

Legal Food Talk Podcast – Episode 27

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- Justin Prochnow: Hello and welcome to Legal Food Talk. [00:00:30] I'm your host, Justin Prochnow, a shareholder in the Denver office of the international law firm, Greenberg Traurig. This is a podcast brought to you by our food, beverage, and agribusiness practice to give you some insights and knowledge about the world of food, beverage, and agribusiness. Welcome to another edition of Greenberg Traurig's Legal Food Talk. We've got two exciting [00:01:00] guests today, and so I'm happy to introduce them to you. So, I'd like to introduce you to Maxine and Alan Henderson. Maxine and Alan, welcome to the show.
- Alan Henderson: Thank you.
- Maxine Henderso...: Thanks for having us.
- Justin Prochnow: So just saw you last week at just a small little show called Natural Products Expo West. Every time I came by the booth, there were hordes of people around. So, Maxine, how did the show go?
- Maxine Henderso...: Oh, it was so good. We got a lot of attention, [00:01:30] which was what we wanted to do. So, people were really excited to see something new and different, flavors of India in a beverage. We had a lot of conversations with retailers, buyers, investors. So, we're really excited about all these follow-up conversations that we're about to have.
- Justin Prochnow: Had you been to Expo West before?
- Maxine Henderso...: I have not. This is my first time exhibiting.
- Alan Henderson: First time.
- Maxine Henderso...: We went to Expo East end of 2023, so this was our first time at West. So, it was really [00:02:00] great.
- Justin Prochnow: Quite a difference. Expo East was like a little tiny, small show compared to Expo West. Did you get a chance to walk around yourself at all besides being at the booth the whole time?
- Maxine Henderso...: Bollygood's booth was pretty busy, so we didn't really get much time. But when Alan came and helped out a little bit, I did sneak away just to meet a couple of founders, just to put the face the name. Actually, I had some buyer meetings, so I did go away for that. But circling, I didn't do as [00:02:30] much, but I did a little bit, which it was really fun and great to see all the brands and all the new

brands coming and all the founders that I met through Instagram. It was really fun.

Justin Prochnow: It is really changed. Maybe just stating how old I am, but I mean, I've been going there for 20+ years. When I first went there, they were still doing the Big West basketball tournament in the arena right there across from the North Hall where you were.

Alan Henderson: Really?

Justin Prochnow: So [00:03:00] they would have games going on, which was great back in the day to catch it. Now, I mean, they play it over where The Mighty Ducks play in the Anaheim Center, the Honda Center, and they've got booths and exhibits in the arena there. But yeah, back in the day, they used to be playing basketball games, which was fun to just take a break and go watch a game.

Maxine Henderso...: That's fun.

Justin Prochnow: Here we're right about March Madness. We won't go into too much detail. Alan, I know you went to the [00:03:30] game this morning that did not come out probably the way you were hoping.

Alan Henderson: It didn't come out the way we wanted to. So, IU was playing Oregon here in Indianapolis, so it was hard to pass up a chance to see them when they're that close to home. So, we went down with my oldest and we had a good time at the game. They played hard. It was a close game. We just couldn't quite get over the hump there in that second half, but Oregon actually [00:04:00] played a good team. They had some good players and they've had a solid season too. So, hopefully, the loss doesn't hurt us too much and we can still slip into the NCAA tournament.

Justin Prochnow: Well, I'm burying the lead here because I'm sure many people listening know, but for those who don't, Alan was a very accomplished college basketball and professional basketball player. I know back in the day, I was in law school when you were in the final four in '92 [00:04:30] against the Evil Empire, Duke Blue Devils. I've always been a huge college basketball fan. My sister went to Duke. I've always been a huge North Carolina Tar Heel fan. So, we've had an ongoing rivalry in terms of whenever those games are on, which didn't go so well for North Carolina this year.

Alan Henderson: Yeah, they were on one of those lists my son pulled [00:05:00] up today that said, I think, last four in. [inaudible 00:05:03] was on there next to us.

Justin Prochnow: I think it'll depend on how they do in the tournament. I know it's just halftime just now against Wake Forest and we'll see how that game goes, but I think they need to win a couple in the tournament to get in. So, we'll see. The big news, I don't know if you saw and I know you feel terrible every time you hear

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- something bad about Duke, but that Cooper Flagg is hurt and won't play the rest of the ACC.
- Maxine Henderso...: Oh no.
- Alan Henderson: I didn't know that.
- Maxine Henderso...: [00:05:30] That's awful.
- Justin Prochnow: Obviously, we never like to see people-
- Alan Henderson: Want to see everybody at their best, especially tournament times to see some good games, and he's played very well.
- Justin Prochnow: How is it going to the games now? Obviously, we're all a little removed from back in the day, but 30 years from when you were playing in it, how is it going to the games as opposed to having played in them?
- Alan Henderson: I think it's definitely more fun to play, [00:06:00] but I enjoy going and just rooting for the guys because you know what they're going through. You know they're out there working as hard as they can and trying to get the win, even though you don't get it all the time, but I can relate to what they're going through. It's nice to get out there with the other fans and everybody just cheering them on. So, just try to be just as positive as I can and just hope we get the wins and just enjoy being in the atmosphere. It's always fun to be in the gym.
- Justin Prochnow: [00:06:30] Right. Well, one of the first round sectors is in Denver this year. So, I'm looking forward to going to some of the games. It's always fun to see who ends up actually showing up in that region. Truthfully, whatever teams are, I just enjoy going and seeing the games because they always end up being fun.
- Alan Henderson: The fun time of year.
- Justin Prochnow: Well, one of the reasons I wanted you on, obviously, we've been working with you on a couple of different [00:07:00] projects over a number of years and things progressed, but I mean, you guys are an amazing entrepreneur, a couple both having projects working on together and separately. So, I wanted to talk to you a little bit about that today. You both obviously were accomplished in other areas before deciding to go into the entrepreneur side of things. So, how did you decide that the food and beverage industry and specifically [00:07:30] beverages was the next foray or entry that you wanted to do? Maxine, how did Bollygood and doing a beverage come about?
- Maxine Henderso...: Yeah, so I got my electrical engineering degree from my hometown of London, Ontario, Canada, from the University of Western Ontario. So, after graduating, I started my career at Motorola in Georgia and that's where I met Alan.

[00:08:00] I worked in corporate America for about seven years on the technical side. Then toward the end of that chapter, I found myself drawn to the business side. So, after getting married and traveling, starting a family, I really embraced my role of being a stay-at-home mom for 10 years.

They were just my priority at the time, and the idea of becoming an entrepreneur wasn't something I initially [00:08:30] considered. Because especially in my Indian culture, they emphasize traditional careers like medicine, engineering, or law. However, after meeting Alan, he actually inspired me to explore my entrepreneurial side. You'll hear from him soon, but he's had several businesses that he launched before Henderson Spirits Group. So, ultimately, he just influenced me and led me down the [00:09:00] unexpected path of this journey, but ended up being in food and beverage. Yeah, yeah, go ahead.

Justin Prochnow: I was going to say, Alan, I mean, obviously again, I'm a big sports fan, so I'm very familiar with your basketball and your career. I know that initially right after school, you got into med school and then this little thing called the NBA got in the way, I guess, for another 12 years. [00:09:30] I suppose you looked at it after finishing the NBA and deciding, what am I going to do next? Am I going to just watch TV and hang out, or am I going to do some other projects? You strike me as the type of person who's not happy just sitting at home and hanging out?

Alan Henderson: Yeah, unfortunately, my mind is always racing. So, no, I had different things going on even while I was playing. We had a recording studio [00:10:00] in Atlanta, a music label. We did some Smoothie King, medical supply company. I always had my hands in something, but Spirits was actually not something I really saw on the horizon really to tell you the truth. I had some classmates probably about 12, 15 years ago that came to me with a liquor they were starting, and that was really my first exposure to the spirits business. They were saying, "Hey, we're going to start this liquor. This is what [00:10:30] the business looks like. This is how we're going to do it. This is where we're getting our liquid. We're doing this. This is how we think it can work."

I looked at that investment and ultimately ended up not investing with them. But I got a little curious just about the industry, and at the same time, there were a lot of... I think it's like when the moonshine show was coming on, where they're following the guys with the moonshine. They were allegedly doing it illegally and then they started the legal moonshine business. It was just interesting watching those stories [00:11:00] and seeing those stories. I'm like, "Okay, a lot of these stories sound a little bit similar. Okay, all right." Grandfather's recipe from the Appalachians and something, repeat the same thing. So, I said, "Man, there's got to be some different stories out there."

So I just thought if I found some stories that told a different side of the spirits industry about African-Americans in their place in spirits history, I said, "If I can find those right stories, I'll sit out to make some just fantastic products [00:11:30] and try to bring those brands to market." That's really what it was. It

was just seeing the same old stories being told, feeling like there was space for more types of stories, more types of labels with different people that look differently than what was currently on all the labels and just thought I could go for it. So, I remember I told Maxine, I'm not sure exactly what she thought, but I started [00:12:00] buying some barrels of bourbon and I said, "Well, if all goes bad, I guess I could always sell the bourbon back." So that's how I got into it, and I've enjoyed.

Justin Prochnow: Well, going back, Maxine, to Bollygood, I know I started talking with you guys a while ago. I mean probably eight, nine years ago is when the first discussions. I think truthfully I had met Alan at one of the BevNETs I was [00:12:30] working with some people I had worked with, and that was when you first started. Here we are eight years later where it's really starting, it seems like, to kick off. Talk a little bit about how that first started and how that's morphed to now. I mean, I know it's not just a smooth walk down the sidewalk. There's lots of turns and twists whenever you're bringing a new product to market. Tell [00:13:00] us a little bit about how Bollygood started and how you've been getting to here.

Maxine Henderso...: So I'll just share my story. So, I am from Canada and my parents immigrated from Kerala, India in the '60s. So, growing up, spent most of our summers, my childhood summers in India, just surrounded by a lot of family food and of course great drinks. Nimbu pani was something that I fell in love with. Bollygood is based on a nimbu pani, which translates to lemon water. [00:13:30] It's also known as Indian lemonade. It's a drink known for centuries in India. It's made from a blend of lemon or lime juice, herbs and spices like basil, cumin, turmeric plus sugar and water. But it's also my grandmother and aunt's recipe that they passed down to me. They used to call us in on a hot summer day and they'd make it in front of us.

We'd get this refreshing, delicious drink, but the way they used to make it was with 40+ grams of sugar. So, I wanted to combine my east [00:14:00] and west cultures and bring a better for you version. Another nimbu pani has not been sparkling or in a can before. So, these are all different things that I did to create Bollygood and bring it to the beverage aisle. So, Bollygood is the first Indian inspired sparkling lemonade and limeade based on the nimbu pani, a drink known for centuries in India. My grandmother's and aunt's recipe, it's only 50 calories in the whole can, only seven grams added sugar [00:14:30] and non-GMO project verified. We are a certified minority and woman-owned company. We launched in October of 2021, like you said, but we trademarked it back in... I think it was 2017, maybe even longer.

Alan Henderson: I can't remember.

Maxine Henderso...: I can't remember. But we trademarked it, and from there, we launched our original two flavors. In September of 2023, I redesigned, [00:15:00] reformulated, added two new flavors, lowered the sugar by 50%, and got non-GMO project verified. So, I debuted all of this at Expo East. So, this is where

everyone saw my new packaging for the first time, and I got a lot of attention again there from Expo East. I won a pitch competition, so I'll be going to Fresh Time and some Meyer stores. So, we're really excited about all these new stores are coming in. There's more conversations coming too, so we'll see what happens. We're excited to move across the country to California.

Justin Prochnow: [00:15:30] I mean it all sounds very exciting. Obviously, there was five or six years in between there. So, what goes on in that five or six years? I think a lot of people look at it and go like, "Okay, you come up with an idea." Do you do it? We go to market in three months. Obviously, there was this little thing called COVID in between, but what were some of the things that came up that caused you to be [00:16:00] five or six years before you really started getting the launch and the products out there?

Maxine Henderso...: Okay, I'll continue on. So, for me, we have different stories during COVID. So, before COVID, we had this idea, but at the time, we had four young children. So, I was focused on that and being the mom for those young kids. So, what happened was [00:16:30] so during the pandemic, we found that ourselves making the nimbu pani at home. So, we made it more, we were finding it, we were testing it, adding different flavors and different amounts of things to get that sugar concentration the way we wanted it to bring it to market. So, one day, we were binge-watching Shark Tank and Alan was looking at me like, "Maxine, you need to share this with everyone. This is something different and no one's had it before. [00:17:00] You really need to can it and bring it to market."

So the next thing I did was I looked at him and was like, "What do you even mean by canning?" I didn't even know what he was talking about. As Alan says, he has a lot of ideas and he's always thinking about a lot of things, but this is one of the things we talked about. So, when my youngest was nine, with a lot of encouragement and support, I took the leap and in the fall of [00:17:30] 2021, that's when we launched. So, it was really after COVID is when I decided I was going to propel that forward. So, Alan's story is a little different.

Alan Henderson: There are a lot of iterations in between that you decided you were going to go and you got the formulator and they were trying to match a recipe. Yeah, you're right, it took a lot of time, and then your packaging. I guess it seems like it takes longer than [00:18:00] you think it would in your head. They seemed like little steps, but they all have to be taken and it took a long time to pull it all together.

Maxine Henderso...: With the formulator, they give you a certain amount of iterations to do. I think it was like five or something like that. I think I went to plus 20 and I was like, "Oh, we need to keep going." I think that's part of my background, that process driven thought process. I want it to be perfect and I know it can get there. I know what it can be, and I just wasn't settling. So, I [00:18:30] think really pushing them to create it the way it should be true to a nimbu pani. I think that's what really helped us with our taste and our testing.

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Justin Prochnow: Well, I mean it's one thing if you're doing an iced tea like everyone else on the market or a sparkling water. When you have a product that is a unique one, it's going to take a little longer. Especially when you're adding your own special touches to it, the carbonation, [00:19:00] some of the other things, I can imagine it's not something you just trot out and do right away. As you said, when you have 20+ iterations, it's going to take a little time.

Maxine Henderso...: It is.

Justin Prochnow: Alan, for you, when we talk about the Henderson spirits and the bourbon and the gin, it seems like everyone was drinking during COVID, so it was a good time to have... I think I probably reviewed [00:19:30] 50 hard seltzers that were launched on the market during COVID because once everyone was drinking White Claw and all the different ones, everyone and their mother was putting those out. Certainly, there was a lot of people making products. But tell us a little bit about the effect of COVID and how you got to where you are now with some of the spirit products you have.

Alan Henderson: Yeah, well, [00:20:00] so for me, like I said earlier, I was really trying to find just some amazing stories of African-Americans doing things in spirits history. So, just a lot of researching and Googling. I found a couple stories that really spoke to me. One, the first one I found was Birdie Brown, who was an African-American woman who homesteaded out in Montana in the early 1900s. She grew her own grains and stood her own liquor and was selling out of her own parlor during Prohibition. When I read about that, I was like, "Oh, man, that's an [00:20:30] amazing story. I think I can build a brand around a story like that." Because there was just so much about it that inspired me, just that she went out there and homesteaded by herself that I didn't even realize that African-Americans were homesteading like that.

We weren't taught that growing up or we didn't see that in the movies. They didn't look like us. So, the whole thing was just surprising to me and just inspiring. So, that was the first story I found. With that one there, the [00:21:00] process was man, let me see how I can try to figure out to make something true to what she would've made. So, it was a lot of research into what she was making, what she was growing, and then trying to find somebody that would work with me to come up with a [inaudible 00:21:12]. What we used was wheat, oat, and barley, and try to make something that's going to be really nice unaged and then also tastes great after we age it for three or four years as well.

So, that was a tough process, just finding someone that would work [00:21:30] with you that I didn't have to commit to 10,000 cases per year or something. Just crazy, man. I'm like, "Hey, I don't even have any customers. I can't commit to that." So I found somebody to work with on that. So, that was part of the process there. Just those iterations and all that, that was all prior to COVID where all that was going on, getting all that set, making sure we had the IP locked up and just getting all that done, [00:22:00] design the label and all that.

So, we were able to launch... It's funny, I was just looking back. We got our first order from distributors like January of 2020 and I think it was for a delivery date like March or late February or something like that.

So, our distributor RNDC here in Indiana actually got it right before everything was shutting down. So, we had planned to do a lot of tastings and a lot of different things. So, for us not being an established brand, that [00:22:30] was pretty difficult that we couldn't get in there and let people taste it and really tell our story. It wasn't ideal. Fortunately, for us though, we did have some coverage we're using online. We could do some shipping online. So, it helped us be able to get out there and at least get some sales and get going a little bit. On my other brand, Tom Bullock's, where was I with Tom Bullock's during COVID? That's what I originally had started buying some bourbon for. [00:23:00] I started buying bourbon back in 2015, so I think my oldest barrels are about to turn 10 here next month.

So, I had that and I wasn't quite sure what I was going to do with it. I set out reading Tom Bullock's book. So, Tom Bullock was the first African-American to get a cocktail book published back in 1917. It's called The Ideal Bartender and the book's in the public domain now. I guess people are really into craft cocktails and mixologist. Some people know about it. So, I looked through that book and just really was trying to be inspired by what inspired Tom, [00:23:30] what ingredients he used a lot, what combinations he used and went down just this rabbit hole of setting a spreadsheet up. How much do you use this ingredient, what do you use it with, how many times you use this combination, just all that stuff?

I finally came out with a couple of things out of that, which was our Old Tom Gin with Sweet Lime and then also what's our number one seller right now, our Burnt Orange Bourbon, which was based on a recipe where Tom roasted some oranges over the fire and marinated [00:24:00] in the whiskey overnight and real complicated process to it. So, that's inspiration for it. We came out with those products. So, we launched the Birdie Brown, what we call Plain Hooch in spring of 2020. We launched in the fall of 2021. We came back and launched Tom Bullock's line. Yeah, it was a lot of the same, a lot of experimenting. Actually, we found a distillery, Tim's Distillery over in London that makes our gin, a custom recipe for us.

Then it was just a lot of experimenting here domestically, trying to [00:24:30] figure out how to replicate that burnt orange and really make sure we're doing something different than a lot of flavored whiskeys or bourbons where just maybe it touches the barrel for a second and they hit it with some caramel color and whatever else they put into it and that's that. We really wanted it to be special. So, we do use a four-year bourbon where we just kiss with some burnt orange and bottle that thing in barge town. So, just a lot of thought went into that. Our labels, I guess during that Covid time, we were [00:25:00] working on

our labels there in 2020, making sure we had all that together. The IP of course was always that.

Yeah, so it was just putting all that together and figuring out how to find a distributor in our business and bottlers. There's a lot of similarities. Somebody's got to make it, somebody's got to put it in the container to sell. We need somebody to distribute it. For her at least, she could sell directly [00:25:30] online, so we have to go through a third party. So, all that was going on through COVID. So, I hadn't really thought about it until you asked that question. But yeah, there was a lot of progress made and we got that out there fall of 2021. Then our last product that we launched was in 2023. We got our Straight Wheat Whisky to the market, which was that same liquor that we've been aging that whole time. So, now we have two brands, four products, and just trying [00:26:00] to keep growing.

Justin Prochnow: Some of the Burnt Orange Bourbon I think is on the way to my office. I ordered it the other day.

Maxine Henderso...: Awesome.

Alan Henderson: I appreciate it. Thank you.

Justin Prochnow: There may be a few bottles of bourbon around our house. I've talked with some other people that have gotten into this as second careers. Terrell Davis was a client. We worked with him [00:26:30] on a CBD product called Defy and he said he enjoyed doing it because you can't replicate the feeling of playing on the football field or playing basketball, but he at least felt like it got his competitive juices going out there. I mean, he was definitely out there trying to be the number one water seller and some of those same type of things. Both of you, obviously [00:27:00] Maxine having worked engineer for a number of years, Alan as a basketball player, how do you like this different type of career? I mean, do you find it similar, way different? Let me ask you this first. What have you enjoyed the most about being an entrepreneur with a new product?

Alan Henderson: You want to take this part?

Maxine Henderso...: Yeah, I mean there's nothing like creating a brand from scratch [00:27:30] and then from prototype and then bringing it to market. So, that's definitely an amazing feeling for sure. I do love being my own boss, I have to say. I worked with corporate America under someone else, so that's awesome. I can make the decisions. So, I'm very decisive and I know what I want. I have a very clear vision of what I'm looking for, who my team is or the culture around my brand. So, I'm very clear about all those things. [00:28:00] Then I'm a mom, and so I want that flexibility that I can have control over my time and do the things that I love to watch my kids play sports or give them time with their homework or anything like that. So, yeah, that's where I am.

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- Alan Henderson: For me, I also enjoy having my own schedule, but no, it's not that same thing like sports. Well, especially for professional sports, the good thing is that you know when the money's [00:28:30] coming in and what the money's coming in. It's a guaranteed paycheck. You know when payday is.
- Maxine Henderso...: That's funny.
- Alan Henderson: Here you got to go out there and you got to earn it. I mean, earn it in a different way. You got to go get customer by customer, account by account and figure out how to build your business in just a profitable way. So, it's on you. It's all on you to figure it out. So, I think that's one of the different things. But I think the fun part, like Maxine said, is being in charge of the process of creating it and getting to see other people enjoy it and know, okay, they're [00:29:00] getting my story. What I wanted to happen is happening. Now it's just a matter of, okay, how can I figure out how to tell this story on a wider scale and then how can I continue to duplicate that and market after market? So that's the challenging part. I enjoy telling the story.
- The challenging part has been just figuring out, okay, for Maxine also, how do we share this so that everyone knows about it? For me, I think, [00:29:30] sometime soon we'll probably announce. I did get some spirits. I got some investment from a spirits venture firm and hoping to do exactly that, really dial in on, "How do we best tell our story? Where do we tell it the best? Can we really figure out how to blow up markets and then repeat?" So I'm looking forward to working with that firm and just trying to establish that and try to soak up some of their expertise. I came to this with [00:30:00] no previous spirits company experience, so I'm looking forward to having some different people to work with and also be hiring my first executive hire, looking for someone with experience in spirits that has scaled a brand before. So, I'm looking forward to all that and what's to come here.
- Justin Prochnow: I think that's one of the toughest things. I've obviously worked with a lot of companies in the beverage industry in particular, and I [00:30:30] have found it's sometimes difficult for entrepreneurs to who have brought this product to market. It's their baby. It's their not their baby is because all of us know it's not like having kids. It's like dog owners who talked about, "Oh, this is my baby." If you haven't had kids, then you don't. But obviously, it's yours and it's difficult for entrepreneurs to let go of some of that, to have someone else come in who has [00:31:00] the expertise of getting it to the next level. Because unless you've been in the industry, you don't know some of those things that other people who have done it for a long time. So, it's that give and take between wanting to be in charge and really do it, but also knowing that you don't know everything and having-
- Alan Henderson: Yeah, but I think that's where to touch back, you brought into our previous careers and just our background. I think the sports thing, just having [00:31:30] been a part of teams before and having played different roles on team.

Sometimes you're the star, sometimes you're coming off the bench, sometimes you're a starter, sometimes the team needs you to do this or that. It's different things and different roles all with the same goal for the team to win. So, I think that mentality is going to make that easier for me. I believe in what we're doing, and I want someone to help these brands win and help them [00:32:00] grow. I don't have to by any means do it all myself. I want to learn from whoever comes in.

I want them to run and do what he or she does well and just put the brands in a better position because to me, it's about being able to tell these stories, get these award-winning... I mean, we win medals and awards all the times and 95 scores and 91s and just all accolades. So, I need to get it out there. It's not about me taking credit for it. If [00:32:30] we win, if Tom Bullock's is successful and Birdy Brown is successful, then we're all successful. So, for me, I don't think I'm going to have any problem with that. I'm actually looking forward to it.

Maxine Henderso...: Just to piggyback off, same thing. I played sports in high school, and so I know I'm coachable. I know that I'm looking for that right person, that right hire. I am fundraising now too. So, that smart money, that person who has experience in the beverage [00:33:00] space that knows where this can go and believe in our brand and that potential of what we can make this.

Justin Prochnow: Well, you've guys been very gracious with your time today. As we wrap up here, I guess one of the questions I like to ask people is knowing now what you've known over the last six, seven years, is there one particular thing or maybe a couple, but something you would've done differently from the start? It's that old would you go back in time and tell yourself in [00:33:30] high school to whatever, don't date that person or whatever else, but knowing what you know now, is there something you would've done differently from the start that might've made things easier as you're moving forward?

Alan Henderson: Maybe I would've tried to find early on or as I'm starting, I might've tried to find a co-founder that had some experience in the industry, instead of trying to get that right now. I think maybe [00:34:00] that could avoided a few mistakes along the way, which are learning parts, which you don't want to be too expensive to learn. So, I would say that, and then probably also started fundraising earlier and started making some of those relationships and just started to get on the radar of people, especially the people with the spirits funds that had that specific background. [00:34:30] I'd say probably those two things, probably co-founder and probably fundraising earlier because some of our products are aged.

So, it's costly. You're buying it, you're buying barrels, and you're just putting it there. You're just sitting there and you can't even touch it for three, four years. It's like, "Oh, man, you got to keep doing it over and over." As you grow, you want to put more and more away. So, it's just expensive. We have four kids and we can't put it all into the businesses. So, we want to share the risk and share

the reward with someone else. [00:35:00] So, I'd say those are probably a couple of things that I would've done, that I would've done differently.

Maxine Henderso...: I like those. I would take those two, but I can also add the work-life balance. I didn't realize how much time, like you said, you say it's your baby. It consumes all my thoughts almost. So, really just maintaining that work-life balance. Like Alan said, we have four kids. They have activities. So, from 4:00 to 9:30, it's their time, picking at basketball practices, [00:35:30] volleyball. So, just try not to get back on my computer late at night just to avoid that burnout. So, those are the things I'm trying to manage better just to avoid those emotional up and down roller coasters and just have that balance.

Alan Henderson: Yeah, because it is up and down. You get a great call and be like, "Oh, man, we got these 10 stores. We're doing this." Someone else is telling you, "Oh, by the way, we're bumping you for a major brand in these 12 stores." Oh man, seriously. So, it's like one thing [00:36:00] up and down. But as long as you can still be creeping up, there's a thing you got to keep in mind. But it has highs and lows and it's not for the faint of heart. That's for sure.

Justin Prochnow: I like that. It's not for the faint of heart. Obviously, amazing press from Expo West. I saw a Forbes article where you guys were highlighted, which was exciting.

Maxine Henderso...: So exciting. Yeah.

Justin Prochnow: And while this is all going on, are you still constantly looking [00:36:30] at additional flavors? Alan, for Bullock's, you've got the Burnt Orange Bourbon, you've got the Old Tom Gin. Are you looking at other sorts of spirits or other people besides Tom Bullock and Birdy Brown? As you move forward, is that part of the process that you're constantly looking to add or make new change?

Alan Henderson: Yeah, there's always something I'm thinking about, [00:37:00] work with your firm for the IP also. So, they're always throwing in my idea for something like, "How about this name or how about this? Can we do that?" So now I do have some ideas, but I really am going to try to figure out this formula to best tell the story and how to do it and repeat that a little bit before we add on another one. But I do have some more ideas in mind, but it's probably going to be probably another year or so before anything like that get started [00:37:30] developing.

Justin Prochnow: Well, I know my colleague Amy Kramer, who does a lot of the trademarks, is always, "Oh, look at this one." She's always very excited when she-

Alan Henderson: Yeah, she's been good to work with. Yeah, we got a lot of ideas. We keep it all growing.

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Justin Prochnow: Well, thank you so much today. It was great to talk with you. Again, great story about a husband-wife entrepreneur. My wife, who's a lawyer, also recently joined Greenberg.

Maxine Henderso...: [00:38:00] Oh, that's so exciting.

Justin Prochnow: That in the family here, Stacy Carpenter has joined us.

Maxine Henderso...: Oh wow. Congratulations.

Justin Prochnow: She's my colleague. She's a lovely person, but you hope you never have to meet because she's a litigator, which means some action going on. So, we've got her in the bullpen in case we need her, but we hope we just continue to have good things happen.

Alan Henderson: [00:38:30] Absolutely.

Justin Prochnow: Well, thank you very much. Thanks to everyone for listening today. If you enjoyed it, please say so on the platform. If you didn't, as my mom used to say, if you don't have something nice to say, don't say anything at all.

Alan Henderson: Keep an eye for us at bollygood.com.

Maxine Henderso...: [gobollygood](http://gobollygood.com) on Instagram and TikTok.

Alan Henderson: Yeah, tombullocks.com and birdybrown.com.

Justin Prochnow: Couldn't have said it better myself. Thanks, Alan. Thanks, Maxie.

Maxine Henderso...: Thanks.

Alan Henderson: Thanks for having us. Appreciate it.

Maxine Henderso...: Bye.