

Justin Prachnow:

Hello, and welcome to Legal Food Talk. I'm your host, Justin Prochnow, a shareholder in the Denver office of the International Law Firm, Greenberg Traurig. And this is a podcast brought to you by our food, beverage, and agribusiness practice to give you some insights and knowledge about the world of food, beverage, and agribusiness.

Justin Prachnow:

Welcome to another edition of Legal Food Talk. I'm Justin Prochnow, and I'm pleased today to be joined by my first client as a guest on Legal Food Talk. And that is Madeline Haydon from Nutpods. Welcome, Madeline.

Madeline Haydon:

Hi, Justin. So glad to be here.

Justin Prachnow:

Well, I'm glad to have you here too, and I wanted you to be my first client guest on the show because we've been working together for a long time. I was trying to go back and look. I know we talked recently about when we first met up and started working together. And my first recollection, I think, is we talked about was being at one of the BevNET shows, and in particular, I remember one at the Skirball Center, which is that went up on the hill overlooking LA, and there was some snacks and samples being put out there. And I remember chatting with you as you were putting some samples out there and getting ready for the show. Tell us first, I guess, before we get into too much detail about Nutpods, tell us about some of your earlier days when you were just getting going and trying to generate some buzz. What was that like?

Madeline Haydon:

Oh my gosh. Well number one, really good memories. And it's funny how the early memories end up being the ones that are really meaningful and just mired in your memory. I remember that too, because I didn't have any type of polished samples. I didn't have packaging done. I literally had product that was in unmarked plastic bottles that was safe to consume and had been processed, but was very ugly, in terms of not for sale, for marketing purposes only. And so, I remember just wanting to come up with a healthier option for us non-dairy folks. So, we didn't have to choose between powdered non-dairy creamer or processed creamers that were full of sugar, and artificial flavors, and colors, and the usual suspects.

Madeline Haydon:

And I remember just thinking it can't be that hard. It's just non-dairy creamer. It's not like we're going to Mars or making an iPhone. And I think going back to those days when I didn't have a background in food and bev, and I had a little bit of that naivety about we're just going to create something better. It really helped me push through a lot of the obstacles that I didn't even know were in front of me because I didn't know any better. I was going through this with a fresh lens.

Madeline Haydon:

And so, starting to build buzz for the brand, a lot of that was done from my Kickstarter project. And it's funny how you start with something and it ends up being a ball of yarn, in a beautiful way. And for me, I

started with a Kickstarter campaign for two reasons. One, I wanted to have proof of concept. Was I the only one who was crazy picky about non-dairy creamers? Was it too small of a niche? Did other people really want to have a healthier option for them?

Justin Prachnow:

Right. Because I get some clients, sometimes, who want to tell me I am the first and only blank. And sometimes, there's a reason that... You're probably not the first, but sometimes, there's a reason you're the only blank because no one else wants that type of product. That's always the tricky- [crosstalk 00:04:16]

Madeline Haydon:

Exactly, exactly.

Justin Prachnow:

Is there actually a market for it.

Madeline Haydon:

You want a niche fit, but you have to target somebody, right? Not everybody, but at the same, it's got to be a sizable niche. Well, for me, and number one, I was pregnant. I had gestational diabetes, and I was thinking, man, everything has sugar in it. And I'm not supposed to have it from processed ingredients. I'm really not supposed to have it because of all the sugar. And I was thinking, okay, so right there, diabetics, pre-diabetics. Then I had in my social circles, a lot of people, whether or not it was people that were plant-based, they had watched Forks Over Knives, people that were paleo, Whole30. And then, you also got in all of the gluten-free folks, people that actually have gluten intolerances or sensitivities often have, at the same time, dairy sensitivities too. And so, I was just thinking there's a lot of people here. And then, you just go straight at the lactose intolerance. Well, that's 30 to 50 million Americans right there.

Madeline Haydon:

And I think, Justin Prochnow, we should have more options in processed creamers and powdered non-dairy creamers. And so, I created Nutpods, and I want it to be just very clear from the start we were made from nuts. And as you might remember, the original concept was to be in those little pods, like the little Coffee Mate, little Mini Moot cups. But businesses, they migrate, and they change, and they have to pivot. And we soon learned about the challenges of launching a premium brand that's unknown in food service. And premium price points in food service, margins of food service was going to be really tough. And we had our local forager at Whole Foods saying, "Well, this is an interesting concept. Have you thought about making cartons?" I'm like, "No, we're Nutpods. And said, "Well, I think maybe consumers might buy a box once a month, but they'll buy a carton every week. Let me know if you make your mind to do the cartons." And so, yeah.

Justin Prachnow:

Really? I didn't realize that that was how that started.

Madeline Haydon:

And it was really good advice, looking back, because it would have been very hard for us to launch in food service. Food service as a channel is very tough, and it's a lot of contracts with Syscos and Bon Appetits. And so, we went through the easier door that was open to us, which was going to be retail, grocery, and Amazon. It had lower minimums, and I had a path to market, and I realized, because I had this identity crisis even before we had launched, well, can we still be Nutpods if we're not the pods?

Madeline Haydon:

And I realized, you know what, it's not about the form factor. It's about what's inside, which is you have a simple ingredients. You have an unsweetened perspective on your coffee, so you can use your own preferred sweetener and sweetness level. And it had the authentic, genuine transparency of a challenger brand, which is, hey, we're not going to say that we're naturally vegan or naturally gluten free.

Madeline Haydon:

We're going to go after all of the certifications so that when consumers pay a premium price point, by the way, because there's no way I can compete with Danone or with Nestle on scale efficiencies. At least they're going to know that they have the best quality and they have a brand that is backed by the certifications that they know and trust, which are all third party: Non-GMO project verified, vegan, gluten-free, kosher, and Whole30. And I thought that that would mean something to consumers then as well as now.

Justin Prachnow:

I appreciate that because I'm sure a lot of people out there find it as a daunting proposition. Sure, it's one thing to say, "We need more of this." It's another thing to go out there and do it, having no prior experience in the industry at all. Sure, a lot of people look at it and just go, "How do you even start something like that?" Where do you go first? And there's so many different decisions to be made, even as you're talking about going from a box to a carton. But how did you decide to do Tetra Pak as opposed to going with conventional bottle or some other type of container? What led you to the Tetra Pak?

Madeline Haydon:

I wanted to have something that was aseptic, and the reason why I wanted to have that is because of portability. I was making my early prototypes, my own little creamer. I would dutifully pack it with a little cooler pack, with my little cooler, and it was great. And my friends would bum some creamer off of me when we would meet up at a coffee shop. But it was a pain in the butt, to be honest with you. You have to carry the cooler pack. You can't have an impromptu coffee with people. And so, I wanted to have something that was also suitable for e-com because I just knew, and this was back in 2013, that e-com was going to be here to stay. And that you just had so much more variety of what you could access, and sometimes, at very competitive prices. And so, for me, in order to sell with e-com as a channel for us, because...

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Madeline Haydon:

Oh, with e-comm as a channel for us because I had already heard how hard and how expensive grocery stores were. I wanted that to be a channel for us, and refrigerated is just a lot more challenging for e-comm. So it led me to Tetra Pak. The other reason is shelf life. So being able to have an aseptic product,

it allows me to have a longer shelf life so that I could sell the product through as an emerging brand still trying to build up my name so that it wasn't like I made it in yogurt with done in gone in 30 days. And I'm out all of that money, all that packaging, all of those ingredients. So for those reasons, we chose for a shelf stable format.

Madeline Haydon:

And now, today, we're still in a carton. And for us, we use the same cartons, which is also another [inaudible 00:10:55] package. And it's plant-based packaging for your plant-based creamer.

Justin Prachnow:

That's good.

Madeline Haydon:

Yep. And it's 95% plant-based. And for me as a brand, I just feel better that our products aren't contributing towards plastic and microplastics in the ocean. And so, the only thing that we have plastic about our cartons are our caps because it's for consumer usability. They like to be able to reuse it. Nobody wants to go back to the school milk cartons where you can't reseal.

Justin Prachnow:

Well, again, it's part of the whole brand, and you do a great job. It's one of the things I've always admired about you, is you're not just doing one thing because that's the in thing to do. It's part of the whole brand, and certainly Tetra Pak fits with that whole brand of hitting all of those different points that you were talking about, the gluten-free and the whole thing. It would seem somewhat odd to do all those things and then have it in a plastic bottle. So it is all together.

Madeline Haydon:

I did want to go back and answer your question about how did I learn and how did I make some of these decisions? Because I think it's important for any other entrepreneurs that are earlier stage or starting out. I had two years where we had to do hard commercial formula, and I will say, I alluded to this, the \$30,000, \$32,000 that we raised at Kickstarter went in a blink of an eye. I ended up spending six figures to do a commercial formula in two years. And it was really hard because it was frustrating. I didn't know how difficult it would be to formulate something that was as simple, I thought, as a non-dairy creamer. And the reason why it was hard was because at the time, we were doing things that didn't exist. We were the first to be a blend of almond coconut. We were the first to be unsweetened. We were the first to have a very narrow toolkit because we wanted to be able to have the certifications for transparency and commitment to quality.

Madeline Haydon:

And so, those two years, as frustrating as it was to do commercial work and have failure after failure of pilot runs, it gave me time to focus on the rest of my business and be able to be thoughtful about how I was going to go to market once we got our dang commercial formula in place. I don't know if I would have had the time to be as thoughtful, to be honest with you, about our brand if I didn't have those two years where I was, in some ways, spinning my wheels on the commercial formula side. And I had put together an advisory board of industry veterans that could advise me and help guide my brand to

market because I knew what I didn't know. So I got the people who knew what I needed to know, and I wasn't shy about asking for help.

Madeline Haydon:

I got free advice or nuggets or little tiny just pieces that would help me put the puzzle of my brand together. So when I would meet someone like you and I couldn't afford someone like you, and you were always kind enough to answer a question of mine whenever we would meet up at a trade show, then it would be like my little piece to move for my jigsaw puzzle.

Madeline Haydon:

So I think it's so important to learn as much as you can and be thoughtful about your brand. I think what you had said before is truly how I believe you build a brand, which is it is not a set of attributes because we have had other competitors come out with almond coconut blends and unsweetened bios, certifications come. But when you build a brand, it's really about layer upon layer of details. So it is about being able to have by far, yes, you want to have a product that does a job and fulfills a need for consumers, but you also want them to have affinity for your brand. You also want to be thoughtful about not only your disruptive brand design, but also your packaging. Also your messaging.

Madeline Haydon:

Even though I'm lactose intolerant, I think just because of my personality, I've always wanted to have a brand and have been very deliberate about creating a brand where people are welcome. Whether or not you are size double zero, soul cycle, or whether or not you are just learning how to manage your diabetes, or whether or not you are in no food tribe and you're just trying to eat healthier and you're learning your way, we are not elitists. We're not like, "Justin, if you're going to use Nutpods, you better put that piece of Brie down," or, "Don't let me see you with ice cream." A lot of people use dairy and they still use Nutpods. A lot of people eat meat. A lot of people are vegan. And for us as a brand, it's been a challenge, but it's also been a beautiful gift that we appeal to such a broad segment of the population that are just trying to eat better. And we are honored to be a part of that journey that they keep.

Justin Prachnow:

You mentioned that you had always kind of thought e-commerce was going to be one of the things that was going to be important and kind of big for you. Clearly, that was never more important than over the last year or so as companies have had to deal with COVID and kind of what happened during COVID and the fallout from it. And obviously those companies that were set up for e-commerce even thrived during COVID, while those that were relying on brick and mortar were out of luck for the first couple of months. How did COVID affect Nutpods? And I guess in particular you seems you would kind of not necessarily plan for COVID, but you were well-situated for it. How did COVID affect you at Nutpods?

Madeline Haydon:

So I always want to begin by answering this question by saying I understand and I'm aware that COVID has not been kind to all brands, and I certainly sympathize with a lot of business owners. For us, fortunately and luckily, COVID in some ways has been an accelerant for our business. And let me explain what I mean by that. Yes, we had adopted e-comm early. And in fact, I think we were one of the brands that really pioneered an e-comms channel strategy. When everyone else was focusing on brick and mortar, we really leaned in on our e-comm. Part of it was practical. I needed to have a way for our 510

Kickstarter backers to be able to reorder Nutpods, And setting up grocery distribution just took too long and it was too slow of a process and very expensive.

Madeline Haydon:

And so, but when consumers pivoted during COVID, not going into grocery stores over to e-comm, we had already built a robust multimillion dollar channel. We had already had thousands of reviews. So it took a lot of consumer wariness about, "Ooh, I don't know, I haven't tried Nutpods, but I guess they're the number one bestselling brand. They've got thousands of reviews. I'm going to give it a try." And we make it easy. We have a variety pack, we have a sampler pack. We have our different collections.

Madeline Haydon:

I think number two is when consumers did go into brick and mortar, they were looking for things that they could stock up on. And again, our shelf stable products, as well as our refrigerated, but mostly our shelf stable products was really a star that shined, I am proud to say during COVID that Nutpods was as essential to consumers as toilet paper. We had so many people that said they stock up on two things, toilet paper and Nutpods.

Justin Prachnow:

And bourbon. And bourbon.

Madeline Haydon:

And it just took, and to me, it just goes to show the power of being a ritual and being someone's daily ritual. And for me, it sounds like such a small, simple thing, but I have to tell you, honestly from my heart, COVID was so hard. It was hard on my kids. It was hard on my employees. It was hard on a lot of people, and our lives all changed overnight. But I think if Nutpods had a very small way of making people feel a little bit better at being stuck at home, having to work from home, trying to parent, remote school and get your job done at the same time, I'm just glad we were there to help people have a little bit of normalcy where they could like...

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Madeline Haydon:

... glad we were there to help people have a little bit of normalcy where they could still enjoy a cup of coffee to start their day off. We did have challenges, like some brands. Fortunately, we had money in the bank so we were able to forward deploy a lot of our packaging, finished goods, ingredients so that we could keep up with the spike of demand and, boy, there was definitely a spike in demand in retail when people were stocking up, definitely online, and even on our own website. So being able to secure our supply chain was really important to us. And also being able to keep in stock for retailers, that was really important for our relationship with them.

Madeline Haydon:

So I think in a lot of ways COVID has helped us kind of keep some of the aspects of our business, the daily ritual. People are having multiple cups of coffee when they're working from home, studying from home. That definitely helped as well. And I think we also just leaned in and made sure that we were giving back. So because we were doing well as a brand because we had amazing consumers that really

supported us and loved us and bought us and told their friends about us, we were in a position to give back to the community, and that meant our food banks and supporting local businesses. That's something that is a privilege and a responsibility that I feel as a business owner that has been able to weather COVID well.

Justin Prachnow:

I'm glad that you brought that up because that was something I was going to talk about, because I know that food banks, in particular, have been a big interest of yours and a big priority for... having your partners engage in that as well. Both my wife and I have done personally, but also Greenberg Traurig has contributed and we had some people on the board of the local Food Bank of the Rockies here in Colorado. There was a particular, I know, charity or interest that you were looking at with food banks. What is that charity?

Madeline Haydon:

So we love to partner with Feeding America. It is a national network of food banks. And I'm on the board of Food Lifeline, which is here locally in Seattle. And I think, for me, the reason why I feel so strongly is, number one, we're in the food and beverage space, and as a business owner that's in the food and beverage space, I have a little bit more of a network to work and to impact on the fight against hunger. So for us, from day one, before we even had any money to give away and support back, we volunteered our time. We would give and volunteer as a team. It was team building, and it was a way for them to see our company giving back. It also reminded us humbly that even though we are a premium-priced food product, we never want to lose fact that there are Americans, even in this country with all of the wealth that we have and the resources, that just struggle to feed their families. I think especially during COVID, a lot of people lost their jobs, a lot of people lost their school subsidized meals, their snacks. And for me, not a lot of people know this about me and it's a personal story and it's something that I share because I want to break down the stigma of those that need to have food assistance and go through periods of food insecurity.

Madeline Haydon:

My parents were refugees from the Vietnam War, and we were one of the first families over here. My parents both worked for the embassy, and when Saigon fell, we were one of the first families in the air within half an hour. When we came over here... I am the fifth out of six kids, and so you take two parents that are trying to put together a new life for a family, with six kids to feed, and we definitely went through periods where we relied on food stamps. I had a lot of saltine peanut butter and jelly crackers. And I think I was always loved. I think my mom could stretch an amazing pot of chicken [inaudible 00:24:34] to feed all of us, but I never want to forget that struggle.

Madeline Haydon:

So for me, that's why I really believe in giving back, because food is so essential. I think the other reason why it fits perfectly with nutpods is going back to that inclusion of our brand is that when you take a look at the roots about poverty and about food insecurity, you learn that hunger and food insecurity disproportionately affects communities of color. So, for me, I just want to do my part to make sure that other kids have access to food or other families have access to meals, and I want to be able to help, and fortunately, we are in a position to help. So we give our time, we donate our products, and in addition, we're very proud to not only give money, so far this year we've given 25,000 year to date, we're also partnering with other brands for a goal of raising 250,000 with Feeding America so it can stay in your

local areas and help with the food banks across this nation where they've just really had unprecedented demand.

Justin Prachnow:

Wow. Well, thanks for sharing that. That is not something that I knew, so I appreciate knowing that and I think it does help everyone get little perspective on some of the real issues that people are facing on a daily basis. I'm sure we... I know we could, because we talked lots of times off the air, I know we could speak for two hours, but we will not make everyone... People can only ride on [inaudible 00:26:20] time for long. So what I wanted to cover with you before we wrap up is how you look at innovation because, of course, you've got a great product out there, but you're always looking to add new things, we talked about it a lot, and there's always that balance between innovation and what some plaintiff lawyer lurking around the corner is going to do with you, touting various aspects of the product. So how do you as a company and your team think about innovation, come up with new products, and at the same time, not put yourself out there too much and allow someone to come along and take advantage of that?

Madeline Haydon:

Sure. Well, that's a great question. I will preface this by saying I feel sometimes that we have done things in a untraditional way, starting with our channel strategy with e-comm. I think unlike other brands that have adopted a platform strategy, I just always wanted to be really good at one thing, Justin, and that's just non-dairy creamers, right? And it's so hard to try and be successful and get into the top five in multiple categories: cheese, butter, ice creams, milks, creamers-

Justin Prachnow:

Have you ever seen nutpod liquid or beverage flavoring or-

Madeline Haydon:

No. No, you have not to date, I will say that. I will say a lot of that has to do with how a company is capitalized. If you want to raise mega millions of dollars and give away a large amount of equity of your company to try and succeed in platform strategies, I am positive that there are investors out there for you that want to dream big with you. I think, for me, I'm a little bit more of a pragmatist. I wanted to be good at one thing, I wanted to be known for one thing, and that's where I wanted to pour all of my efforts and all of my attention, which is why for the first three years, we literally had three flavors to sell. We had French vanilla, hazelnut, original. But we were learning immensely about our brand. Are we non-dairy, or are we plant-based? Do we call ourselves a plant-based half and half, or are we truly a creamer? And so all of these things you have to decide about your brand and you have to listen and you have to learn and pivot along the way. And I think, for us, we decided we really wanted to focus and be just singular focused on plant-based creamers, and so that's where we have stayed. Now you've seen us in different sizes, our 11.2 ounce, our 16 ounce, now we're at a 25.4 ounce, but we've always stayed in the realm of creamers.

Madeline Haydon:

I think the other thing about our supply chain that's made us a little bit more simplistic in a beautiful way is that we're not managing so many different co-packers across different formats. Our supply chain is very streamlined, and it allows us to really focus and develop great relationships with our supply partners. I think, for me, when I'm taking a look... And there's a lot of innovation, even among plant-based creamers. You can have functional creamers, you could have more flavors. We are really inventive

with our flavors, whether or not it's a toasted marshmallow or a cotton candy. We just released coconut macaroon. And we also have-

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Madeline Haydon:

... Coconut macaroon. We also have fan favorites like our upcoming chai, and also the caramels. We have cookie butter. We also have released a new line of ... Remember I told you everything was sweetened with sugar and I was diabetic? Well, we wanted to have a softer landing spot for consumers that wanted to try NutPods, wanted to love NutPods, but they wanted to eat healthier. They couldn't translate their palette from, say, a fully sweetened international delight all the way to unsweetened NutPods. For them, we created a lily pad for them to go to, which was we have our new line of zero grams of sugar sweetened NutPods. Everything about our brand is still very much the same, still non-GMO project verified, vegan, gluten-free, kosher. Some flavors are Whole30, some are not, and we're still zero grams of sugar. That includes our oat line.

Madeline Haydon:

If you love NutPods, but you're allergic to almond or coconut, perfect, we have our oat line for you. If you want to have a truly unsweetened experience or you want to customize with your perfect cup of coffee and your preferred sweetener and sweetness level, we have our unsweetened line. For those of you that need to have a little bit of the sweet, we have our new sweetened line, still with zero grams of sugar across the entire brand. That's how we think about innovation is streamlining our supply chain, making sure that we're still offering a benefit set for consumers that's meaningful. Also, having it be within our lane of creamers or coffee adjacent products that make sense for our brand. That's the way that we can be practical, not hemorrhage money of running at a loss and trying to grab growth.

Madeline Haydon:

It's also why I can tell you, we are 31 people strong in Bellevue, Washington, and we are the number four plant-based creamer. Ahead of me is Califia that has thousands of employees. Number two is Nestle, like Coffee Mate, yeah, and so thousands of employees. Number one is Silk, by Danone, thousands of employees. We're successfully competing against publicly held companies. That includes Starbucks, that just entered our category. We are by far the smallest, we have probably the smallest marketing budget and I'm pretty safe to say, I probably have the least amount of years as a CEO, but my point is that none of those things really matter because consumers don't judge a brand on the amount of tenure on the CEO, they measure it on what the brand does, how it tastes, and what it does in their lives.

Madeline Haydon:

For us, we are a brand that make people feel included, we're a brand that champions making sure that we are on the right side of history when it comes to making sure that everybody has a place with our brand. We also focus on doing one thing really well, which is creamers. That's how we've been able to be successful and play with the big boys and punch well above my weight. If anything, I just want other aspiring entrepreneurs, other early stage entrepreneurs, to know you don't have to raise all the money that your competitors have. You don't have to have the pedigree that you think that you need to have.

Madeline Haydon:

You just, we have never had a celebrity investor, but we're still successful because we focus on the right things. It's not always sexy, I got to tell you, like making sure you're optimized on your freight, making sure your gross margins are sustainable, doing the blocking and tackling. That's not as much fun as going out and doing wildly expensive, but really exciting brand partnerships. Those are the things that allow you to have a profitable business that can scale and grow and be able to compete against much larger incumbent brands.

Justin Prachnow:

I was going to ask you to sum up, but that's pretty good. The one thing I do want to ask you is as we leave is this, knowing all of what it's taken over the last, how many years has it been since you started?

Madeline Haydon:

Oh, I started in 2012. I would say [crosstalk 00:34:39]-

Justin Prachnow:

Coming up on 10 years almost.

Madeline Haydon:

Mm-hmm(affirmative).

Justin Prachnow:

Knowing all that it's taken and what you've done, would you do it again knowing everything that it's entailed and that you've done? Have you enjoyed the process along the way? I mean, it seems like you, from all my talks with you, that you really enjoy doing what you do and having this product, but it's obviously a lot. Knowing all you've done the last nine years, would you do it over again, if you knew what you were in for?

Madeline Haydon:

Oh, I would say absolutely, yes. Justin, I love my life. I love this position of being able to have a brand that speaks to consumers, where they get mad when you sell out [inaudible 00:35:30]. It means something to them when they go without. I love creating a company that people like to work for. I like having my very small platform in which I can hopefully help encourage and inspire other people to reach their goals and go for their passions. I feel very lucky and very blessed in a non-hashtag blessed trite way to be here in. I think that I love our underdog story. The underdog stories of the people that have encountered a lot of obstacles. I have encountered my fair share as a female founder and a person of color, but those are the ones that are always really compelling.

Madeline Haydon:

It's not the ones that, man, they came from like family money and it was easy for them to invest millions of dollars in their company. It was easy breezy for them. I want the good stuff. I want to know that there's triumph after failures and you pick yourself back up and you keep going. Yeah, it feels great when as an underdog you can take on competitors that are larger or bigger or things like that. Then realize, you know what? It does not make them better. You have to believe in yourself that you can make the right decisions for your brand. Maybe not every other brand, but you just have to make the

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right decisions for your brand and be able to trust your team, hire the best people you can and make sure that they're committed to you and your brand and be able to focus on your products.

Madeline Haydon:

Because at the end of the day, you will end up with accounts like Wegmans or like Walmart where you can't pull different levers of promotions and TPRs. Your brand either works on its own merits or it doesn't work. Making sure that you keep your relevancy with your supporters along the way and make sure that they are a part of your brand, I think that's an immense privilege that not a lot of people have. I certainly don't take it for granted. It's been life-changing for me just to be able to see how much I've personally grown and be able to give back. I mean, even in the ways that we've given back to our communities, I love being able to be in a position to do that. Yes, it's been hard and yes, it has been rewarding and yes, it is an accomplishment. I think the things that are meaningful in life, like running a marathon, climbing Kilimanjaro, going through IVF and having children, all of those things I've done, they haven't been easy, but they have always been worthwhile.

Justin Prachnow:

Well, we believe in you, Madeline. We believe in NutPods. We appreciate you joining us today and sharing your story. We hope everyone enjoyed our talk. If you enjoyed it, please indicate so on various platforms that you're listening to and we hope you join us for the next Legal Food Talk. Thank you.

Madeline Haydon:

Thanks for having me. I'm really honored to be your first client guest too, Justin.

Justin Prachnow:

Well, thanks for joining us. We will look for more from you and NutPods.

Madeline Haydon:

All right. Thanks again.

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