, yeah, yeah. They were still together and I think they were engaged at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:26:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[The time they got engaged, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Wow. So that was pretty quick. Yeah. He got engaged pretty. So he he he marries this woman in Brazil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[And he's going to purchase coconut water and send it to you in New York, and you're going to figure out how to sell it. But let me try to break this down. First of all, you were going to sell it in the same way they were selling in Brazil in, like, a cardboard Tetra.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:26:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Pack in New York? Yeah, which didn't, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Exist in any.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:26:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Language right besides.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:26:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[It's milk. There were cans.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:26:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[There were bottles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:26:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah. And yeah, for single serve beverage, there was no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:26:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Tetra pack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:26:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[There was nothing like that. Yeah. No. So you were gonna this. So that was the first thing. Cause you were inspired by the Tetra packs. The second thing is, what was the name? How how are you gonna? How did you come up with a name for it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:26:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:26:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Had all sorts of ideas I can remember phone calls back and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Worth. And one day I remember I was sitting at my dining room table, phone rings. I pick it up. I'm like, what's up? He's like fighting Coco. I'm like, that sounds like a Ricky Martin song and he's like, Nope, that's it. And I'm like, you know what? It sounds good and that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Was it so you're going to call it by the Coco? You're going to basically import it to the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[In the Tetra packs, I'm assuming you would go to one of these companies that was already making a Brazilian version of it, and you would just have them kind of white label it. They would basically make it for you under your name by the Coco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:27:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That's exactly right. That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:27:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[How did he do that? How did he find that company willing to do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:27:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So if I recall, he originally went through Tetra Pack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:27:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Where were they based?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:27:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Or where at the time where, where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:27:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Are they based? So they're a Swedish Swedish company. Swedish family. They've been packing, you know, milk. Think Parma lot, things like that. And juices all over the tropical world for a very long time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[So he got in touch with the company and said, hey, I'm looking to sell to get coconut water on Tetra packs to the US who makes it. And they recommended a company in Brazil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:28:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[Yep, they recommended a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:28:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Company who had just was just getting started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:28:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And that turned out to be a disaster. They were getting up and running. They didn't know what they were doing. Coconut water is a very complicated raw material to work with and. And they didn't survive as a company. And then we quickly shifted to the company in Brazil who was making the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:28:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Most common brand in Brazil, but we had started with this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Other one and the other one was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:28:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Also in Brazil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:28:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yes, but do you remember what your first order was for? Like how much coconut water are you gonna buy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:28:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So I think we had in the bank seventy $75,000 in the bank, right. And we spent pretty much all of it on the first production. So it was 2 containers of product if I'm not mistaken.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:28:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Shipping containers? Yeah, shipping.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Like like the back of a truck, like a big rig, 18 Wheeler.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, it's like this huge metal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Just in containers that you'll see in a port.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So two of those are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[$75,000 worth of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Coconut water. It was going to go on a ship in Brazil and go up to the Atlantic Ocean to, I guess, New Jersey and you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:29:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[There, that's right that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Was the plan were you? Was it any part of you nervous about spending $75,000 on two shipping containers of coconut water?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Yeah, but I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Already you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Like started talking to some retailers and people seemed interested I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Didn't think too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Much about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And I met a guy on the street right near my house, so I was going to get my morning cappuccino.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I see this guy pulling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Naked Juice out of the back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:29:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:29:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[A truck. You know, I knew nothing about distribution or how beverages get to stores and I went up to him and I said, are you a distributor or do you work for Naked Juice or what's the deal? Yeah. And he's like, you know, kill it out on time. I'm super busy. And I said, I'm sorry, I've got this coconut water project I'm working on and no kid not not interested.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:30:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So I went in the store, got my cappuccino, got my croissant, and the guy taps me on the shoulder and says sorry if I was a little rude. I like coconuts. Tell me what you're doing. I told him. He told me he was a distributor for Naked Juice and other orange juice products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:30:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:30:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So he wanted to learn more about it. We met a couple times and then he became my first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:30:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:30:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:30:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Even before the coconut water arrived in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Yeah, it hadn't arrived. I didn't even have a sample at none.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[Got it. All right. So you this is now 2004, I believe you've got the name of a business and you've got $75,000 worth of coconut water on its way to New York. By the way, what kind of market research did you have, you know, that gave you confidence that people in the US would want it? I mean, coconut water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:30:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[As far as I understand, in 2004 was like Goya sold coconut water. You could find it in sort of the ethnic aisles of supermarkets, but it was not in convenience stores mainly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:31:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah. And to be honest, I did such little market research. I didn't even know anything about going at the time either. It was just the stuff tastes pretty good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:31:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[It's really good for you. It's working really well in Brazil, you know, vitamin water was taking off at the time. There wasn't much else on the shelf that was, you know, healthy and functional and clean and better for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:31:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[For you and just thought sounds like a good idea, and that was really the market research.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[And did you right off the bat see this as a sports beverage like a competitor to to Gatorade or did you just see this as a nice tasting?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Natural beverage now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:31:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Right off the bat, we saw it as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[A competitor to Gatorade, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:31:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Because that's how it was drank in Brazil, and that's how it's drank across the tropical world. It's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:31:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:31:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Like a first cruncher.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[It's a thirst quencher. It's loaded with potassium, and so it's all about this kind of natural sports.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:31:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Drink right and by the way, did you, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:31:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[New York has such a an incredibly diverse population, so there's a huge parts of New York looking people from Puerto Rico and the Dominican Republic. And, you know, other Caribbean countries knew what coconut water was, is not right, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:32:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That was the beauty of what we were doing, that we we didn't really get into this business understanding that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[But pretty quickly we realized that we would have a real business where we could sell some volume without a ton of brand building and marketing right off the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Bat got it right. So era is still in Brazil and he's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[During this coconut water and and it's a white label. So now you've got 2 shipping containers. I don't even know how many Tetra packs that is. Like what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:32:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Something like closing in on 20,000 cases. 20,000 cases? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[20,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:32:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[And so we were so excited for the product to land. And one day I remember picking up the phone. It was the brokerage company and the girl on the other end, she said. I need your registration number. It's a very specific type of number for low acid food products, which is what coconut water and tetrapack is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[And I said I have no idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[What you're talking about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:33:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And she said, well then you can't import it. And she was in charge of importing it, right? So I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Have expected she would have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:33:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Known what needed to be done. She expected I had done my research and I knew what needed to be done and it didn't happen. And so she basically told me that we can't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:33:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:33:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Import the product until we have this number. I said. Great, let's get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[The number this is like a a number, like a like what? What from? From who? Who, what? What agency really gives you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:33:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[The FDA the FDA focuses a food product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:33:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah. So I was. I was like, OK, let's get the number. What do we need to do? Sure. And she said great, I need some information on on the facility and so on, but it's going to take like 3 months to get the number like 3 months. What the hell am I going to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:33:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:33:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[For three months, wait three months. This is just to get the registration number so you could then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[Sell the product and you did not know you needed to do this. You just thought that you imported and then you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:34:02](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:34:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:34:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, should be that easy, right? Yeah. But it wasn't. I said, what do I do? I mean, the product is is going to lose shelf life. I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[I don't have the money, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:34:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Need the money from the sales to, you know, to pay for things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:34:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And she said, well, you can't sell it. You could either put it in a an FDA warehouse. And I said, OK, what's that cost? She said it's probably about $30,000 a month. I said it's clearly not going to work. And she said the other options are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:34:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You destroy it or you export.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Got it. I said export it, she said. Yeah, it just can't come into the country. And so I said, OK, I hung up the phone. I was freaked out. I didn't know what to do. And then I remembered I had been at this trade show in Chicago where era, and I went maybe a month or so earlier and met a bunch of people from all over the world. And, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:34:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[People at trade shows they're always interested, but you know there's sometimes not so much follow up. And I grabbed this card of this really nice guy that I met in the Bahamas, who owned an alcohol distributor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:35:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And I called him up and I made a deal. I told him I'd send him the product and he wouldn't have to pay me unless he sold it right, because he wasn't just going to buy 2 containers worth of product on the new brand, right? So he said if you want to come down and and help me sell it, I'll pay you. If we sell it. And that's exactly what I did. I went down to the Bahamas, spent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Uh, probably 10 days at least. Maybe two week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:35:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Went door to door with him and his sales guys and we hit bars and restaurants and nightclubs and I was hitting grocery stores and hotels and just selling coconut water in the Bahamas out of a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Touch of and that's a lot of coconut water for the Bahamas. I imagine that's got to be, you know what? Two boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:35:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Per person or something you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:35:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[A lot of coconut water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:35:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[It's a lot, but luckily there was no education needed, right. People knew what coconut water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:35:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Was right and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:35:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[People like to drink their gin with coconut water, you know, and now they could do it without cracking open a coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:36:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And and how long did it take you to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Sell all that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:36:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I was there, I think just short of two weeks, but his guys kept on selling it for, you know, I would say another month or two thereafter. And I I believe they sold just over half of the product we sent and then together we paid to destroy the rest of it because it was at some point going bad and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:36:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[He paid me for the product that he sold, which was enough to cover the majority of our costs for the initial product and that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[Was it so? Alright. So that's the first go around. Meantime, I'm assuming you've applied for the FDA registration.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Yep. Couple of months later we got it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:36:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So then now take two try.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:36:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Again, once again, do you order the same amount of coconut water?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:36:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I think we did a little less the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:36:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Second time, right? All right, so this is, I think around August of 2004.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:36:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That's right. And I remember the product was arriving like a week later and I went to a GNC store and I was talking with the manager and I showed him what we were doing. And he's like, that is incredible. It looks amazing, but it's so similar to this guy that was in here yesterday, who's selling the same thing. It's arriving next week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:37:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And I said, what, what do you mean? Is it coconut water? He said, yeah, it's called Zico. And he showed it to me. He had a sample there. And he's like, this is the it's it's almost the same thing. It's also blue, you know, it's same packaging. And I remembered my heart sinking and just being like this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:37:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Is not happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:37:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[When we come back in just a moment of the competition between Vita Coco and Zico got ugly, and why Michael started out as the underdog and made that work to his advantage. Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:37:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[Thanks also to Squarespace, take your great idea and build a website with professionally designed templates. Visit squarespace.com and use the offer code NPR to save 10% off your first purchase of a website or domain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:38:29 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Until recently, Edmund Hong says he didn't speak out against racism because he was scared.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:38:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[My parents told me not to speak up because they were scared.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:38:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Listen now on the Code Switch podcast from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. So it's 2004, and Michael has just launched Vita Coco in New York City, only to discover that a very similar brand, almost a dead ringer called Ziko, has launched in the same place at exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:39:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[At the same.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:39:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Time that was the problem. In the early days, we didn't know if there was space for both of us. Right? And so there were plenty of accounts that they would get 1st and we couldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:39:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And I should mention here your competitor in all this, the guy who's running Seiko is this guy named Mark Rampolla, a Peace Corps guy and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:39:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Who he's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[His coconut water, and he's inspired to sell it in the US. And you never. You had no idea that this thing was launching, and they probably had no idea you were launching. Yeah, because this is like still pre social media.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:39:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, no. Yeah, exactly. So we knew nothing about each other. We just, you know, started running into each other in the street.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:39:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I remember one of the biggest distributors in New York. I went and pitched him and Mark was in there. You know, the same week. And he ended up choosing Mark. Wow, I said. But why? He said, because there's this much more sophisticated looking and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Because they had that sleek blue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:40:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yes. Yeah. And and also for being brought in from Brazil. Yep. OK. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[This very similar product and similar price point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[Same price point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:40:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yep, but yeah, no, I mean running into ziko everywhere, everywhere. We would go, whether it was a yoga studio or a grocery store. What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:40:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Where it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[People were like, oh, I love your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:40:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Product. It tastes great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:40:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[But I just brought in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[The other one, oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:40:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Wow. Yeah. And and did, did you know, like, this is 2004, 2005. Did you when you start to find out about Zico, did you find out that they were better capitalized than you? They.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:40:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Had more money. Yeah, I knew they had a bunch of partners and they had real capital. And they had, they just they also. I think I found online somehow their business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Plan was published, or their market initial market research was published. I remember thinking, holy crap, these guys actually did like market research and they actually had a business plan like they're for real.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[Alright, so they get they get a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:41:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Deal with one of these big distribution companies and and by the way, we should mention this is super important because you just going from Bodega to Bodega, you're not going to be able to scale. So that's for a sign of the distributor. It's sort of like it's not really the right term here, but it's kind of like a a mafia system, sort of the the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:41:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Distributor, you gotta kind of go to distributor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:41:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Leaders, they they they bless. If you don't work with them, good luck getting shelf space. That's right. Mean time. You're kind of grinding away trying to get your stuff on shelves when you would go into stores that were not familiar with coconut water and you tried to convince them to carry it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:41:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[It easy, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:41:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Did anybody say I don't? I don't like the taste.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:41:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, all the time. I would go in on my rollerblades because I could. I could hit, I don't know, 50 stores in a day on my rollerblades. Whereas if I was, you know, walking would be a lot less. And I would go in and show it to, you know, the store manager, whatever it was. And half the time I'd get kicked out. Sometimes they would find it interesting. They would say, send me some, but find out later they weren't gonna actually take it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:42:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And then other times, people were just like, no way this is ever going to work. I remember one of the early stores I went into, I rollerbladed in there and found the store manager and 1st he's laughing at me because I'm on rollerblades and I'm a sales guy, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:42:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Without a polo shirt and a briefcase, and he takes a sip. And he said this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Is never gonna work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:42:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[It's tastes like salt water. That's what he said. And and I said, I promise you, I said give me a chance. I said take two cases, put it in the store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:42:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[If it doesn't work, I'll buy it back from you. And he did, and pretty quickly it started working really well in his store and he was one of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:42:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:42:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Early but, but how did people discover it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:42:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Success stories.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:42:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I mean, it was just on the shelves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Just randomly, people saw bykovo this. This looks interesting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[I was every single evening I was in stores handing out samples.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

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

[Oh wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Talking about all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[The health benefits and everything else and getting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[People to try.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:43:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[It and again remember I had this instant consumer in people from the Caribbean, people from Southeast Asia, people from Latin America and you know in some cases.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:43:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[They would taste it and they would buy a case. No, they weren't buying a case of anything else. First time. They're trying it in a store, right? So I had some early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:43:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:43:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Success and then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:43:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[After I would do my demoing my sampling, I'd go home and do the bookkeeping, and that was kind of what the day looked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[And meanwhile, you and and Zuko are totally at each other's throats like you guys would sabotage each other. It's like Uber and Lyft, you know, like, there were stories about Vita Coco guys taking the price tags off Zico products and stores and SECO calling up stores and saying, we'll, we'll sell you 50 cases and give you 25 cases for free. And they would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:43:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Inundate stores with Zico in order to prevent vital cocoa from being on the shelves is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:44:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That is true, and it goes even deeper. I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[OK, tell me more. What, what what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:44:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Else, I mean they would, they would literally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Just to \*\*\*\* us off, they would set up their sampling truck outside of our office every other day and sample people so everybody around our office would be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Walking around with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I mean it just it was a constant battle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[And did you? Were you obsessed with this guy, mark. Obsessed, obsessed. And did you ever meet him at this point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Had you met him?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[We we came across each other here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And there at a trade show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:44:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[We just was just like like, you know, remember, in Seinfeld, they'd be. They'd be like, hello, Newman. It was it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That it was exactly that it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:44:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That he was like. Hello, Michael. Hi mark.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:44:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And that was it. That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[It we became brutal enemies for years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Because he was, he was he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Was kind of crushing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You guys. Yeah. Yeah. In the early days, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:44:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[He was running a Better Business than you were running cause it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Was the same.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:44:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Product I think getting distribution early was the key difference for the first couple of years. He had a huge leg.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:45:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:45:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[Finally, land. Because I read that in 2006, you actually did land a deal with an AA distributor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:45:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Smaller one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:45:16](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:45:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And that was kind of a turning point for you at that time because?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:45:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Then you started to get there was a distributor who would focus on getting you into more and more stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:45:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[The beauty about them is they were a bunch of guys that had left the distributor where Zika was sold, right. So not only were they a much smaller distributor, but they also had it out for that distributor and for Zico. So together we had this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[It was a war I have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:45:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[To win, it was a war, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:45:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And and we were not going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:45:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:45:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And what kind of things did you do to Seiko?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:45:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[A lot of that, you know, I mean literally like buying their product out of stores, putting it in trash cans, taking their point of sale material down, hiding it in back rooms, stupid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Wow, these are flares.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:46:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[It's just ugly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:46:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And you know, you think about it. I mean, they weren't huge businesses. They had two very passionate founders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:46:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:46:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[In New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:46:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Mainly it was really in New York and it was we both built these small sales organizations that were also incredibly passionate and treated the brand like it was their own. And any move on it was a personal attack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:46:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So aside from you handing out free samples at at those shops in New York, what are their? What are their marketing? Were you able to do on the cheap?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[It was that it was Eric came up with this, this idea he saw in Brazil with, like, this blow up costume. And he had a Vita Coco Tetrapack made and we could hear his brother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:46:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:46:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[He would go around New York City as a vital.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:46:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Coco tetrapack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:46:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[We we made these bicycles that were amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:46:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Where we took these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:46:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Like a normal bicycle and attached a little small trailer behind it and we would ride around New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:46:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[And we have these billboards on the back of our bikes that said, you know, try Vita Coke or drink Friday Coke. What's great or wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[You know, vacation or these different things and that was our advertising, so it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:47:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Was like a moving billboard and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:47:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I guess at a certain point you hired a guy to really kind of aggressively help you sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[I only know him by the name of Goldie. Who's Goldie? What did he do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:47:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Goldie is the best. Goldie is Michael Goldstein. Goldie was at vitamin water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:47:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And then when?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:47:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Vitamin were sold to Coke. I brought him over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:47:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And came over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:47:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Because his wife is Brazilian and he loved coconut water, he thought it was a great idea. I never thought I would be able to recruit somebody from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[A company like vitamin Water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:47:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And he came over and he is just this incredibly aggressive, charismatic, competitive, incredible guy that just does not stop. And so my competitive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Drive and wanting to win.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:48:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Was accelerated to a whole new level.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:48:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[OK. All right. So you, so you, so you're still trying to compete with Zico, which is still better funded and I guess in 2007 you take in some outside capital because at this point up until that point, was it just you and era who who?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:48:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Owned the company for the first three years. Yeah, you know, outside investor so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:48:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[You you brought in $2,000,000 to an outside investment firm. That got what I read 20% of your company. So it sounds to me like you really needed the cash at that point like you guys were pretty low on cash. Yeah, it's, you know it's not insignificant, but it's not 20% wow for 2 million, that's a pretty great deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:48:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Well, we were doing less than $1,000,000 in sales and so we were not a big company and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:48:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[When you think about it, it's actually a a decent valuation on the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:48:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[At that at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:48:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And what is that $2,000,000 infusion of capital enable you to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:48:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Do we hired Goldie, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[We hired some marketing people. I wasn't doing as much in store sampling anymore. Now I had other people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:49:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[To do that, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:49:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And those people were, you know, our brand educators, we started to invest small amounts into mark.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:49:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Like we got a a van and put coconuts on top of it and and painted it Vita Coco and we started to, you know, Vita Coco. Would Evan would arrive, hydrate everybody and do some hula hooping and all sorts of stuff and then leave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:49:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And and Euro was still based in Brazil, handling operations there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:49:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[By the way, how did you guys pay each other? Were you? I mean, I'm assuming that you were handling all the finances and the money and the accounting and so would you just send him a check every month or something?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:49:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah. Deposit to his bank account. We went on salary. Not so early. I mean, we we had one or two employees before we actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:49:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Went on salary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:49:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Still, at this point, Zika was kind of kicking your \*\*\*\*, I think. And you were, I think, in by 2009 you're selling like 30,000 cases a month in New York and and Boston and a little bit in Miami and LA. That's pretty good. That's two containers 2 and a quarter containers worth of vitico a month, it's not bad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[00:50:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, there's actually. If I think about it, there's actually probably say 6000 cases on a on a container. So it's a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:50:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[OK. But you were not. You were not like hugely profitable or maybe barely profitable at the time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:50:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[More than that, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[No, we were losing. We were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:50:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Losing money. And then I guess around around the time you kind of got hammered a bit because I think it was like 2009. Coca-Cola announces this huge investment in Zico with with a path to towards acquiring the business, which means that all of a sudden they get this huge infusion of cash. I mean do you remember?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:50:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:50:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[What you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:50:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[What you were thinking when you found out about that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:50:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:50:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[\*\*\*\*, this is the end of us. Like, how are we going to compete with coke? You know, there's just no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:50:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:50:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Way if Coca-Cola is taking an interest or or basically makes an investment in Zico, they're going to make sure it's a winner and that you're not a winner. And I if I was in your position, I would be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:51:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Terrified we were. But I also realized that, you know, Coke is just so large. And Zika was just so small for them at the time that it was going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:51:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[The you know, people were telling me they're not going to be successful. You know, you have to remember they bought, I think at the time 1/3 of the business with a path to owning the whole thing over three years or something like that. So they didn't know 100% of it. It was too small for them to focus on and to put real resources towards. And that was, you know, an advantage for us I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:51:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Mark, the founder of Zika and the team there expected it to be easy once they did their deal with coke, and it wasn't that easy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:51:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[But how how are you able to differentiate yourself? How were you able to make the case to somebody to buy buy the cocoa over Zika?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[It was more or less the same beverage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:52:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So pre Coke, it was more or less the same beverage as soon as coke invested in that business, they moved to a concentrate model so they were no longer 100% pure premium coconut water, not from concentrate. So we quickly changed our packaging and put in huge letters.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:52:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Across the front.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:52:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Never from concentrate and that became our big selling difference.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:52:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[All right. In in, in, I guess in January 2010 you raised $5,000,000, but from what I understand, this was not intended to be a fundraising round and you got that money from celebrities. So first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:52:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:52:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[How did that even begin? What? What's the story?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:52:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So around the same time that Coke invested in Zico, a friend of a friend introduced me to Gayo Siri, who is Madonna's manager. Today is you 2's manager. He's quite connected in in Hollywood, and I had coffee with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:52:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Guy, he wanted to have coffee with you. They just said, hey, Madonna's manager wants to have coffee with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[So basically this friend of a friend introduced us because he knew that Madonna was already drinking Vita cocoa. Wow. Guy was married to a Brazilian and therefore has coconut water in the house, and he saw this as a big category, a potentially big category in the future. And so he was willing to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:53:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Take a coffee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:53:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You wanted coffee with you. What you thinking this is going to be? Maybe an endorsement deal with Madonna? Something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:53:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That's right. That was kind of the idea, you know, I mean, he said Madonna's drinking it on stage. She's talking about it in interviews.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:53:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Part of her diet, and so on and so forth. How can we work together? And my response was I don't have any money to pay her. And even if I did, I wouldn't therefore have any money to put her on billboards or invest behind you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:53:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:53:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Know you did not have enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:53:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Money. But it's we're not, we're not coke. We're not Pepsi. We're not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:53:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Of that scale, that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:53:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And then, almost jokingly, I said, you know, but we are looking to raise some money, you know, if you guys wanted to invest and his ears perked up, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:54:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You know not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:54:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Only Will Madonna invest, but I'll get other people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:54:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Because he he manages so many different he manages personally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:54:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You too, Madonna. But he overseas a management company that manages tons and tons of famous musicians.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:54:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That's right. And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:54:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[He's just super connected and friends with all of these people and he started making some phone calls and he, you know, called to me more and he called Matthew Mcconney called Anthony Kiedis a bunch of people. And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:54:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You know, said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Will will me and my friends will take the whole round. Madonna took the majority of it and they all put in the rest of the money. They took the round.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:54:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And now we have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:54:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Had these people with a much bigger mouthpiece than we could have talking about our brand and that was a game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:54:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Changer, by the way, are they still investors? Madonna, Demi Moore? Anthony Kennedy. So they they still are? Yep. Alright, so all of a sudden you've got all these big celebrities. Get the red Hot Chili Peppers. Lead singer. You got Madonna and as in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:54:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Sisters, I guess they were incentivized to talk about your brand because it would also increase our investments.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:55:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, which was amazing, right. So now we're not paying somebody to endorse our brand. They've in theory paid us, right. They've invested. Now they have ownership and they're now more motivated than if they were getting paid, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:55:10 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:55:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[A couple 100 grand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:55:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Or whatever it is to go do something and talk about it. They're super motivated because first of all, they love the product. That's why they invested.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:55:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Now they have real skin in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:55:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Game. All right, so when they started to talk about it, did you start to see growth as a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Out of that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Yeah, quickly. First we started to see a ton of incoming inbound PR. I would say we got more PR than any brand of any sort. Our size should have ever gotten. So I was this guy selling this little coconut product that people a few months earlier had never heard of going on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:55:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[New shows and and getting to a point where a year earlier I would go anywhere else in the country and nobody would have ever heard of coconut water or Vita Coco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:55:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And you know, all of a sudden you walk into a store in Minneapolis or you walk into a store in Dallas or wherever, and people are like, oh, yeah, yeah, yeah. Yeah, that's that coconut water thing. I've heard about it, but everybody's drinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:56:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[00:56:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[What did that mean? I mean, did that make it easier for you to get? Because I think around that time you also get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:56:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Signed with a new distributor, a very significant one, which was the distribution company that does Doctor, Pepper and Snapple. I think it was like the third.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:56:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Biggest after Coke and Pepsi, a distant third, but still pretty significant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:56:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah. So it was. It was huge because now we had a national footprint right now we could go to national retailers, whether it be Walmart, Kroger, target and sell to them on a national level, while at the same time we were getting this great expansion of awareness. So it worked out really well, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:56:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Mm-hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:56:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[A lot of brands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:56:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Struggle because they get one or the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:56:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Other way before the other, right? So you maybe you start to get awareness, but you just can't build distribution because you don't have the distribution footprint and and power to be able to do it or vice versa. You build distribution, you see that a lot and the brand just doesn't pull because nobody knows what it is for us these things kind of came together at A at a very interesting time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:57:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And and it really worked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:57:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So what I mean, you're still up against a brand that is backed by coke. How are you able to win? Because I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:57:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You did. I mean, eventually you you had you, you kind of dominated market share. I think it's like 60% of market share at one point for Vita. Coco. Yep. How did you beat Seiko when they were clearly kicking your \*\*\*\* in the first few years?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:57:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[They relied on coke and so they had some really interesting distribution points that we couldn't get, whether it be certain accounts in airports or whatever, it might be, food service, things that we just couldn't get to with our distribution.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:57:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[But we had built a team that was just willing to run through walls and willing to fight to beat coke. You know, we were the underdog and they should have won, you know, if you remember I said I I early on when ticket was acquired by Coke, I had, you know, several people tell me, don't worry, the entrepreneurial startup business will win because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:58:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Coke just won't focus on it, and I realized after about a year or two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:58:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That that was in fact true. And it wasn't only in New York. It wasn't only in in the in the US. By this point, we were fighting each other in London, we were fighting each other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:58:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[In Seoul, we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[You know, we're becoming a global brand and they were trying to do the same thing at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:58:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Same time. All right, so you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Guys are now really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:58:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You know, starting to grow and and do you do you remember what year you you actually became profitable?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:58:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, it would have been 2011, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:58:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[OK, so this is I mean this is amazing because you would just really launched the company in 2004. It takes you about seven years before you turn a profit, which is not unusual at all. But can you explain what it is that makes it so expensive? Because it seems like a fairly cost effective business. I mean you don't own the factories, you don't own the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:59:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[The coconut plantations. You're basically having a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:59:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Third party white label coconut water for you and sending it on container ships which are pretty relatively cheap. So why? Why was it so expensive? Where was your money going?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:59:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So the biggest expense is obviously cost of goods. So you make the product, you ship it across the world, you ship it, you know to stores whatever it is, let's say that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:59:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Plus, 50% of your wholesale price.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:59:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So you're already 50% down. Then you spend, you know 1020% on marketing, then you have a team and you have operating expenses in an office and everything else. And unless you have real scale, you know by the time you're done, you're competing for space against Coke, Pepsi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:59:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Carrie, Doctor Pepper and Nestle and everybody else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:59:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You got to fight for that space. You need people for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[00:59:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And is that because I'm thinking coconut water? The the margins got to be huge. You know, you're it's not really expensive. It's coconut water and you can charge 3-4 times the price of the cost to make. But is that just not?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:00:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Accurate. No, I mean you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:00:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Climbing a tree for every single coconut you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:00:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Get so harvesting coconuts that makes sense is more expensive than harvesting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:00:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

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

[Yeah, but don't compare it to orange juice. Compare it to vitamin water, compare it to water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:00:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Which doesn't have any fruit, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[There's nothing, it's it's an ingredient. It's a ingredient powder mixed with water in a plastic bottle created down the street in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Yeah. And how were you able to cause cause? I mean, I'm imagining that because a coconut is an organic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:00:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Looked you can't. It's hard to make maintain the consistency like some crops are not as sweet. Some you know might not produce as much water. Some may have have more salinity or acidity, like how how do they maintain consistency?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[Yeah, it's a big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:01:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That was a big issue for us early on, not only in Brazil, but as we started to produce in other countries, taste was different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:01:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Potassium levels were different. Sodium levels were different. Sweetness and sugar levels were different, so taste was an issue, but also nutritional panel was an issue. So over the years we created a procurement team, a supply chain team that has become the best at blending ages breeds to create a consistent taste.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:01:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Across the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:01:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Globe and to make money you've got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[To sell a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:01:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That's right. All right, so 2011, you get hit with a class action lawsuit because basically the claim was that you guys were touting the health benefits and the nutrients.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:01:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:01:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And by the cocoa and you get hit with a class action lawsuit from people who say, well, this is, you know, there is no evidence and and so on and so forth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:01:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Let me ask about class action lawsuits, because on the one hand, I don't want to minimize them. They're legitimate and most of the time people have legitimate reasons to be involved with them, but I think they're also used by corporations to slow down competitors as well. Is that what happened in this case from your view?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:02:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Your point of view?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:02:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, I think, you know, look at the time I was convinced Zika was involved. I don't know if they were or not at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:02:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You said it was like a. It was like a influence campaign to to slow you down. Yes. And and you have no evidence as Zika.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:02:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Was involved. No. You know, I I I felt and I still feel to this day that either there was a competitor involved or it was just a money grab. And typically we've been through several of these. We had another big one, a couple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:02:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Years ago, typically these are money grabs, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:02:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Both these class action lawsuits are based around the same idea that you are misrepresenting the health benefits of coconut water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:02:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:02:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[No. The first one was that the second one was that we had a little tagline on our brand that said born in Brazil, it was on the back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:03:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Of our package and by that point you were not sourcing all your coconuts from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:03:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Till now, about a third came from Brazil and we talked very openly about all the work we do in the Philippines and Sri Lanka and Indonesia. The brand was born in Brazil. That was, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:03:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[But you were born in Brazil. You, your friend, was born in prison. And that was your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:03:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And people and you got sued from people who said no, you're not born in Brazil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:03:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yep. And we literally spent $4 million on legal fees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:03:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[To fight it and we won.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:03:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[But the first one you did settle, I think for for 5 or 6,000,000 in a sense, did you learn the lesson that you had to be more cautious about how you describe the health benefits of Vita Coco?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:03:33](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:03:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, I mean, the lawsuit claimed, you know, we were claiming that it was life enhancing since.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:03:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Then we're obviously.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:03:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Very careful about all of our packaging and all of our marketing materials goes through, you know, all sorts of legal checks before anything goes into market because you don't want to make false claims, but it's less about making false claims and it's just about making.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:04:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Claims in general that could lead to somebody insinuating that you were trying to deceive, which is the last thing we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:04:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Want to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:04:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Right. Yeah. All right. So you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:04:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Once that distribution deal happened, you were growing really fast and big, and by 2014 you sold 1/4 of the company to a Chinese like investment group that invests in foods and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:04:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah, yeah, it's actually Red Bull China. So they're the owner of the Red Bull brand in China. So they're a huge beverage company in China.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:04:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:04:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[They were looking to diversify, but 25% of the business and became our distributor in China.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:04:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:04:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So not only do they buy 25% of business, I think they paid $165,000,000 for it, but they become your distributor in China, which means you are guaranteed more than guaranteed to become a huge hugely profitable because that's a brand new market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:04:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[For you? Yep, the biggest mark in the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:05:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That's right. So you know, kind of like Madonna and them coming in as investors. We had somebody coming in and buying part of our stake and at the same time we got major value add, right? It just worked very well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:05:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:05:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So you got to keep 7, I mean 75% of company you and your investors got to keep, which you I think you still own today your investors own 75%, you got $165 million for 25% of the company, which I'm sure gave you more than financial stability and security forever and ever and ever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:05:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:05:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Why not just?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:05:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Sell the whole thing. I mean, why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:05:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You know, so 100%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:05:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Of the company it made selling 100% of the company, much less.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:05:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Interesting, right? What, what did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:05:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[By taking money off the table, a significant of my money. Right? So I've got the financial security to not have to worry about anything. So now I could take bigger risks, always calculate it. But yeah, I could take risk. I could go longer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:05:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And enjoy the people I work with, which is basically, you know, my second family. Yeah, I love what I do. I love the creative aspects of it. What else am I gonna do? Right. So I don't have to sell the business. That's the. That's the beauty of the position that Red Bull, China kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:06:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:06:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Of put me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:06:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So now I'm super focused on, you know, what does the business look like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:06:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Five years from now and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:06:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Kind of thinking about this business as a broader platform of better for you, healthier functional beverages as compared to Vita Coke with the coconut water business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:06:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[We are in the middle of the most trying time for every business in the world. Unless you're zoom or slack, I have to imagine that my I would think that initially when people were freaking out that there was a spike in sales. We heard this from Cliff Bar and other brands spin drift but that that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:06:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[After a while, they've they've slowed down because people are not going into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:06:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Walmart and Target and supermarkets as methodically as they might have been before the pandemic. So is that the case that that, that sales spiked and now have slowed down again?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:07:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Yeah. So the first few weeks, we saw massive spikes, really, really significant growth and that was a an awkward position to be in. The world was falling apart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:07:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[People were losing their jobs in unprecedented numbers and we were seeing these massive what we were calling pandemic profit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:07:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So that led us to do some things to give back to our local communities shortly after the spike, we saw the big club stores continued to do well. Everything else kind of declined. And then after a couple of weeks, it started to really pick up again. And the business now across all grocery, all mass and club stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:07:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Is growing significantly and I think it's because people are spending more time at home, they're consuming more. We've become somewhat of a of a household state.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:07:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[People, people are making their smoothies every morning at home and they're using.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:07:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:07:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Had to have any any laughs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:07:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[No, none. We're all working from home. We're going to keep the office closed until September. And even though some people, you know, yeah, everybody's got work to do and some people are working harder than they were in the office. Others might not be as busy, especially during a time when things are closed. If we can afford to keep people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:08:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:08:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Time to to keep people employed as as much as possible for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:08:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:08:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[What do you think it takes to be a successful entrepreneur? I mean, because clearly in your case, it's not education, right? It's not formal education or post, you know, secondary education. There's something else or other qualities. What? What do you think they are?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:08:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I think for me, I think never.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:08:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Having the fear of failing has been very important, right? I've I've been told since I was young by everybody besides my immediate family, you know, specifically as we talked about my dad earlier, I was told quite a bit as a kid that I'm never going to be successful. Right. So what's the worst I could do is fail like everybody thought I could or would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:09:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So I think that kind of sparks a bit of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:09:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[The risk taking nature that is needed for an entrepreneur. I also think that an entrepreneur who's going to not only be an idea guy, there's plenty of idea guys that can't really create great culture and great organizations. So I think it's a combination of the ability to take an idea but also the ability to execute against the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:09:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And bring people along for the ride. And I think that's been one of the things that have that has helped us become very successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:09:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[When you think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:09:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[You know what's happened to you and and the success of either Coco and your success your financial.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:09:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Assess how much do you think that's because you of your work and your work ethic and your skills and how much do you think it has to do with just luck just being lucky, being lucky that you met those Brazilian women you met, era and and and you and and people cut your brakes. I mean, how much do you think it's luck and how much how much is just your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:10:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Raw hard work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:10:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[I think in order to be successful you need some luck, right? I look at my my life and I look at everything that I've been able to accomplish, not only through work, but also personally and family and everything else. I've been incredibly fortunate and incredibly lucky. But I also think that hard work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:10:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[And positivity brings what could be luck brings good fortune. It could also be willing something to happen, and that comes with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:10:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[A lot of hard work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:10:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[That's Michael Kerbin, co-founder of Vita Coco. As for his relationship with the founder of Zico, by the way, do you? Do you still hate Mark?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:10:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Grandpa. No, he's amazing. We've become friends ever since we invested in a couple of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:10:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Businesses together, we're good friends now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:10:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[So the coconut wars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:11:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Happy ending in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:11:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[End. Ohh yeah, I think because we won.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:11:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Thanks so much for listening to the show this week. You can subscribe wherever you get your podcasts. You can also write to us at hibt@npr.org and if you want to send a tweet, it's at how I built this, or at Guy Raz. This episode was produced by JC Howard with music composed by Ramtin Arab Loui. Thanks also to Candace.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:11:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Jim Darris Gayles Julia Carney, Neva Grant and Jeff Rogers. I'm Guy Raz and you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:11:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

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

[01:11:42 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[We're only months away from Election Day and every week or even every few hours, there's a new twist that could affect Who Will Win the White House to keep up with the latest TuneIn to the NPR Politics Podcast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[01:11:54 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)

[Every day to find out what happened and what it means for the election.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXU)