



## Moiz Ali - How To Scale A Massive Brand In 2022 Transcript

Ryan Moran [00:00:00]

Hey, everybody. Welcome back to the channel. I'm Ryan Daniel Moran. Before we jump into the interview with Moiz Ali, I want to give you a warning about the content in this video, because this is a video that is a Q and A with Moiz Ali, the founder of Native deodorant. And Moiz started this business and had a \$100 million dollar exit in about 18 months after starting the business, and that's awesome.

Ryan Moran [00:00:27]

It looks great on a headline. It looks great as a case study. It makes Moiz look like a hero. But oftentimes as entrepreneurs, when we hear a case study like that, it activates our own imposter syndrome. It activates our own doubt because someone else has killed it so much so quickly, and we're not. And it could be tempting to listen to a case study like this and say, Well, man, that guy killed it so quickly. What am I doing wrong?

Ryan Moran [00:00:57]

And before you have that reaction, I just want to call it out because sometimes that happens in me when I even interview some of these people on stage. And what you'll hear Moiz talk about in this Q and A is the fact that he started the business with a few hundred bucks and that the early stages of the business were him just testing different products to find out what worked and realizing that in the early stages of the business, the reviews weren't that good.

Ryan Moran [00:01:25]

And that he stayed absolutely tunnel vision focused on doing one thing extremely well, selling a \$12 or \$15 product. That's the real punchline here because the headline of this video, the catchy part of this video is how somebody that you didn't care about before it made \$100 million dollars in 18 months, and that's catchy because of the promise of making a lot of money really quickly.

Ryan Moran [00:01:54]

The takeaway, though, is the reason he was able to make so much money so quickly is because he was so focused on creating something great that was in service to somebody else that ironically solved a problem that he had. Rather than hear this talk and think about what are the tactics that Moiz used to have this big exit, notice the mindset that he had going in.



Ryan Moran [00:02:17]

What's a problem that I have that I'm annoyed with in the world? How can I create something that's better in the world? And how can I do it sustainably in a way that creates value for somebody else? Sometimes the 9-figure answer is right under our nose, sitting in a problem that we are facing and dealing with right now, and our own imposter syndrome prevents us from seeing it. And so, we start looking at the hack and the trick that worked for everybody else.

Ryan Moran [00:02:45]

But your 9-figure idea, your \$100 million dollar idea is probably inside of you right now, and I'd be honored to help you find it in one of our trainings or just in this content. So, I wanted to share that with you before we go into this case study with Moiz Ali on how he made \$100 million dollars in zero time flat. All right, let's jump in.

Moiz Ali [00:03:08] Yeah, of course.

Ryan Moran [00:03:08]

Thank you. Welcome back.

Moiz Ali [00:03:09]

Thank you.

Ryan Moran [00:03:10]

So, we're going to do this one a little bit differently. We're going to do a blend of fireside and Q and A. So, meaning I'm just going to call on some of you when ... So, mic runners, just be ready for an hour of running around. So, we're going to do this very interactive because you have ... You sold Native in 2018, is that right?

Moiz Ali [00:03:32]

At the end of 2017.

Ryan Moran [00:03:33]

Okay. So, you've had a couple of years to let the dust settle on a big exit. And I'm curious, we often talk to people who ... Sam Parr this morning, had an exit 3 hours ago, right? I don't know if the wire is cleared yet. But you've had a few years now to let that settle and you've also let it settle during a time when the industry has just gone nuts.

Ryan Moran [00:04:00]



Valuations are crazy, new businesses are coming out of nowhere, there's all kinds of things happening. I'm curious what your perspective is on the ecommerce industry right now being a few years post-exit after all of this change has happened.

Moiz Ali [00:04:15]

That's a great question, and I think the answer is 2-fold. 2020 was probably the best year in the history of ecommerce for anyone who was in the industry. Facebook CACs were low. People were buying everything online. It was just the growth of ecommerce. There were incredible tailwinds to ecommerce. COVID kept everyone home, so everyone was purchasing things on the internet.

Moiz Ali [00:04:38]

I think 2021 may be the first year ... I've been in ecommerce since 2012, so almost a decade. 2021 may be the first year ever that has genuine headwinds to ecommerce. From a valuation perspective, things are still very frothy and people are getting multiples that were unheard of 5 years ago, but container prices have gone from \$2000 in 2019 to \$25,000 per container. Containers sit at ports and never get unloaded. And the last 3 to 4 months, Facebook ad ... Facebook has struggled mightily to deal with changes to iOS 14.5.

Moiz Ali [00:05:20]

And those struggles are getting worse and not better. And I think that as much as brands have wanted to not rely on Facebook for customer acquisition, brand sub \$10 million dollars have, and should have in the past few years, relied on Facebook. That was the channel of customer acquisition.

Moiz Ali [00:05:40]

Brands that are ... I'm an investor in a bunch of brands that do hundreds of thousands of dollars a month, and I'm an investor in brands that do tens of millions of dollars in revenue a month. And the brands that are ... Gotten to tens of millions of dollars of revenue a month have really been able to bear it well, because they're diversified when it comes to things like selling through brick and mortar stores, or even advertising channels and outside of Facebook.

Moiz Ali [00:06:05]

I think the real hit to Facebook that happened in April is getting worse right now, and I'm just not sure what the path is to getting on the other side. That path could be multiple things. Facebook launching its own phone. It could be Facebook working on a deal with Apple so that they resolve these privacy issues. But right now, there have been a lot of headwinds and if you've been reliant on Facebook, it's been tough.



Ryan Moran [00:06:25]

I didn't expect you to go that way, where there's headwinds and we're not sure how it's going to shake out. Have you seen any of the brands that you're invested in or advise navigate this well? And if so, how are they doing it?

Moiz Ali [00:06:36]

I have, and diversity is really the answer. So, if you're at a certain size, certainly diversity when it comes to sales channels and brick and mortar stores. I'll tell you, when we sold Native, we were not in any brick and mortar stores. And I think that if we hadn't gotten into Target or Walmart or CVS or Walgreens, we would have probably plateaued in a \$75 to \$100 million dollar range.

Moiz Ali [00:06:58]

I don't think we could have ... I don't think ... There would have been a glass ceiling there that we could not break through if we didn't diversify channels. And Amazon was part of that diversification and probably gave the brand a \$20 million top line boost. But at Target alone, Native sells \$60 million of product a year, and that's a huge diversification channel that doesn't rely on Facebook ads to drive sales.

Moiz Ali [00:07:25]

We have shelf space and we get more shelf space and we can work with Target to drive sales in stores, and that diversification really allows the brands that are that large to survive. I think if you're a brand doing under \$10 million in revenue a year, you're going to have to focus a lot more on retention, which is how can I keep my existing customers and how can I get them to purchase again?

Moiz Ali [00:07:46]

And so, if you're in the mattress business, you're probably ... It's going to be tough. And then, I think it's a function of, can you diversify acquisition channels? And people are begging for new acquisition channels to exist. Everyone was hoping that was Snapchat, and in some ways it was. Everyone was hoping that was in Pinterest. In some ways it was. But to date, there has not been a real competitor to Facebook. TikTok may be that competitor. A year from now we'll know, but I think right now, it's too early to tell.

Ryan Moran [00:08:15]



You've been particularly hard on mattress companies in some of your posts. So, you've picked on Casper a few times. What is the lesson that you are seeing that company or just mattress companies as an example make?

Moiz Ali [00:08:30]

Yeah. I've been harder on Yotpo than I have been on mattress companies, but with mattress companies, it's a tough business. There's a lot of competitors, you're selling a commodity product or virtually a commodity product, and you're trying to acquire customers online in an industry where tax are super expensive, and you have no retention.

Moiz Ali [00:08:48]

I think when Casper IPO, they said that they had something like 12% of customers purchase from Casper again. Not purchase another mattress again, but just purchase from Casper again. That's not a ton of people in the first place that are purchasing from you a 2nd time, so you really have to make those first order acquisition economics work out.

Moiz Ali [00:09:06]

I'm not sure if Casper has done that in a way that represents a meaningful long-term viable business. And I think their market cap suggest that. They've raised \$400 million dollars, traded a \$200 million dollar valuation. I bet there was multiple people in this room, myself included, who have thought about taking that company private and sort of saying, Okay, let's fix this business in a way that doesn't rely on public markets to support your market cap.

Ryan Moran [00:09:33]

You've brought up diversification as being the way kind of through the industry changes right now. But yet, I've also heard you say that when you were building Native, you were not diversified at all. You were just all in one platform. And of course, the game has changed a little bit because the way you're acquiring customers has adjusted, but there seems to be a dichotomy there. So, would you comment on that?

Moiz Ali [00:10:01]

Yeah, sure. That was ... Part of the reason that we sold the business was that as ... We're reliant on Facebook and only Facebook.

Ryan Moran [00:10:09]

That was one of the reasons you sold.

Moiz Ali [00:10:10]



Certainly. Yeah. I was like, all of our chips are in this basket. I mean, look, there were some diversification. We were running some Google ads. We were running some Pinterest ads, but we were spending a million dollars a month or somewhere around a million dollars a month on Facebook ads. That's a lot of money.

Moiz Ali [00:10:29]

And if things had materially changed on Facebook, if what happened in April of 2021 had happened in April 2018, there would have been a real body blow to the business. And so, our diversification, or part of the exit strategy that I had was, okay, we can build this business, make it a meaningful business, find a home for it, and let it grow through channels that I don't understand as well as digital advertising. Through the Targets of the world and through the Walmarts of the world.

Moiz Ali [00:10:56]

And so, that was part of it. That wasn't part of the strategy when I launched the business, but certainly part of the strategy when we sold the business was we're reliant on one channel. The way to diversify is to go into brick and mortar stores. The way to do that is through a company that really knows how to do that well.

Ryan Moran [00:11:12]

So, what would you do if you were starting today or you had a low 7-figure ... Ruth, I'm thinking of you right now. You have a great plant-based, high-protein pancake mix. They're fantastic, by the way. I love them. I ate all 3 bags already.

Moiz Ali [00:11:24]

What's the brand called?

Speaker [00:11:26]

Lupetopia.

Ryan Moran [00:11:27]

Lupetopia.

Moiz Ali [00:11:28]

Okay. Got you. Wow, that's good.

Ryan Moran [00:11:29]



It's based off of some weird legume I've never heard of that works great in a pancake mix. So, you've got a business, great product that is on its way up. It sounds like you're saying the same playbook that got Native to where it is may not be the playbook that you would use today. So, what would that be?

Moiz Ali [00:11:47]

Yeah, it would probably be very similar to that playbook still, to be honest. I just don't know how long that playbook will get you, and I don't know if it'll get you to the same spot that it got Native to. So, for instance, I would diversify into ... We didn't sell on Amazon before we sold the business. I would get on Amazon earlier today. Whatever gets eaten up ...

Moiz Ali [00:12:08]

In the next 6 months, I can imagine myself selling all of my Facebook stock and taking all that money and putting it in Amazon stock. The tailwinds to ... Or the headwinds to Facebook are tailwinds to Amazon because it's harder for people to discover new brands on Facebook, and so they go to Amazon where they do their shopping. So, diversify into Amazon much earlier than we did. It took us years to do it. I would do it as soon as I thought I had product market fit and a way to ...

Moiz Ali [00:12:34]

Genuine reviews, or when I sent out the product, I would get genuine 5-star reviews and didn't have to gain those 5-star reviews. So, that's probably the first thing that I would do.

Ryan Moran [00:12:42]

So, just to clarify, are you saying that you would have started on Amazon as a platform and then pivoted over?

Moiz Ali [00:12:48]

No, I would have still started on a direct to consumer channel because it allows you to figure out, Hey, do I have something wrong with my product? How do I iterate on this? And then once I thought I had product market fit, I would shift onto Amazon.

Ryan Moran [00:12:58]

I'm glad you said that because Amazon can be a bit of an illusion of product market fit because you can game your exposure ... It's harder now, but you can show up enough to have 50 to 100 people find you and buy, and you get caught in this trap of you're not really going to break out because you're just having a little bit of a foothold in the marketplace and you can get good reviews as much as you can game your good reviews.



Ryan Moran [00:13:25]

And you can kind of hold onto that, but you never really break out because it's almost the illusion of product market fit. And you're saying, if you can get product market fit according to a cold acquisition strategy, that will translate over, but the opposite is not necessarily true.

Moiz Ali [00:13:43]

Definitely. And look, you understand repeat purchase rate when you're selling on your own website, you understand cadence of repeat purchase rate, you understand why you're getting 5-star reviews and why you're getting 1-star reviews, and you can work with people to try and figure out, How do I turn this 1-star customer ... How do I make this 1-star review a 5-star review?

Moiz Ali [00:14:01]

Do I just work with this person and say, Hey, I'm going to send you more product because we're iterating on our formula until you become a 5-star customer? Or is there something else that I need to change about my business in order to improve? And so, I'd still start with direct to consumer. That's really the only communication ... It's the only way you're going to be able to communicate with a bunch of people, hundreds of, if not hundreds of thousands of people at the same time and get product feedback. And once I had that, I would shift to Amazon much faster than we did at Native.

Ryan Moran [00:14:27]

When you started Native, you were busy responding to your disappointment in Tom's, right? So, you were just disappointed in the amount of products in the marketplace and their quality. Today, it seems like the menu of options has widened very, very quickly. So, what spaces are you interested in right now when somebody comes to you with a pitch deck or are you just looking from a consumer standpoint? What industries are you looking at now?

Moiz Ali [00:14:56]

I'm an investor in a bunch of businesses that I have no idea what they're doing. So, for instance, I'm an investor in this business called Pepper. It's WearPepper.com. They make underwear for smaller-chested women. I've never tried the product and I have no idea ... And these people, the founders came to me and were so green, the first time ... I remember the first time I met with them, it was funny, except that it was actually happening.

Moiz Ali [00:15:27]





We started talking about retention and they're like, we don't know what retention is. And so, I was like, okay, then think about how many people purchase your product again. They're like, that's not something we've been paying attention to. I'm like, that's something you've got to look at. And I'm like, this is how you should think about it. You should think about it in terms of, if somebody purchased in January 2021, how many ... What percentage of those customers have purchased again?

Moiz Ali [00:15:46]

And a lot of times people will talk about retention and they'll say 30% of my revenue this month came from returning customers. I don't know if that's good or not. That doesn't mean anything to me. What percentage of your customers from January 2021 purchased again? That's a number that will mean something to me.

Moiz Ali [00:16:01]

And so, that happened 18 months ago when I made that investment. And then, we have these board meetings every month and 6 months ago, they were just like, Moiz, you don't understand these analytics any longer. They were so on top of their numbers, they were putting me to shame in every single instance. I'd be like, what about this? And they were like, we've thought about that. Here are the 3 things that we've done as a result of that.

Moiz Ali [00:16:24]

You're thinking about what we did 6 months ago, you got to start thinking about the future. And I was like, wow, these girls are fantastic at what they do. They've grown their business and it was wonderful to see them go from, We have no idea what retention is to Moiz, you dumb fucking idiot. You don't understand these numbers, stop getting on fucking calls with us. And I saw that all in 18 months and I was like, wow, these are the entrepreneurs that I want to get behind.

Ryan Moran [00:16:47]

Yeah, that's exciting as an investor when the entrepreneur starts to surpass you.

Moiz Ali [00:16:50]

So much fun.

Ryan Moran [00:16:51]

What are they looking at that's different than what you were tracking when you were running Native?



Moiz Ali [00:16:56]

They were just looking at top-line growth. They're like, okay, we did \$100 dollars in sales yesterday. Today we did \$200. Things are going well. And I'm like, well, did you spend more on ... What did you do to get that extra amount of sales? They just were ... Looking at retention, certainly if you have a consumable product, is the most important thing you can do.

Moiz Ali [00:17:15]

At Native, our first few years of customer acquisition were incredibly profitable. In 2015, I think we were acquiring customers at \$2 bucks a person. In 2016, it was \$4 dollars. And in 2017 it was \$6. In all of those, we were profitable and immensely profitable. And so, people ... When our retention was bad, because initially we launched and our product wasn't very good, I was like, okay, this sucks because everyone, every single customer service email I get is somebody yelling at me, but I still made \$4 dollars on this person, so maybe I should be okay with this email.

Moiz Ali [00:17:50]

And so, I was just like, okay, we're still printing money even though our retention sucks. And once we got our retention to a place that we thought was good and turned out to be best in the category, aside from the fact that we were still printing money on new customers, the returning customers, we were making even more money on because we didn't have to acquire them again. And so, that was what really unlocked our business and unlocked the growth to the next level.

Ryan Moran [00:18:15]

I want to ask you a question that someone kind of cheekily asked in one of my YouTube videos. When we announced that you were speaking here, this person said, Moiz Ali has had a \$100 million dollar exit and he invests in all these things. What the hell is he doing at the Capitalism Conference?

Moiz Ali [00:18:34]

What the hell is he doing at the Capitalism Conference?

Ryan Moran [00:18:35]

So, Moiz, I just want to know, now you've had all this, what draws you back to the starter entrepreneur, or the person who's still scaling from 7 to 8 figures?

Moiz Ali [00:18:46]



Yeah. That's a great question. I guess there's a few answers. One, conferences like this. I hope they give you energy. Whenever I attended conferences like this, I always got super pumped. And after a conference like this, people would ... There'd be dinner and I'd be like, fuck dinner. I'm going to go home and work because right now I've got the [INAUDIBLE 00:19:03]

Moiz Ali [00:19:04]

So, they still give me that type of energy. And two is I learn a ton when I'm at conferences like this. Those Pepper ... The girls who run Pepper taught me ... Are teaching me ... Every time we get on a board call, I'm the one who's doing the learning. I don't think they know that yet. And when they do, they'll stop ... They'll start canceling those calls. But I learn a ton on conferences, conferences like this.

Moiz Ali [00:19:28]

What's working for people? What are the strategies that are working? What isn't? Is everyone else experiencing the same Facebook issues that everyone else I know is? Or are there people that are immune to it, and why are they immune to it? And look, you know, what's scaling? Has someone figured out, okay, TikTok ads are going to work because the pixel is great, they're figuring out targeting.

Moiz Ali [00:19:48]

When we launched on Facebook, lookalike audiences were amazing. We were lookalike audiences only and Facebook desktop only, and we'd meet with our Facebook account reps and they're like, you dumb idiot. Facebook is all mobile now and you're the only company still advertising on desktop.

Moiz Ali [00:20:04]

And I'm like, maybe, but it's working for me. And then it stopped working, and then we were mobile only because what they said was right 6 months after they were right ... After they told me that. So, they said that in June and by December, I'd seen the effects, but in June, desktop was still printing us money.

Moiz Ali [00:20:21]

And so, only at conferences like this, speaking to like-minded entrepreneurs who are in your industry or in your category can you figure out, okay, what is working with businesses and what isn't, and what should I be doing with my life for the next 10 years as a result of that?

Ryan Moran [00:20:34]



So, 2 follow-up questions to that. One, it sounds like for you, even after being through it a couple of times, the fire still burns, the itch still itches.

Moiz Ali [00:20:46]

Yeah. I was having dinner with somebody yesterday and they were like, you've got more money than I do and money doesn't even affect my life that much. What are you doing? And I was like, that's a great question, but the reality is making money is really, really fun. And more fun, I think, than it is having it or probably spending it, but that's the journey that I really enjoy, and I figured that out about myself and now I'm chasing that.

Ryan Moran [00:21:11]

Yeah, I completely get it. And so, you said sometimes you ask the question, what am I doing with myself for the next 10 years? Once you have had a 9-figure exit, is it harder for you to answer that question than when you were starting out just trying to make something happen?

Moiz Ali [00:21:29]

Yes. It's much ... I have no idea how to answer that question any longer, and I don't know how I would go about trying to figure out how to answer that question because before it was a lot of, okay, I want to make money so I can buy a nice house, take care of a family, go on vacations. And now I sort of have the money to be able to do that, but there's still ...

Moiz Ali [00:21:50]

Peter Thiel tells this story where he's like ... He sold PayPal and he's like, after I sold PayPal, I got really depressed because I ended up going from having 200 emails a day, the CEO of eBay would be emailing me asking a bunch of questions to the only email I'd get would be 20% off at J. Crew. And that's basically ... That's so true. I sold a business before I sold Native and I felt the same way.

Moiz Ali [00:22:17]

I was really depressed because I was like, I went from people caring about ... People wanting to hear back from me to nobody ever emailing me. And I don't think it matters who you are. Once you sell that business and you're out, you're out. And whoever you were then, you are not any longer. And so, you've got to go and find that passion. And for me, that passion is building businesses. And so, that's what I like to do, money or no money.

Ryan Moran [00:22:44]

Money or no money.



Moiz Ali [00:22:45]

Yeah. And that's ... I guess having money or not having money, I still like to build businesses. And everyone's like, oh, I wish everyone could have money so that you realize that it's not all that it's ... You think it is before you have it. That's so true. I really thought that was a lie. I was like, people are lying. They just have money. They don't want me to have it. They were not lying, and that's really disappointing.

Ryan Moran [00:23:06]

I mean, once you have the house and the ... Once you have crossed all those things off the list, the marginal utility of dollars ...

Moiz Ali [00:23:16]

Is very low.

Ryan Moran [00:23:16]

Is low. You've either got to have a much bigger dopamine hit in order ... And it's hard to keep topping what you did, or there has to be something else that is driving the interest and the obsession to keep you focused. So, what is that for you?

Moiz Ali [00:23:36]

Yeah. I mean, it's not like ... I don't want a private plane and I don't want a yacht. Those aren't the things that drive ... It's like, building businesses and getting to hang out with people who have those ... Who have that passion. The first business I started, everyone wanted to leave at 6:00 PM including me because it wasn't going very well.

Moiz Ali [00:23:55]

But at Native, no one felt that way because the business was going well and it felt like we could take over the world and it felt like nothing could stop us. We'd have a product manufacturing issue and we'd get over it. We'd have a scent that everyone hated we'd get ... Nothing could stop us. And that was what was really amazing about the business. It just felt like we were the Roman Empire and invincible, and that's the feeling I'm chasing.

Ryan Moran [00:24:20]

You had a team of 6?

Moiz Ali [00:24:22]

We had a team of 8 when we sold the business.



Ryan Moran [00:24:25]

Okay. That's awesome. And then you got acquired by Procter & Gamble, which has a team of ...

Moiz Ali [00:24:32]

197,000.

Ryan Moran [00:24:34]

Okay. Right. And ...

Moiz Ali [00:24:36]

I know that because I called up Capital One one day and I was like, I want to increase our credit card limit from \$40,000 to \$60,000, and they're like, where do you ... Tell us about your business. And I was like, my business is owned by Procter & Gamble. They have a ... They're higher rated credit than the US treasuries.

Moiz Ali [00:24:55]

And they're like, okay, how much business ... How much revenue does Procter & Gamble do? And I was like, \$66 billion dollars. And I heard this woman typing in these numbers, in her computer, and then I was like ... And she's like, how many employees does it have? And I was like, 197,000. She's typing this in. And I was like, so can I get the extra \$10,000 dollars? Then she's like, no, the system says you are not approved. And I'm like, this is ... Procter & Gamble has a \$300 billion dollar market cap. I'm asking for a \$10,000 dollar credit limit. And she's like, no, we can't do that. And I was like, okay, what can you ... How do you respond to something like that?

Ryan Moran [00:25:33]

What was different? I mean, it's just such a different experience having a team of 8, scrappy and young and things are flying around all the time, to the biggest infrastructure and you being a cog in the wheel, essentially, of this big organization. I imagine that the business you're excited to build next is more on the Native side. So, what about ...

Moiz Ali [00:25:59]

Definitely. Anyone who's worked at P & G for a day would be like, yeah, I'm interested in the other.

Ryan Moran [00:26:02]

Help us understand the difference there.



Moiz Ali [00:26:04]

Sure. Yeah. I've got a bunch of great examples. So, the first is when we were acquired by P & G, we were selling our formula of Native deodorant, which we'd iterated on ourselves. And we don't know what we're doing. We're ... I was a lawyer before, I don't know how to make deodorant. And so, 3 P & G chemists came up to me and they're like, we've been working on this aluminum-free deodorant that is going to be ... That we're going to put in Native. It's going to be way better than Native's formula.

Moiz Ali [00:26:32]

Your repeat purchase rate is 50% now. It's going to be 75%. And I was like, what do I know? I've been doing this for 2 and a half years. These 3 guys have PhDs and have been working in deodorant ... Formulating deodorants for probably 60 years between the 3 of them. And so, I was like, great, let's do this. I want a higher repeat purchase rate.

Moiz Ali [00:26:53]

We create this new formula. We start manufacturing it, we start selling it. And what we do is I've got a little bit of caution. So, I'm like, we're going to A/B test your formula against our formula. So, we're going to send out your formula to 5,000 new customers and our formula to 5,000 new customers, and we're going to monitor the reviews and repeat purchase rates.

Moiz Ali [00:27:11]

So, it'll take us about 8 weeks to get feedback on this. Within 4 weeks when reviews are due, when we start sending out emails asking for reviews, it's clear our formula is destroying their formula. And I'm like, what the fuck happened here? You've got 60 years of experience. I can't even ... I don't even know ... I know what's in our deodorant, but I'm not a chemist and I certainly don't understand the chemistry behind it. It just works and people tell me it works.

Moiz Ali [00:27:41]

You guys actually understand chemistry, I think, and don't know how to do this. And that was what was shocking to me. I was like, we've got a bunch of scrappy people who have no idea what they're doing, but we're willing to think outside the box and test ingredients and be satisfied with the outcome. These guys want to run their process and say, hey, we've got a bunch of chemists that have come up with the best formula. Here it is. Let's go sell it.

Ryan Moran [00:28:06]



This is such a trite question, but there is a perception that once you have the kind of success that you have, that there's ... You never leave the mountaintop.

Moiz Ali [00:28:17]

You never leave the mountain ...

Ryan Moran [00:28:18]

What's a bad day like for you now?

Moiz Ali [00:28:21]

These days?

Ryan Moran [00:28:22]

Yeah.

Moiz Ali [00:28:24]

Oh, I have bad days ... Well, let me tell you a couple more P & G stories ...

Ryan Moran [00:28:27]

Oh, yeah, please.

Moiz Ali [00:28:27]

... Answer that question. There was another time where my manager at P & G was like, show us all of your Facebook ads and let us comment on them. And I'm like, I've spent ... I personally ran all of Native's Facebook ads until basically the moment I left the business. And so, I've spent tens of millions of dollars on Facebook ads, and there's a decent chance that I run an ad and I'm still wrong, but this guy who's telling me, Hey, I want to change your colors on his Facebook ad.

Moiz Ali [00:28:55]

I'm like, first, I've run tests and this is the color that works so I don't know why I would change it just because you're saying it. And second, you've never spent a dollar on this thing. Why ... Where are you coming up with this authority? I wouldn't lead troops into battle just by ... I wouldn't join the army and be like, great. I'm ready to ... I'm qualified to lead troops into a war. I need to learn, and that's what you're doing in this situation.

Moiz Ali [00:29:19]





And he's like, no, you need to change your ads this way. And I was like, I don't have any desire to move up within the P & G organization, and that was a real blessing because I was like, you guys have an amazing organization, and to be honest, I'm a huge P & G shareholder. I love ... I think what they're doing is incredible and they do have genuine innovation.

Moiz Ali [00:29:39]

Aside from the deodorant issues, they've created Swiffer and Tide Pods and I do admire that, but I was just like, you can fire me if you want, because whatever ... You've already paid me a bunch of money, so I don't mind. I'll figure out something to do tomorrow, but I'm not going to change my ads the way you want them. These ads work because they work and I've tested them and I've put money behind them, but I'm not going to make a bad decision because you want me to make a bad decision because you don't like this color. So, there was a bunch of that at the ... Sort of within 18 months of me being there, and that was a little rough.

Ryan Moran [00:30:13]

Makes sense. I'll return to my previous question in a second, but first, I'd like to know, now that you've seen both sides of that, you've seen the chaotic startup, you've seen the big infrastructure, now you're sitting in the investor's seat. You invest in a bunch of companies, you advise a bunch of companies. It gives you a great contrast between the two. So, what are you betting on when you're coming at it from an investor standpoint?

Moiz Ali [00:30:42]

Good question. There are instances where ... Most investors will be like, we bet on the people and not the company. I think there's some truth to that, but a lot of ... I think about product a lot more than I think other people would think about product. If Mark Zuckerberg was like, Hey, we're going to start urinating in bottles and sell this to customers, I'd be like, I don't think that's a good idea. I'm going to pass on that investment, although you're Mark Zuckerberg.

Moiz Ali [00:31:07]

And so, I really ... I think that I focus more on product than I think a lot of other investors do. That's not always the case. And generally, I think, especially with ecommerce, you should be able to find some product market fit before you're raising a ton of money. And that doesn't have to mean that you've actually sold \$250,000 dollars worth of merchandise. But some people will be like, Hey, here's this idea I have, I want to raise money.

Moiz Ali [00:31:32]

The first thing I'd say is, why don't you start a website which will cost you virtually nothing and run some Facebook ads or do whatever advertising strategy you were hoping to do to try and



get some product market fit and show that this business will be successful? I was having brunch with somebody who works at a company called FIGS, and if you're not familiar with FIGS, FIGS is basically scrubs that nurses wear on a daily basis, except they're much nicer than traditional scrubs.

Moiz Ali [00:31:59]

And he was like, the way they started ... The girls who started this business were ... Two of them were at lunch one day. One of them was a nurse and the other used to work at Levi's, and she was like, your scrubs look terrible on you. Why don't you give them to me and I'll help them so they look much better on you?

Moiz Ali [00:32:14]

And so, that happened and she hemmed the scrubs, and when the nurse went back to the hospital, all of the other nurses were like, those scrubs look great. I want those as well. Can you get your friend to hem mine and I'll pay her to do that? And that's how the business was born. There was product market fit before that business was born.

Moiz Ali [00:32:31]

With Native, we sold the first 50 units of deodorant before we ever had a single stick of deodorant in our hand, and the first 250 before we actually got the sticks, actually. And so, we knew ... I knew the business would work, or at least I thought the business would have some legs, before I even spent money on products.

Moiz Ali [00:32:50]

And I think in ecommerce, it's one of those rare industries where you can do that. And so, if you're launching something new, test it out before you spend a bunch of money. And when I'm investing and people are like, I've got this idea, I want to raise money, and I'm like, what have you done to show that either the idea is good or you work and you're not just lazy?

Moiz Ali [00:33:05]

And when people are like, well, here's my deck, I'm like, okay, this is where I pass because you haven't put in enough effort. But other than that, I'm an excited investor and ... I tend to write checks more often than I probably should.

Ryan Moran [00:33:21]

Understood. Now, it's my understanding that you acquired some business in the last year or so. I haven't heard you make much mention of it. Are you sharing this story yet?



Moiz Ali [00:33:32]

Yeah. I acquired an Amazon business that was based in Florida, where all good things come to an end. And this business was run by an entrepreneur that was probably in her 50s or 60s and had a bunch of wealth already. She was a wonderful human being and a good entrepreneur, but she was like, look, I don't want this business to be a huge ... I don't want to spend my time ... I don't want to spend 80 hours a week on this business. And I was like, great, I want to spend 80 hours a week on your business, so why don't you let me do that? So, I bought the business.

Ryan Moran [00:34:06]

What attracted you to this? This seems very random, Moiz.

Moiz Ali [00:34:11]

Yeah, it is random.

Ryan Moran [00:34:13]

First I sold Native Deodorant for \$100 million dollars. Then I bought an Amazon-based business from a woman in Florida.

Moiz Ali [00:34:20]

That's right. When you put it like that, it seems random.

Ryan Moran [00:34:24]

So, there's something else going on in this story. Tell us about it.

Moiz Ali [00:34:28]

Well, I bought the business, and look, she was like, I don't want to spend 40 hours a week or 80 hours a week on it. And the day I bought the business, three of the top five selling products on Amazon were out of stock. And I was like, how did that happen? And she was like, I told you, I don't want to spend that much out on the business.

Moiz Ali [00:34:45]

And I was like, well, great answer. And so, I put in charge a guy that I'd worked with in my past to run the business because I didn't want to operate the business either, it turned out. Within a week, I was like, oh God, this is hard. And so, I ...

Ryan Moran [00:35:02]



Are there any Amazon sellers that just feel totally vindicated right now? Oh, if Moiz couldn't figure it out, okay.

Moiz Ali [00:35:09]

Amazon is such a ...

Ryan Moran [00:35:09]

I'm going to be okay.

Moiz Ali [00:35:11]

Amazon is a very different channel than direct to consumer, and if you're good at both, hats off to you, that's really incredible. I was like ... There were inventory issues, there was contract manufacturer issues, there were shipping issues, there was personnel issues, there were issues all over the board.

Moiz Ali [00:35:29]

And so, bought the business and I put ... I'd worked with this guy in my past and my first ecommerce business, and I tried to recruit him for Native for years and he was in business school. And I was like, don't worry about business school. You're going to learn everything you need over here. And he was like, no, no, no. So, finally ...

Moiz Ali [00:35:48]

One of the benefits of having sold Native is that there's a little bit more credibility now. And so, I was like, look, you should run this business. I know you're going to be good at it. We've worked together in the past. There's money to be made. I know there's money to be made. I've looked at the business and here's a clear path to doubling revenue.

Moiz Ali [00:36:06]

And I thought I was just doing a sales pitch, and he agreed to the ... He agreed to take over the business, and he has doubled revenue. And I was like, oh wow. I thought I was just selling you on all these dreams that would not come true, and certainly ... Sure enough, he made all of his dreams come true. So, he runs the business entirely independently and we have a board call once a month, and he's great at it.

Moiz Ali [00:36:25]

And he'll call me up and he'll be like, hey, I've got a container that's priced at this much. Is this market? Or I have a container stuck in the port of LA, what should I do? And so ... Or he will be like, my Facebook ads suck, and I'm like, let me help you there. But it's pretty hands off.



Ryan Moran [00:36:40]

So, you acquire it, solidified it, and brought somebody else in to run it.

Moiz Ali [00:36:44]

Yeah. I solidified it ... By solidified, that's a very generous term you're using. I spent a week and a half being like, oh my God, let me go get somebody else to run this business.

Ryan Moran [00:36:55]

Was the intent to build it and scale it? Or was it more of just an opportunity that you decided to solidify?

Moiz Ali [00:37:01]

I think it was more the latter. I don't want to spend all of my time building an Amazon business. I still want to figure out what I want to do with my time. And so, I was like, this is a great opportunity. I do want to understand how Amazon works, and there's a bunch of people out here that have had a ton of success on Amazon. And I don't know how the Therasias of the world make a fortune, and so I was like, maybe this will help me learn that.

Ryan Moran [00:37:28]

I'm sorry. We can have lots of fun conversations.

Moiz Ali [00:37:32]

Yeah. I would love that. But really, that was what it was and I was like, wow, this is ... I remember that week being like, God, what an idiot I am. But it turned out all right.

Ryan Moran [00:37:43]

So, it's interesting because I can hear you kind of dancing around this question of wanting to replace the excitement that was Native, wanting to replace that excitement, and so you've planted these seeds and you bought a bunch of real estate, you're investing in a bunch of companies, you bought this random Amazon-based business. And it feels ... It sounds to me like the itch hasn't been scratched.

Moiz Ali [00:38:11]

Definitely. Yeah. It's a midlife crisis, but instead of Ferraris, I'm buying businesses.

Ryan Moran [00:38:15]

Probably have a better ROI doing it that way, I would hope.



Moiz Ali [00:38:20]

Maybe.

Ryan Moran [00:38:21]

So, that's interesting. It's interesting to me because I think most people in your position would just buy something and stick with it almost as a distraction and hoping and praying that they get passionate about it. But it sounds to me like you are walking into it and being like, this hurts, I'm just going to bring somebody in for this, and waiting for the pitch on the next one.

Moiz Ali [00:38:44]

Yeah. I hope that's not the case because that sounds like I'm setting myself up for disaster, so I appreciate you saying that because I'm going to be on the look out for it in the future. Really, I just thought this, the Amazon business, was a good opportunity and a good price and a person who had, not mismanaged the business because I think mismanaged means that you can't do it, it's just that she didn't want to do it and that's perfectly fine.

Moiz Ali [00:39:07]

Not everybody has to try and build a \$200 billion dollar business. You can be like, I've got kids and I've got a good life and I want to spend time with those kids and go boating and all of that kind of stuff. And so, I thought it was a good opportunity for me to learn and a good opportunity to buy a business at a good price, and a good opportunity for ... The other thing I thought about now is I'm like, can I buy businesses and hire CEOs to run those businesses? Am I good enough at attracting talent, retaining talent, and hiring talent to hire CEOs?

Moiz Ali [00:39:36]

I think right now, the answer is yes, but I've only done it once and it was with somebody I knew for a decade before I hired them. So, I don't know what the answer to that question is, but I agree that that itch of me starting another business has not been scratched and I hope it will be soon. I just don't know what it will be, but I am trying a bunch of things, but not ... I'm dipping my toes in the water and not jumping in just yet.

Ryan Moran [00:40:02]

Yeah, got it. We have more to go through it, but I want to turn it over to the audience for ... We'll do 2 questions. So, mic runners, over here, we'll go to Jeff.

Jeff [00:40:13]

Hey, how's it going, Moiz?



Moiz Ali [00:40:15]

Hey.

Jeff [00:40:15]

So, I guess one of the things I'm really into is equity crowdfunding, because it's basically like direct to consumer capital markets. Do you know what equity crowdfunding is?

Moiz Ali [00:40:27]

You're doing equity crowdfunding? Yeah, I know what equity crowdfunding is.

Jeff [00:40:29]

What are your thoughts on that in terms of a capital structure and raising capital for direct to consumer brands?

Moiz Ali [00:40:35]

Have you already done it or are you thinking about doing it?

Jeff [00:40:37]

I do it right now professionally.

Moiz Ali [00:40:39]

What do you mean you do it ... You're the crowdfunder?

Jeff [00:40:42]

I raise money for companies.

Moiz Ali [00:40:43]

You help raise money for ... Okay. I'm not a big fan of it is the honest answer, and I was hoping you weren't ... It wasn't your job, but now [INAUDIBLE 00:40:51]

Jeff [00:40:54]

Why not?

Moiz Ali [00:40:55]

But I'm not a big fan of it, not because I don't like the idea of your best customers supporting you, because I think everyone loves that idea and that should happen, and that's a great way for your customers to be to evangelize whatever it is you're selling or making. I think the hard



part about it is that right now, it signals to the market that you don't know ... Nobody's willing to invest money except people who don't know how to invest money. And I think that's my fear.

Moiz Ali [00:41:22]

If I saw a business that had crowdfunded, I'd be like, why couldn't you raise \$250,000 by going to the Ryans of the world or the Moiz's of the world or any of the other venture capitalists in the world whose full-time job it is to raise money? What is it that they didn't see in you that I am seeing in you, but you had to go the crowdfunding to do it?

Moiz Ali [00:41:42]

And look, there ... I'm sure there have been businesses that have been successful doing it and that are successful doing it. It just ... I still think that it's a market signal that you're unable to raise money from, I don't know, better capital for lack of a better word, and that gives me of a heart burn.

Jeff [00:41:59]

Can I change your mind?

Moiz Ali [00:42:02]

Yeah. You can change my mind by changing all of the other investors' minds. Then you'll have convinced me.

Ryan Moran [00:42:07]

Jeff, I would like to hear what your response is to that.

Moiz Ali [00:42:11]

Yeah. I'd love to be proven wrong.

Jeff [00:42:13]

Do we got time? I mean, I don't want to take up ...

Ryan Moran [00:42:17]

I'm curious your response to Moiz's analysis of that model.

Moiz Ali [00:42:23]

Do you think that it signals to the market that it's bad, that this company is bad?





Jeff [00:42:26]

I think there's a lot of problems in equity crowdfunding. If you look at the European and Israeli crowdfunding market, it's way more sophisticated, better infrastructure, cleaner valuations, but especially OurCrowd or the Israel, probably the best crowdfunding portal that there is. So, Beyond Meat was a OurCrowd company.

Jeff [00:42:45]

I think it's a great option for companies that are looking to build a path towards IPO, because it allows you to build a retail shareholder base and tell your story in advance of the IPO. It allows you to meet your shareholder basis. There's a lot of really cool ways it can be done. I think in the US, it ...

Ryan Moran [00:43:00]

What stage are you looking at when you're talking about that? Because I know you're talking about very early stage, right? You're talking about ...

Moiz Ali [00:43:09]

He's talking about early stage stuff.

Jeff [00:43:10]

I'm usually looking for companies that have traction at some point so that there's a vehicle that can take in growth capital. So, I'm usually not doing pre-seed stuff. So, I'm doing stuff that's going to be typically in a \$7 and a half to \$20 million round, and a lot of times it's stuff that VCs probably aren't going to fund because they're just not an enterprise SAS company, so ...

Ryan Moran [00:43:31]

And that is your concern, is it not?

Moiz Ali [00:43:34]

Well, my concern is that nobody ... Yeah. I mean, VCs don't just fund enterprise SAS businesses, they fund everything. They fund Native and they fund Drybar and they fund Sweetgreen. Look, it's not like I'm like, oh, you're not a VC enterprise ... You're not an SAS company, no ... I'm not going to put money in this. I'm like, I just don't know why ... How come everyone thinks you're not going to make money, is the problem.

Jeff [00:43:57]

Well, so, I've seen it go both ways. So, I've seen it where VCs will follow on because of the crowdfunding round as confirmation that customers like your stuff enough to become



shareholders in your business. I have a deal right now that's backed by four VCs and they're going to come specifically to my platform because they want to build ... It's a real estate ... It's prop tech company and they want to use it as a way to both raise capital and acquire customers at the same time. So, that's what we do with them.

Ryan Moran [00:44:26]

I want to interject here because this is very close to, should you run Facebook ads or TikTok ads? It's like, the question is not that, it's how do you acquire customers? And in this case, it's like, is it ...

Moiz Ali [00:44:38]

No wrong answers.

Ryan Moran [00:44:37]

... Better to raise ... To VCs? Or is it better to go the equity crowdfunding route? And it's like, there is no wrong answer to this. I'm curious for you, Moiz, if you were to do a raise for your next project right now how you would go about it because you did not raise a ton of capital. I think you raised some.

Moiz Ali [00:44:55]

Yeah, \$500K.

Ryan Moran [00:44:56]

\$500K. Right, and I think one of your investors even gave their money back because they didn't want to be in, if I'm remembering that correctly. So, how would you do it now differently than previously?

Moiz Ali [00:45:07]

How would I raise money now? I wouldn't do it ... I would not go to crowdfunding still.

Ryan Moran [00:45:13]

What would you do? What would be your approach?

Moiz Ali [00:45:15]

I guess it would depend on the business. If it was a brick and mortar business, I'd say, okay, who are the people who have invested in Sweetgreen? Let me contact them and see if they'd be interested in raising money for this brick and mortar business. If it's a FinTech company, there's FinTech investors. If it's an ecommerce company, there's ecommerce investors. If it's a real estate company, there's real estate investors. There are people who are like, look, I just



understand this so I tend to focus on this kind of stuff, and so those are the people that I would go to.

Ryan Moran [00:45:43]

Fair. All right. Let's do one more. Way in the back.

Moiz Ali [00:45:49]

We're going to do one more afterwards. This girl right here because she raised her hand really high.

Ryan Moran [00:45:52]

Okay.

Speaker 1 [00:45:53]

Sure. So, we're working on something I'd love to get your feedback on as an investor. So, we're looking at creating a, for lack of a better word, online institute of ... Where we train and certify ecommerce operators. And one of the things I'd love to get you a feedback on is this, is that a bottleneck for you as an investor? If you ... I'm sorry. Would that accelerate more investment from people like you if you actually had a pool of people who have been trained and certified to run 6-, 7-, and even 8-figure e-commerce companies?

Ryan Moran [00:46:22]

Your actual focus is training the operators, not the entrepreneurs, is that correct?

Speaker 1 [00:46:26]

Well, we are ... Okay. The owner, I think ... There's only so many owners, right? What we noticed, and this is why I like feedback, is it seemed like there's a bigger pool of people that ... For example, investors who want to deploy capital, but they're reluctant to do it because there's not enough ...

Ryan Moran [00:46:43]

But you're specifically training operators, not founders, correct? And so, your question is if a certified operator is on board of a company, does that make an investor more likely to want to part with their dollars? Is that correct? Okay.

Moiz Ali [00:47:01]

Okay. I misunderstood your question, then. Your question is not would I hire people who've been certified, but if this business has somebody who's certified, am I more likely to invest?



Speaker 1 [00:47:09]

I'm sorry. No, more like ... This is some feedback I've gotten from other investors. This is why I want to get your feedback is I've talked to some investors. They said that we have the capital, we've even found a product. Our reluctance is that we don't have somebody to run the business. Kind of your comment earlier, I don't have a CEO to run this business.

Speaker 1 [00:47:24]

So, we had a community of people that we've already trained and certified. My partner has built two companies to nine figures and multiple eight figure companies. So, now what we're looking at doing is training the next wave of people, and then ...

Moiz Ali [00:47:37]

Look, I mean, if you can train really good entrepreneurs to... It's all a function of, who do you have in the pool of talent that you're training? If they're fantastic people, great. Of course, if you ... It turns out that you're running the Harvard medical school of ecommerce entrepreneurs, of course people are going to come and try and hire those people.

Moiz Ali [00:47:55]

I think the real question is just, how do you maintain that level of integrity and talent over the long term? Generally, if you have ... Even in an ecommerce business, you hire people, the first people you hire are really passionate and love what they do and as you continue to hire people, fewer and fewer people have that passion. If you're able to maintain that level of talent, of course people will come to you.

Ryan Moran [00:48:17]

And I would add to that, I think it is extremely helpful for there to be a pool of that talent, for there to be a group of people who might be qualified for that. I would personally would not give any more credibility to somebody who is certified at running businesses than somebody who had run a business that didn't work out but they were the operator. I would not see one as better than the other, but I genuinely would like to have a resource to go find those people who are trained in that.

Moiz Ali [00:48:47]

And there was a business in the marketing space just like you were talking about called MarketHire or MarketerHire, I'm not sure which one it is, but they basically do that. They're like, you have an ecommerce business. Everyone needs marketing people. Our marketing people worked at Casper and ... Wow, it's me ragging on mattresses again. And a bunch of



other mattress companies come and hire them. And so, that exists in different verticals of the ecommerce space.

Speaker 1 [00:49:08]

Yeah. Stage two is basically to create a marketplace, but stage one is we've got to get enough people ... Chicken and egg problem. You don't end up people, you can't create a marketplace. So, the big picture is to create a marketplace of the ecommerce talent based place.

Ryan Moran [00:49:19]

Great. One more way in the back.

Speaker 2 [00:49:23]

I'm hoping you can talk a little bit about your transition from being a lawyer in your career to starting in your first couple entrepreneurial ventures. The reason for that, I'm an operator at one of the roll up groups right now and they're paying me pretty well. It's fun to be from the agency level into a private equity group and it's cool, but I want to build something big myself in the future too. And it's kind of like what you talked about of kind of having difficulty cutting at some point. I like what I do, but I know I want to make that jump at some point. What was that transition like for you?

Moiz Ali [00:49:53]

I would say afterwards, let's hang out, I'm going to text your boss and quit for you right now because there's no better time to do it than this moment right now. It only gets harder. And I certainly don't know your personal financial or family circumstances, but if you're sending kids to college, it's going to get a lot harder to do it then than it is to do it now.

Moiz Ali [00:50:18]

And if you've got a big family and are growing it or have medical issues or all of those bills that pile on top of us as we grow up, it just gets harder and harder. And so, the best time to do it is right now. So, I will text your boss for you. But for me, I was living in a studio apartment in New York city and I didn't change the quality of my life and I lived a lifestyle that I could easily afford.

Moiz Ali [00:50:46]

And so, I was like, I can go for a year without making money and it won't really be that bad. And I think, if anything ... That was back in 2012, so a decade ago. If anything, things have gotten so much easier to do it today because if for some reason you try and do your own thing



for three years and God forbid it doesn't work out and you're like, okay, I'm going to ... I need money now and I need to work for somebody now, no problem.

Moiz Ali [00:51:09]

People have become much more accepting of that today than they were in 2012. So, really I would encourage you to do it now because it gets harder and you're not going to get as wealthy as you want to be, or even as successful as you want to be without doing your own thing. There's a pride of ownership that exists only when you're doing it yourself. Even if you became CEO of whatever aggregator you're working for, you will not feel as happy as you will starting your own thing. So, from a financial perspective, from a happiness perspective, those are the reasons I'm going to give your boss. But let's do that. I'm serious about it.

Ryan Moran [00:51:48]

Moiz, I wanted to close by bringing up a point that you said you were trying to make as you were preparing for today that you were struggling to make, but the ultimate takeaway being something along the lines of solve your problems once you have a lot of money. Would you explain to me what point you were trying to drive home?

Moiz Ali [00:52:11]

Yeah, it was really solve your problems by getting lots of money is really what I was going after, but I really think it's that a bunch of people in this room are like me, I hope, or maybe not, but a bunch of people are like, we want financial success, we want pride of ownership, we want to feel successful, and the only way to do that is to build businesses.

Moiz Ali [00:52:32]

And continue working on your business and trusting your gut. That's how you're going to get there. And I promise you, the joy of building that business will far exceed any joy you have from that financial outcome. This is the part where you will always look on these times as the times where you were doing something incredible. And so, enjoy it, but you solve your problems by becoming rich, but not with the money.

Moiz Ali [00:52:57]

You solve your problems by building a good business, by hiring great people, by being successful, and by having pride of ownership. When you have that financial outcome to the aggregators of the world, you'll feel great about it and you'll go on a shopping spree and you might buy a nice house or something, but building a business will really be the memories that people remember you for, and that are written when you die, that are written in your obituary.



Ryan Moran [00:53:23]

So, do you mean that your problems are solved not once you get rich, but in the process of becoming rich?

Moiz Ali [00:53:29]

Your personal ... My problems were solved that way, which were I wanted pride of ownership, I wanted to do something that I was passionate about, I wanted to do something that I loved, I wanted to surround myself with people that I loved. When I was running Native, there'd be people who are good employees, and I would hate them on a personal level and they would just leave because they're like, we're not getting along with Moiz.

Moiz Ali [00:53:50]

Everyone who worked at Native was somebody I personally loved, they loved the brand, they wanted to make it a successful business, and they wanted work and was .. Jived with me well. And so, all of the problems I had got solved by the business.

Ryan Moran [00:54:05]

So, in other words, instead of making the money ... Or waiting for the money in order to solve the problems, it is by addressing the problems in the context of business that leads you to the financial outcome.

Moiz Ali [00:54:18]

That's right. And at the end of that, you have the same problems again, that's what's scary.

Ryan Moran [00:54:21]

Tell me more about that, the same problems.

Moiz Ali [00:54:24]

Well, you feel the same way where you're like, I want to surround ... I want to be passionate about something. I want to surround myself with people that I really care about that are also passionate about the thing that I'm passionate about. I want to delight customers in really amazing ways, and I want ..

Ryan Moran [00:54:38]

It's that desire for the same things. You're calling them problems. I'm hearing them as desires.

Moiz Ali [00:54:46]

Yeah, that's right.



Ryan Moran [00:54:47]

You still have the desire to be in business with people that you enjoy being around, and that you like serving. You still enjoy solving problems. There's still a desire to build something that gives you a pride of ownership. And it just so happens that by following those desires, that everything else is added on to you as well.

Moiz Ali [00:55:05]

That's right. And I'm sure there's a sub-segment of the entrepreneurship category where people are like, I just want to be rich and live on a beach. But I think a bunch of the people here are going to be like, I really want to build things that are amazing. And it's a really special feeling. I have a Native backpack still and people will stop me in the airport and be like, is that the deodorant?

Moiz Ali [00:55:30]

And I'm like, yeah, it is. And they use it, and sometimes they'll pull it out. And I'm like, this is amazing. We created something that somebody at this airport has. I never thought that that would happen seven years ago.

Ryan Moran [00:55:41]

Yeah. Moiz, I love hanging out with you, man.

Moiz Ali [00:55:43]

Thanks so much for the time. This was fantastic.

Ryan Moran [00:55:44]

[INAUDIBLE 00:55:44] these entrepreneurs. Give it up for Moiz Ali.

Chris Van Loan [00:55:47]

And now a quick word from Jared, one of our members in The One Percent.

Jared Springer [00:55:52]

I was bankrupt and crippled to making a million dollars in a year. I mean, then I grew that business and kept growing it, so my whole world changed financially very quickly. It was amazing how fast it was able to transition and turn once things got rolling. Ryan and Capitalism.com pretty much taught me everything I knew about ecommerce and specifically branding was the biggest thing that I think Capitalism really does well.





Capitalism.com  
— B E T H E C H A N G E —

Jared Springer [00:56:23]

And they focus on teaching their students about building a brand and just teaching business to people. Everything he teaches is stuff that he's done. It's not from theory that you're going to learn. It's all stuff that he's done. So, I think the biggest thing that Capitalism.com helps you with is that you're getting to learn from somebody who's done the exact thing that you want to do, which is the most important thing in the world.

Jared Springer [00:56:46]

That's how you fast track your results. So, if you want the fast lane and to get your results really quickly, you go to Capitalism.com and you have them show you what to do so you don't make all the mistakes and you get there really quickly. And it was the best money I ever spent because I went from bankrupt and crippled and all this other stuff to a million dollar a year business in one year, which is exactly what he teaches. And I was like, holy crap, this stuff works. So, it was a very healthy exit and was able to let me focus on many other things in my life and not have to worry about that stuff anymore.

Ryan Moran [00:57:20]

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.

Ryan Moran [00:57:45]

You can get plugged in at [Capitalism.com/1](https://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](https://Capitalism.com/inc). That's [Capitalism.com/inc](https://Capitalism.com/inc).