



E26 - Josh Asks, I Work Full Time - Can I Hit 7-Figures?

Transcript

Ryan Moran [00:00:02]

This is the Road to \$1 Million and I'm Ryan Daniel Moran. Hey, everybody. Welcome back to the Road to \$1 Million. Today, I've got an episode for you that I think is going to hit home for many of you. We're going to be hanging out with Josh, who is a member of the Incubator. And he is in the early stages of building his brand. He's actually still formulating his idea and I wanted to come in and help one of our members kind of clear that blockage, because he's got a few really precise questions that are holding him back. And I know a lot of you are struggling with the exact same questions. For example, one of those things that he is wrestling with is how he's going to get other people to buy into his vision because it's really personal to him. It's something that excites him personally. How does he take that excitement and get other people to buy into it, especially investors?

Ryan Moran [00:00:52]

And the second thing that he's thinking about is how he can manage this brand while he's running a full-time job. He's excited about this brand. He can see the vision for it, but he's also got to think about paying his bills. So, we address that head on about midway through this podcast. So, if you listened to this show and you're still working a full-time job, this is going to answer a lot of the questions that you face as you are looking to cross the first million. I know a lot of you are going to really resonate with the things that we talk about in this episode. And after went through this discussion, I'm really confident that Josh is going to be able to launch a brand that matches his values while still being profitable and having a massive exit if he wants to. All right, let's go hang out with Josh. So, Josh, it's good to see you. Why don't we start things off by telling me a little bit about where you are in the process and where you need some help.

Josh Lee [00:01:51]

Yeah, I'm actually still very early on in the process. I have my first product coming out I think within the next week or two, and as you know, a lot of delays. Our first PO was submitted I think back in July, but now they're finally ready for production and I think need confirmation, but maybe later this week or next week I should have my first products out.

Ryan Moran [00:02:16]

Okay, good. Tell me a little bit about the brand and the product.

Josh Lee [00:02:19]



Yeah, so we ... I'm starting an Asian American influence to food products brand where we focus on a lot of the better for you plant-based Asian American foods, better for you meaning cleaner ingredients, low sugar, low carb, high fiber, stuff like that. And our first product is actually an instant coffee mix. I'm not sure if you're familiar with coffee mixes, but it's really just the instant coffee creamer and sweetener in one.

Ryan Moran [00:02:53]

What does that have to do with Asian American food?

Josh Lee [00:02:58]

Well, it all kind of morphed because my first when I got into building a brand, I picked a product first and that product, which coincidentally made me actually connect and find you online was ... My family enjoys instant coffee. Asian people love instant coffee mixes. Right? So ...

Ryan Moran [00:03:19]

Things that you can say that I can't say.

Josh Lee [00:03:22]

Yeah, probably. Yeah. A lot of American people, I guess they're not too familiar with what it is, but it's really just a mix of instant coffee, creamer, and sugar. You just put it in water and then you have instant coffee. It's quite popular in Asian countries, Asian American families. If you're going to an Asian-American household, you'd probably see one always. Right? It's a product that we started with because our family drinks it so often, but my father-in-law being pre-diabetic or diabetic, my wife being pre-diabetic. I wanted to find a cleaner version of that coffee that they could enjoy. And that's how it all started. And I was researching coffee creamers and then I actually stumbled across the video with you interviewing Courtney from Primal. Yeah. So, that kind of led me to start watching a lot of your content and then we kind of got connected here now.

Ryan Moran [00:04:22]

Glad you found your gateway drug into my world, Josh. So, is the brand more focused on being Asian American foods, or is it more focused on it being healthier sugar-free alternatives to common foods? Which would be more accurate to what is in your head?

Josh Lee [00:04:44]

It's both, but it is catering towards Asian Americans.



Ryan Moran [00:04:48]

Okay. So, Asian Americans are the target market, not bringing Asian-American foods to Americans?

Josh Lee [00:04:56]

Correct.

Ryan Moran [00:04:57]

Okay. I'm super clear now. So, your target market is Asian Americans and you're creating healthier, better for you versions of food products that you would see in every Asian American household, is that correct?

Josh Lee [00:05:11]

Yes.

Ryan Moran [00:05:12]

Perfect. I'm loud and clear and I am all aboard. So, where do you need some help right now?

Josh Lee [00:05:20]

So, I guess I wanted to talk a lot about investment, investing and valuations and stuff because I wanted to maybe get your thoughts, pick your brain on these topics. And I guess the big thing is, okay, so I'm part of the Incubator. So, we go through the process of creating that vivid vision. Right? So, that vivid vision, we make it really big. Right? Or at least I made it really big and I had a hypothetical valuation of what it would be.

Ryan Moran [00:05:55]

Describe to me what you mean by big and what was that hypothetical valuation?

Josh Lee [00:05:59]

My goal is to make a hundred million dollar brand in five years. Right, so it's just the goal that I set for myself, but the thing is, do you share that grand vision within ... With your pitch deck? Because where I'm coming from is I don't have prior experience building a company that size. I don't have ... My personal experiences don't really, I guess, directly point to building an e-commerce brand or anything like that, omni-channel brand. Right. But then it's like, okay, I want to create this hundred million dollar brand in X number of years. So, how I position my strategy is based on that.

Ryan Moran [00:06:46]



Why do you want it to be a hundred million dollar brand?

Josh Lee [00:06:49]

It's just the number that I chose for myself, meaning I didn't want to just create something small. I went off this grand vision and with that grand vision, I was thinking, okay, well, I want it to be that size. The value should be maybe around that much.

Ryan Moran [00:07:07]

Okay. So, I asked that question because your answer is mostly that it's for you, right? It's challenging and exciting enough to motivate you to shoot that big. So, yes, you can share that with investors, but the real story is that that number is for you. And since it's for you, it's going to be hard for you to look an investor in the eye and say, I'm building a hundred million dollar thing because you picked that number for you, not because of market size or because you've justified that valuation yet. Are you with me so far?

Josh Lee [00:07:43]

Yes.

Ryan Moran [00:07:43]

So, these are really separate conversations. A hundred million dollar business, totally fine. Totally great. If that makes you feel challenged and excited and you believe that it's possible, hold that for yourself, but that is not what you use to justify whatever valuation you set on the business. You with me?

Josh Lee [00:08:04]

Yes.

Ryan Moran [00:08:05]

So, I want a hundred million dollar business too. I haven't had one yet. I've done \$10. Haven't done \$100 yet. So, I am not going to say ... I might tell an investor, look, I'm looking for my hundred million dollar thing, but I don't put I'm looking for my hundred million dollar thing on a pitch deck. It's just not persuasive. And what you need to reframe in your mind is not that you need to have a hundred million dollars on the pitch deck to persuade the investor, it's that you need sufficient capital to build your hundred million dollar thing. Raising capital is part of that process for Josh to have his hundred million dollar thing. So, they're just separate conversations. A hundred million dollars is for you. The valuation that you set on your business is for your pitch deck and the investors. Make sense so far?



Josh Lee [00:08:53]

Yes, totally.

Ryan Moran [00:08:55]

I want to give Josh some caution here because I'm on the investor side of the table in a lot of pitch decks, and oftentimes entrepreneurs will open with this hundred million dollar vision or a hundred million dollar valuation without any real substance to their pitch. They'll say things like, we're about to disrupt the ground floor of a two and a half billion dollar market. And my eyes are already rolling into the back of my head. That is the wrong approach at this stage of the pitch in this stage of the business. At this stage, we're getting people to buy into why we have the best team, the best structure, the best product to be able to enter into this market. We're trying to get a realistic valuation while also teasing the idea that this is a hundred million dollar opportunity.

Ryan Moran [00:09:50]

Something that I see Josh starting to lean into is going too far into his ultimate vision, which will lose a lot of investors because they could call BS on his hundred million dollar vision if he doesn't back up having the best team and execution for where he is right now. For where he is right now, he needs to be more focused on the problem and the solution, the business model, the strategy for getting this off the ground, why he's the best person to execute this vision, the team around him that is going to support him and get things off the ground. It's important for you to have a really massive goal at the beginning of your journey, because that can act as your guiding light and give you excitement to devote your life to building this thing.

Ryan Moran [00:10:34]

But in these early stages, we have to put more attention on why someone would take the risk to back this project. And that means hitting more immediate goals to create the momentum for what is going to take you to that ultimate vision. We'll talk more about that as the interview progresses, stay tuned. Cool. So, what do you need clarity on in order to be able to set the valuation that is appropriate for you to move forward?

Josh Lee [00:11:05]

I'm not sure how to answer that question. So, are you asking what kind of value ... What's the current ... What's the realistic current stage that I feel I'm at in terms of how much money I want to ...

Ryan Moran [00:11:20]



Let me ask the question differently. What do you need in order to feel confident on your road to building a hundred million dollar business?

Josh Lee [00:11:29]

I feel I would need the right influencers, the right partners, the right advisers and influencers.

Ryan Moran [00:11:37]

Good. So, those are the pieces that you need to work on in order to justify raising capital. What you just said is that I feel like I need that advisor team and I need the influencers for me able to launch this thing and confidently march towards a hundred million dollars. Awesome. That's the meat of what we talk about inside of the Incubator. Perfect. That's your work before you go raise the capital. Now, you could justify a \$1 million, a \$5 million, a \$10 million valuation just on the relationships that you put on your deck, 100%, but you can't justify a \$10 million valuation by saying, I'm going to build a hundred million dollar thing. You build your hundred million dollar thing by building out the board and the influencers, the product line and all the hard work that you need to do right now.

Josh Lee [00:12:38]

That completely makes sense. And I guess there, it's kind of where you share, that's where you have to kind of believe in your vision and share your vision for them to be on board. If I don't have prior experiences doing this, and I'm really starting from the beginning with nothing, to influence, let's say, big influencers who have pretty big followings or whatever the case may be, or big advisers who work for big companies or whatnot, I'm sure they get approached a lot from people starting businesses, like me, but it's just sharing that vision then to have them get on board, even though you have ...

Ryan Moran [00:13:23]

To start, yes, it's the vision. And then the vision becomes the first product. And the first product becomes the sales of the first product. The sales of the first product become the advisory board that you've built. It is not all at once. It happens with a steady trickle of progress and where a lot of entrepreneurs and I see yourself kind of dipping your toe into this trap is overlooking that steady drip of progress and just saying, I want to have a hundred million dollar thing. That's great. I want that for you, too. So, let's put that at the end of five years. What needs to happen as a steady trickle for now is you launching great products, raising sufficient capital, building relationships with the right people, and that's what your focus needs to be right now.

Josh Lee [00:14:13]



Got it. That makes a lot of sense. So, Ryan, if you don't mind, can I ask you a question about, as an investor yourself, what goes through your mind when you're considering investing in a brand?

Ryan Moran [00:14:30]

The primary thing that goes through my mind is does this entrepreneur need me to fix their problems, or is my capital helping accelerate a plan that's already working? If it's the former, I'm out because now I just bought myself a job. If it's the latter, then I'm an investor. I would never buy a stock that I needed to fix. And I would never invest in a company that didn't have a strong foundation that my money accelerated. Now, I only know that because I've made that mistake way too many times, right? But I don't make that mistake anymore. Now I look for brands that are already working.

Ryan Moran [00:15:18]

Now, I can read your mind right now. Your mind is saying, well, I haven't launched yet. I don't have a persuasive case to be able to have an investor like Ryan justify what I want my valuation to be. I say, that means that you need to get on board with creating lots of progress. And that progress looks just like what we talked about, launching good products, making good connections, casting the vision, and then you go raise capital to be able to accelerate that growth.

Josh Lee [00:15:50]

So, typically it's really to get the lot of, I guess, momentum and interest from investors, you really need to get to that \$1 million mark more or less, it kind of seems.

Ryan Moran [00:16:05]

Not necessarily. There just needs to be progress. Now, progress can look a lot like sales, but it could look like something different as well. It can look like the team you've assembled. One of the things that we talk about very heavily in the Incubator is the power of verbal yeses. If you go to the agencies and the partners that you want to add to your pitch deck, and you ask if they'd be open to an equity partnership and they say yes, and then you'll raise the capital based on that, that's a beautiful thing. I just, I passed on the deal, but I was just pitched an oatmeal brand at a \$10 million valuation. They didn't even have a prototype yet, Josh. No prototype. What did they have?

Ryan Moran [00:16:53]

They had a really good board of advisors and that board of advisors gave them a clear path to a successful launch and a successful valuation of \$20, \$30, \$40 million in three to four years. So,



because of what they assembled, that's progress, but there were no sales. They weren't pacing a million bucks and they raised money successfully. They raised two and a quarter million dollars at a \$10 million valuation with no prototype, no sales, but they had a really good advisory team. They had built a really good team to execute upon the vision. That's why that vision is so darn important.

Josh Lee [00:17:32]

That makes a lot of sense. That's the, I think you mentioned it in ... It's either one of our classes or ... It's the KOH, I think.

Ryan Moran [00:17:42]

That's right. That was the brand.

Josh Lee [00:17:44]

Okay. Yeah. They have a good lineup of advisors, I guess.

Ryan Moran [00:17:49]

Exactly. That's progress. That's just as much progress as sales. In fact, I would say that sales is sort of a weak piece of raising money. It's almost the ... It's not fair to say it's the least important, but it's not the best way to justify your valuation. It might be when you go to sell, but when you're raising seed capital, I've really got to be able to see a 10X return possible. Since I know that startups have a high failure rate, I've got to be able to see that this has the possibility of being a 10X return. And if it does, then I can justify putting my capital there. So, how you stack the deck, literally stack the pitch deck, to show that this is a 10X opportunity. And that might mean that you don't get your \$10 million valuation day one. It might mean that you raise just enough to be able to fund operations for it to be able to hit that 10X stride. You with me?

Josh Lee [00:18:55]

Yes.

Ryan Moran [00:18:55]

What I just said to Josh may have surprised some of you. I just told him that sales are not always the best way to value a business, especially in the early stages. Instead you have to sort of stack the pitch deck with all of the other assets that are going to lead you to that much bigger vision. Now, of course, sales are always going to be important, but in these early stages, he needs to be able to show why he has a strategic advantage, why he has a secret weapon to be able to go into this market. Now, remember, if I'm an investor and I put in a hundred thousand dollars for 10% of a company, then that business needs to be valued at a million



dollars when it exits just for me to break even. So, he's got to find some way to show me that it's going to go way more than that.

Ryan Moran [00:19:48]

And early stage sales are not the best way to do that, especially when you've got zero. Or even if you're at a million dollars, you've got to be able to show something that is much bigger than that that will lead you to a much bigger valuation. That is things like audience size, team, comps of other businesses that have sold for much more. It's things like target acquirers, big brands who might buy you because they're buying other similar spaces. It's why you have a new channel and a new inroad to a market that is hungry for what you have. You've got to be able to show a much bigger opportunity than just the sales that you have in the rear view mirror.

Ryan Moran [00:20:33]

That's the best way to show a big vision to people who might be backing your business. So, for the rest of this conversation, I'm encouraging Josh to take it one step at a time to build incrementally towards his big goal, rather than trying to take the entire vision into today. He's got to build up that momentum that will lead him there. And that's how he can excite his potential investors. Where else do you need help right now, Josh?

Josh Lee [00:21:03]

I don't know. I guess it's just really ... I've had a lot of help actually through the Incubator and the videos and the content, especially with the mindset piece, right? Because what's ... Going through the vivid vision and the pitch deck, it actually got quite overwhelming, right? Because when I thought about it being a hundred million dollar brand in five years, and then I came up with the product timeline and all of that, and it got really overwhelming because, okay, I need to be pumping out multiple flavors, multiple products every year. On top of that, find influencers. There's so many things that you need to be doing, right?

Ryan Moran [00:21:50]

You just assumed that you is you alone. Did you catch that you just did that?

Josh Lee [00:21:59]

Yeah.

Ryan Moran [00:22:00]

You casted your five-year plan, and then you came up with the plan, and you came up with the products, and you came up with the timeline, and you assumed that it was going to be you



alone in five years. This is the error. This is the mindset change that we got to fix. You is not Joshua Lee. You is your company. Now, the difference there could not be more important because you, as Joshua Lee, are going to have a very hard time justifying a hundred million dollar valuation. Your company that has a team and a vision and a great product line and the right outsourcers and agencies can raise a \$10 to \$25 million valuation when it's time to do that, or a million dollar valuation or whatever you need to fund operations.

Ryan Moran [00:22:59]

But those three things are separate. If you confuse that you are the company, you're going to have a hard time building the business that you want. You tracking with me?

Josh Lee [00:23:11]

Yes.

Ryan Moran [00:23:12]

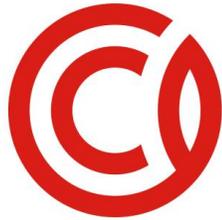
So, think about casting the vision outside of yourself, and then what resources and partnerships you'll need in order for that vision to be executed. You can create whatever role for yourself as you want. You could say, and this is owner's model 101, you can say, I'm going to cast the vision and never step foot in this business. So, what do I need? I mean, it's going to need a CEO. What's a CEO going to cost? \$250 a year, plus 10% equity that vests over three or five years. Okay. That's fine. So, the company's going to need how much working capital? A million dollars. Okay. So, to start, I need to raise \$1.25 million.

Ryan Moran [00:24:02]

You see what I just did there? And you could say, I'm going to raise this at a \$4 million valuation. So, you just sold 30% of the company. 10% is going to the CEO. Josh holds back 60% of the business and you never stepped foot in the business. That's the owner's model 101. I'm telling you that directly because you just fell into the trap of casting the vision and assuming you have to be the perfect person to build that vision, which takes you out of visionary mode. Tell me what you're processing right now.

Josh Lee [00:24:48]

I guess that's the struggle that I have, maybe others have too. It's like, maybe I'm not getting the owner's model. I understand the concept and how you want to do it. But maybe I'm just struggling with the stage I'm at right now where it's like, okay, since I'm so in the beginning stages, it's like, do I need to get it to a certain point and then start casting this grand vision? Or just from day one, do I cast this grand vision? Like you said, let's say for example, I am trying to find a CEO. And if I want to build a brand that's this big, find a CEO that has this kind of



experience, then it's like, from day one, I cast that vision, I strategize to get that CEO and raise the money. That's a totally different way of thinking versus, okay, let's wait until the first million in sales and then we'll look for yada, yada or whatever the case may be.

Ryan Moran [00:25:47]

They both work. They both work just fine. So, if casting the grand vision and raising the capital and finding the CEO is too big of a jump for you right now, then the next logical step for you is to focus on getting those four products at 25 sales a day, having a million dollar business, and then saying, okay, how do I want to go from one to a hundred? Same process. Same thing. It's just, when do you implement each stage of the process? For me, where I'm at, Josh, I've come to an understanding I am not an operator. I'm a deal-maker, I'm a visionary, and I can't go into a deal unless there is a number one in place. Number one, being a CEO, a brand manager, a COO. That person has to be in there otherwise I jump in and fix things.

Ryan Moran [00:26:46]

Guess what happens when a visionary fixes things? They make more problems. So, for me, I'm going to cast the vision and not do anything until the pieces are in place. For you, if you're more of an operator, then it'll be more about building the foundation, launching the products, raising minimal capital for you to get to a million dollars, and then it's calling a pivot. And only you will know and you'll know based on which feels lighter and more exciting versus stressful.

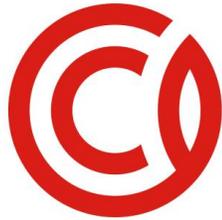
Josh Lee [00:27:18]

That makes sense.

Ryan Moran [00:27:20]

If you're a frequent listener of the show, then you've heard me talk about the owner's model. Now, before I remind you what the owner's model is, I just want to tell you a cute little antidote. I find it so interesting that entrepreneurs are willing to partner with someone at the early stages, like an operational partner, and split it 50/50 with them. That's easy. They'll give half the company to their partner. Or at the end of their business when they're ready to exit, they'll gladly give up 10% to a broker when it's at its highest valuation. At the end of your business, when you're ready to sell and you go to get the biggest check possible, you'll gladly partner with a broker and give them 10%. It's easy to give up equity at the end and to a partner who's going to build it with you, but they're so resistant to give up equity to investors who are going to put up all the capital, who are going to take on all of the risk, or even outside operational people that are going to get a few points in the company and help you grow it.

Ryan Moran [00:28:21]



I find this so interesting that entrepreneurs are so married to equity in some cases and so loose with it in other cases. My eyes were really opened by two people, Brian Lee and Trevor Blake. Brian Lee spoke at the Capitalism Conference a few years ago. He has four different billion dollar companies on his resume. The Honest Company, LegalZoom, Art of Sport, and Honey the app, that's the fourth one, which exited to PayPal for \$4 billion. He was instrumental in all of these, and I'll never forget when he walked me through his model, in which at the beginning of a business, he raises the capital, he finds the operation partner, and he comes up with the idea and he gives everybody equity. And then he stands back and lets them build it. And he holds onto often a minority stake of the business. That's the owner's model in action. Trevor Blake also does this. He works a few hours a day, comes up with the idea, finds the capital partner, partners with agencies, and then holds one meeting a week on most projects.

Ryan Moran [00:29:23]

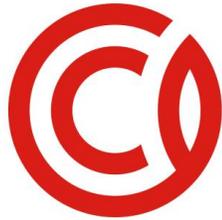
What a beautiful way to live. That's being an owner. That is the way that you have freedom while building a big vision and you not getting into the weeds of the entire business. It means giving up some control. That's a good thing, and it means elevating yourself to the seat of the owner. If you want to build a hundred million dollar brand like Josh does, that's the fast lane to get there. And that's why we beat it into the heads of our members inside of the Incubator because if they want to grow past a million dollars and have a big exit, I would way rather that they get 60% of a \$50 million exit than a hundred percent of a business that struggles to break a million dollars.

Josh Lee [00:30:09]

Yeah, I guess that's just the biggest struggle for me is ... Because I also do work full time, right? So, I want to jump into this brand a hundred percent, but I just can't do that right now. So, it's like, okay, but then it's that constant struggle. You have this grand vision. You want to jump into it a hundred percent now, but you can't. And then it's like, you got to wait until you hit that million. So, there's so many different ...

Ryan Moran [00:30:35]

There are so many assumptions in that sentence, we could spend a whole hour on the number of assumptions that you just had in that sentence. The only reason why you can't justify going a hundred percent in this thing right now is because you don't believe or see it yet. You can't see it becoming a big thing yet. You want it to, but you don't believe that it's going to happen yet, which is fine. Most people don't, you grow into that. But if you really were like, this is my thing, and this is going to be the thing, and I have validation for why this is the thing, you'd raise the capital, replace your salary from part of the capital money and go build a great business. So, your work right now is to continue refining that vision, building relationships, and launching



those first few products. It's okay if you do this out of sequence, if you launch some products, have some sales, get to a million, and then re-pivot and do a big vision.

Ryan Moran [00:31:40]

That's awesome. That's awesome. So, let the vision continue to refine itself as this is your side thing. By the way, Josh, I actually envy you. You've got somebody else taking care of your salary while you let your vision calibrate and clarify. World's uncertain right now. I wish somebody was covering my paycheck while I pursued the risky things I want to do. I envy you. You're in a perfect spot. You don't need to run away from anything. You're in a perfect spot to do only the vision that excites you because you don't need the money to live. You got somebody else worrying about that. The perfect spot to be in.

Josh Lee [00:32:35]

Yeah, if you put it that way. Yeah. It's about tweaking that mindset, really.

Ryan Moran [00:32:45]

It's about allowing yourself the permission to only do the business that you want. The more that you focus on, how do I quit the job, the more of the business is going to carry that burden of being profitable from day one, which is going to take you out of what is exciting mode, or what is out of service, or what is out of creativity and it's going to put you in stress mode. I would rather see you have the job and the security and let the business be the business, which is an extension of your vision and do it via the owner's model because you can't be the CEO, long-term anyway. And so, you'll use part of the capital that you raised to hire a project manager or a brand manager whose job it is to execute upon your vision. This becomes a thing that you work on 15 to 20 hours a week until it's a \$5 million a year company. Don't rush that, let that build as your vision gets clearer and clearer. Tracking with me?

Josh Lee [00:34:02]

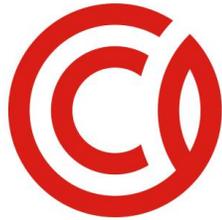
Yeah.

Ryan Moran [00:34:03]

Good.

Josh Lee [00:34:06]

I think that was very helpful, Ryan. That was the biggest thing is just that constant struggle that I keep having with, what do I need to do? Different interests. I guess I just need to be patient with it and like you said, just kind of pick what I really want to do and just focus on that.



Ryan Moran [00:34:28]

So, the next time you think, what do I need to do? Come back to, what do I want this business to be? Not, what do I need to do? This is so common. I want you to know, you're doing everybody such a great service asking these questions, because this is so common. But we started this call talking about how you were falling into the trap of putting yourself at the center of everything and acting like you've got to be the one who does everything. Your only job as a visionary is to think up, dream up what you want to be different, what you want this business to be, who you want to serve. And not ask, what do I need to do?

Josh Lee [00:35:20]

Well on that note, if I may ask a question then, if I were to think of myself as an investor, and somebody just came to me with this grand vision and they're crystal clear on what they want to do, they're very passionate and all that. But the side of me as an investor, I'll probably question the chance of this succeeding [INAUDIBLE 00:35:46] and all that. How would you recommend that you share that vision and also add this like reality piece to it?

Ryan Moran [00:36:03]

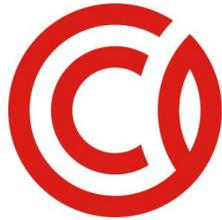
What do you mean the reality piece?

Josh Lee [00:36:04]

Well, because most ... There's statistics show most small businesses fail, right? And a lot of entrepreneurs, they don't end up creating what they really wanted to do. They give up in the middle. So, I'm pretty sure investors go through that and they see that a lot. Right? So, I guess, I don't know. What I'm trying to ask is, when you shared this big vision, is that all you really need? Or do you really need to show ...

Ryan Moran [00:36:32]

No, there's one other piece and you need to believe it yourself. That's what you're really asking. Your subtext to that question was how do I sell an investor on this vision that I don't yet believe it? And I know that was your subtext because you came up with facts about what the investor must be thinking. They must know that most businesses fail. They must know that I don't have the experience to build this thing out. That was your subtext. So, what's the piece that's missing? Your own conviction of it being the business you want. Now, that doesn't mean that you need to convince yourself that you have a hundred million dollar business. What that means is that you have to allow yourself to cast the vision of the business that you actually want. Now, why is that? Because whether you want it or not determines if you will do it, and if you will do it will determine whether or not it is successful. Where most people will get tripped



up here is they'll cast the vision that they think will work rather than the vision that they think that they actually want.

Ryan Moran [00:37:50]

You can build a hundred million dollar company doing a bunch of different things. It doesn't have to be the route that Sara Blakely took or Mark Cuban invests in. It can be the one that Josh wants. And what does Josh want? Josh wants for all of his Asian American peers to have healthy options for the foods that they're used to drinking back home. That's it. Now, if you remember the conversation with Courtney that you brought up earlier, Courtney wanted to do that because her dad was diabetic. She had a reason for developing that product line, which is why she was willing to put in the sweat equity to build that business, which is why it got to a million dollars, which is why she was able to raise capital. There are lots of other people who said, I think there's money in sugar-free alternatives so I'll start a sugar-free coffee alternative.

Ryan Moran [00:38:57]

And it failed because they didn't actually believe in it or have a reason for it. So, your work, again, is not to go out and justify your vision. It's to cast the vision of what Josh already wants. It's okay if that's a \$2 million business to start. It's also okay to have a hundred million dollar business, but it has to be what you want and what you believe in. You feel me?

Josh Lee [00:39:26]

Yes. Just taking some notes. That's great advice.

Ryan Moran [00:39:33]

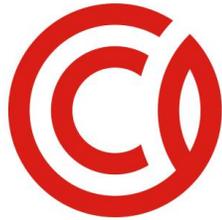
Anything else on your mind today?

Josh Lee [00:39:34]

I don't know. I think that those are the biggest points. I think I was able to get some clarity there. Thank you so much.

Ryan Moran [00:39:43]

From a step-by-step perspective for you, I think where you will experience the most ease is first being really thankful for your job. You have security, you don't have to go anywhere. Somebody else is paying for your life. Perfect. I envy you some days. First thing, don't be in a rush. Don't be in a rush to quit. Don't be in a rush to do something new, let this be enjoyable and the extension of what Josh wants. Step 2, launch the product that's already on its way. And as part of this process, be clarifying the vision that you actually want to bring to this world and



put that in your vision and that on your pitch deck. Then you go raise the capital, build the relationships, and do all that stuff, make-y sense-y?

Josh Lee [00:40:38]

Very much so. I think your first point, I think that's really something I need to really focus on is to enjoy my job because if I look back and think about all the moments of stress that I've had, it's just that thought of I need to be free of my corporate shackles and dive into my clear brand and have all the time, because now it's like, I want to spend time with my family, too. Work, work on my brand. It's like, oh, this job is giving me so much stress. Right?

Ryan Moran [00:41:08]

Do you hate your job?

Josh Lee [00:41:09]

No, I don't.

Ryan Moran [00:41:12]

It's fine. Right?

Josh Lee [00:41:14]

Yeah.

Ryan Moran [00:41:14]

Perfect. You're in the perfect spot. If you had told me my boss abuses me all day and they make me open up an Only Fans account, maybe it would be different, right? But if you're like, it's fine, dude, you're in a perfect spot to allow the business to be what you want. Don't waste that, don't blow that

Josh Lee [00:41:45]

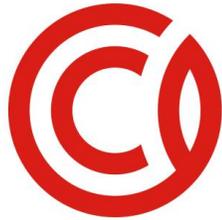
Very true.

Ryan Moran [00:41:45]

Don't pursue the money from your business to quit your job. Let yourself cast the vision from a place of desire because businesses built from true desire to serve a group of people is what allows you to make the money so you can quit your job.

Josh Lee [00:42:10]

Agreed.



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Ryan Moran [00:42:11]

Cool. All right, my friend, keep us posted on your progress.

Josh Lee [00:42:15]

All right, Ryan. Thank you so much for making the time. I really appreciate it. It's great talking to you.

Ryan Moran [00:42:18]

You bet. Great to see you Josh. Take care.

Josh Lee [00:42:20]

Thanks. Bye-bye.

Ryan Moran [00:42:23]

If you found value in this podcast and you're ready to go deeper, here are three resources where we can help you. One, you can grab my book 12 Months to \$1 Million on Audible or Amazon. It has over a thousand reviews and it's the playbook to building a seven figure business. Second, you can join our community of entrepreneurs who are following a plan to build a 1% net worth by building businesses and investing the profits. You can get plugged in at capitalism.com/1. And third, if you're looking to go deeper and build a seven figure business that you can sell, you can work closely with us inside the Capitalism Incubator, and you can get on the waiting list and find out what we do over at capitalism.com/inc. That's capitalism.com/inc.