

# Disrupt Yourself Podcast

## EPISODE 186: KARA GOLDIN

Welcome to the Disrupt Yourself Podcast where we discuss strategies, and advice for how to climb the S Curve of Learning™ in your professional, and personal life. Disrupting who you are now to slingshot into who you want to be.

I'm your host Whitney Johnson and we welcome back to our show Kara Goldin.

Kara started her career in sales at Time Magazine and CNN. She moved to AOL, where she served as the VP for E-Commerce and Shopping. In 2005, she founded Hint, Inc. At the time unsweetened flavored water wasn't a thing. But that's what disruption looks like—you play where no one else is playing until everyone else wants to play there. Today Hint water is the number one flavored water in the U.S., generating more than \$150 million in revenue / year.

Kara has been widely recognized as a leading entrepreneur, being named one of Fast Company's Most Creative People in Business; Fortune Magazine's Most Powerful Women Entrepreneurs, was selected as the EY Entrepreneur of the Year for Northern California. AND she has a new book titled *Undaunted: Overcoming Doubts and Doubters*.

**Whitney Johnson:** Welcome Kara, thank you for joining us again.

**Kara Goldin:** Thanks for having me. So excited to be here again.

**Whitney Johnson:** Kara, you call yourself an accidental entrepreneur. Tell us more.

**Kara Goldin:** I do. Well, you know, I think just taking everybody back a little bit, I did not come from the industry that I am currently working in.

So I'm the founder and CEO of Hint Water. But I really not only didn't come from the beverage industry, but also had never been an entrepreneur before, nor did I actually dream of being an entrepreneur. So I call myself really an accidental entrepreneur because I, really did it out of my own interests to find a path to health. And founding a company was never really my goal. I didn't go to business school thinking, "OK, one day I'm going to go and found

my own company.” But when I was actually in my mid 30s, I developed Hint. And I feel like the boost that I needed came in, the early 2000s when I discovered that I had a huge habit with my diet soda and I was just drinking diet soda constantly. I aspired to be a water drinker, but never was. And when I figured out how to drink water by just throwing fruit in the water, I got a lot healthier. I had lost the baby weight finally that I had gained over the course of having a bunch of kids. And I'd also developed terrible adult acne and energy levels were low. So, you know, that was the thing that I really realized is that I needed to start paying more attention to what I was putting into my body. So just by finding this problem in my life and really letting my passion and commitment to making a great product be my guide, I stayed focused and really figured out what mattered most about the product to the taste, but also that I was helping myself, my family, and ultimately could help other people, too.

**Whitney Johnson:** So you were in your mid 30s. You've had four children now. You're drinking Diet Coke, drinking eight, 12 cans of Diet Coke a day and you think

**Kara Goldin:** Crazy, right?

**Whitney Johnson:** “I got to stop this.” You start drinking water and are bored out of your mind with water. So you just start putting in fresh fruit and that makes the difference for you.

**Kara Goldin:** Yeah.

I think I cared more about what I was putting into my car than I did my own body. I was like on autopilot every single day. But there was also these words that were out there then and still are today around the word, or really around health, like diet and there's low fat and, you know, even the word water. A lot of these water products actually have sweeteners in them, some even have sugar in them or diet sweeteners in them. And so for me, it was really kind of starting just to pay attention

**Whitney Johnson:** Hmm. And I remember you lost like 20 pounds in two weeks when you changed what you were drinking.

**Kara Goldin:** Yeah. Twenty four pounds and two and a half weeks. And I never really thought that it was going to happen that fast. Frankly, that was the other thing that was so crazy. It was you know, I just did this as a test to just see if it would, you know, help me in some way. But I had no ideas that it would do what it did. And then ultimately in six months, I ended up losing over 50 pounds. But again, just to stress, it wasn't just weight. It was also, you know, the, that my skin issues and my energy levels. But that's when I really thought, “Gosh, if I can have this impact on myself and my family, then I could actually put this into the store, allow people to have access to health for less than a couple of bucks at most per serving.”

I've always said it doesn't matter how much money you have, your gender, where you live, it's health is something that is so important to people. And when you don't have it, it really doesn't matter how much money you have, what your job is. Right? All, all of these issues. And so today, I think like one simple step to really help people to attain health is actually enjoying water. And, and it never dawned on me what I was ultimately doing to my system.

**Whitney Johnson:** Mm hmm. So you have this water, you start putting some fresh fruit in the water and then when does that ah-ha come and what do you do next?

**Kara Goldin:** I decided that I was going to go and take this venture on. I never really even thought it was a company, though. I had worked for large companies, AOL, CNN, Time. And so when I came up with this idea, I had three flavors that I was, trying to get into my local store that just opened up, that I was obsessed with, Whole Foods, that had just opened in San Francisco.

And I loved it and had food, just looked better in these stores and, and tasted better to me. And so I thought, “Gosh, I wonder if I could get a product on the shelf at Whole Foods?” I'm not sure what has happened since they were acquired by Amazon, but they used to have this program where if you were a local producer, they had a certain percentage of their shelf space that they would save for local companies. And so I found that out just by talking to

the people in the store. And so that was the program that I got into. I just found out I was pregnant, actually, with my fourth child when I had already written the business plan and committed to myself that I was going to launch this company. So that was kind of my timeline. Little did I know that, most people it takes a few years. My timeline was based on when I was going to have my fourth child because I thought I'm going to be quite busy having four kids under the age of six. So it's going to be like six months from now. I'm going to get it on the shelf. And so that's what I did. And I, actually another story in the book, is I delivered the product the morning I was having a planned C-section.

**Whitney Johnson:** So you gave birth to a baby and a business on the same day. So

**Kara Goldin:** I did. I did. It's really easy to remember both of their birthdays for that reason.

So because I always, I always say, if I don't remember one, I remember the other.

**Whitney Johnson:** So what's the date? Just so we know...

**Kara Goldin:** May 27th, 2005.

**Whitney Johnson:** Love it.

Let's wind the time machine back a little bit. And there is a terrific story Your moxie is just so delightful. You're straight out of college and you get this job at Time Inc. Tell us the story of how this all happened. In part because it's just fun, but also because our listeners might be thinking, "Well, I don't know if I can get the job that I want." Well, you need to listen to the story because you just need to listen. So what's the story, Kara?

**Kara Goldin:** It's a pretty good one. It's always more fun, I think, to look at stories in the rearview mirror. Right? Because I didn't really understand, you know, how good it would be, obviously, when I was venturing out initially. But basically, I was graduating from school in Arizona and I wanted a job at Fortune magazine. I was a minor in finance and I really thought like that was a place that I wanted to work at. And I was a journalism major with a minor in finance.

And so Fortune really spoke to me. And when I sent a few letters into Fortune and a bunch of other companies, the then managing editor, Marshall Loeb, wrote me back and said, "You know, if you're ever in the New York area, we would love to say hello" or something. I wish I still had the letter, but it was it was, trust me, on this one, it was something to the effect of like, you know, if you're ever in the area, which I know you'll never be, you can definitely let us know.

And so I saved that letter and I ended up planning a trip. I marched into the Time Inc. Building, which is where Fortune magazine was and went up to the H.R. department and I said, I have this letter from Marshall Loeb and I would love to have an interview. And this poor receptionist, I'll never forget the look on her face. She had no idea what to do with me because she was like, "Wait, she does have a letter. It's on letterhead that says Fortune magazine and it says Marshall Loeb and it's signed at the bottom." But she didn't know what to do with me. So she called her manager, who also didn't know what to do with me. They finally called the head of H.R. who didn't know what to do with me. And finally I said, "Well, I actually flew here all the way from Arizona because Marshall Loeb had written me this letter. And it would be really terrific if he doesn't have an opportunity. Is there another opportunity in the building?" And she happened to know of another person at Time magazine who was hiring. Nothing special. You know, it was an executive assistant role.

But she said if you're willing to, interview with her, at least there's something for you to, not be a total waste of time. And I said, "I would love to." And so I interviewed and got along very well with this woman, Brooke McMurry, and she offered me a job.

The moral of the story there is that, you know, everybody sat there and asked me, "Didn't you know that that's what the process was that you were supposed to like, not do what you did." And I said, "Maybe, but, why dot all the I's and cross all the T's when he invited me to actually come to New York and interview?" And sometimes I think that if you do things a little bit against the grain and not follow what everybody else is doing, you may find opportunities

that present themselves. And like I said, it wasn't a you know, it wasn't some I wasn't being hired to sort of run all of Time.

It was actually in circulation. And I now look back on my days in circulation, which is basically subscriptions and really understanding how the customer responds to things, and I look back fondly on that time because years later now when 55 percent of our overall business for Hint is direct to consumer and how do we speak to consumers, I look back and think often about what I learned in those first few years of my employment at, at Time as incredibly valuable. And it was all meant to be.

**Whitney Johnson:** Serendipity, for sure. For sure.

I have to just tell you, I am so amazed and I remember reading in your book that you're the youngest child, I think to myself, I'm an oldest child, and when I read that story, I'm like, "I would never do what Kara did." Some of it's being a youngest child, but it sounds like a lot of it's just you, you're just like you just stood there and you weren't going to leave. And so they're like, "what do we do?" And, and you got a job. It's just amazing. I think it's such a great story.

**Kara Goldin:** Yeah. people ask me that all the time, like, "How did you grow up? Did your parents encourage you to take risks?" I mean, it's interesting. My, my parents were older than most of my friends. Parents, like they were 40 when they had me. So back then that was like old, right? I mean, today it's much more common. And I had four brothers and sisters. My brothers were incredibly naughty. And so coming after them, I mean, all my parents said was, you know, they were tired.

Right? Like by the time I got to high school, they would just look at me and they'd say, "Kara, just don't do anything that embarrasses us," or, you know, "be safe," like it, and it was just, you know, they really got a kick out of the fact how independent I was. My parents would always say, you know, "Just try and try and do things and don't be afraid."

And, I was always, just pushing the limits a little much. But I also, smiled a lot and had great stories from it and, and learned a ton.

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**Whitney Johnson:** Just like Kara-- Undaunted is a mix of gumption and resolve--Filled with stories that help us understand this unexpected entrepreneur. In the book we learn that Kara's father was a business creator in his own right. She says,

"He worked for the Armour Food Company, which was later acquired by ConAgra, the big food conglomerate. He had dreamed of being an entrepreneur himself, but ended up taking the corporate job to support the family.

Inside of that corporation though, he invented a whole new line of frozen meals that was eventually marketed as the Healthy Choice brand.

It all started when Mom went to work and Dad had to get dinner for us kids. He experimented with frozen TV dinners, but he thought they were awful—tasteless and unhealthy—and figured other people must feel the same way.

Armour let him engage Julia Child, who was famous for her pioneering cooking show on TV, and he worked with her to develop the new line of frozen meals. The Healthy Choice line he created made millions for the company, but not for him."

Carl Jung said that the greatest influence on a child is the un-lived life of a parent. And in your book, you talked about your parents and their experiences. And I would love it if you would share just a little bit and how you think that their experience has influenced you and who you are.

**Kara Goldin:** I think in many ways, writing this book was a little bit of therapy, too, and sort of like in the sense of thinking back on so much stuff. I grew up in in Arizona and right on the border of Phoenix and Scottsdale. And when I was little, little, I was born in Minneapolis and my dad made this decision to move to Arizona because he didn't want to shovel snow anymore. He did not want to have five kids and shovel snow, so we moved to Arizona and my mom, she had been an art history major and loved art history. And, and basically when we moved down to Arizona, I think she kind of wanted to reinvent herself.

And so she decided to go back to work. She really hadn't been working since, basically, taking care of us- the five kids. So I look back and think how incredible it is that, I don't know, 45 years old now. She, she wanted to reinvent herself and figure out what she was passionate about and what she ultimately wanted to do. And that was getting into fashion and retail.

And my dad was super supportive. I mean, not only did he like that she was making a little bit of money, but also that she was really happy and she found what she wanted to do. And my dad, I call him kind of a frustrated entrepreneur because he was always tinkering and always coming up with ideas.

And he had founded a brand inside of a large company, initially within Armour Food Company, but which ultimately was acquired by ConAgra. But it was a brand called Healthy Choice. And so he would always like talk about creating this product and talk about, like, healthier and better for you food. It's interesting now because I think he was like the original storyteller for products. I had a company who was doing some refresh on Healthy Choice, which is still alive today for ConAgra, wanting to talk to me about some of the early packaging because my dad had passed away ten years ago. He was always like talking about sourcing.

And all the stories around who caught the shrimp and he was like the original storyteller on food and talking about where it came from. He really got it much earlier than a lot of other people on how people really want to know, where it comes from and, and how people thought about doing it and all of these, pieces today that are so critical. So I think that definitely had an impact on me just in developing Hint, but I went into tech. I mean, I went into media and then went into tech before founding Hint. And my parents were still alive when I founded Hint.

And, you know, my I think my dad was so proud because none of his kids had gone into the food industry and here he was, you know, watching us. And but it's a very different thing. I think that that's another piece that I always share with entrepreneurs and in some ways kind of a competitive advantage for me as an entrepreneur in that I really understood the frustrations of building a brand within a large company because my dad had those frustrations and he would come home and, you know, talk typically to my mom.

But sometimes I'd overhear these frustrations. Back then, the thing to do was to go to a company right out of college and work your whole life there, right? Like that was ideal. Maybe you changed jobs once, but, he basically grew a company inside of a large company. He had the access of a large company in terms of the money, the slotting fees, you know, all those, you know, negotiated space within large retailers. But I think for me, it was really kind of a lesson in the difference between actually all the red tape didn't exist for a small company. We didn't have the access to capital maybe that he had inside of this large company. But we also didn't have the burden of, you know, so many layers to sort of get over when we wanted to develop a company.

**Whitney Johnson:** Yeah. It's just interesting to think about how your dad was very much an entrepreneur. And, and so back to this idea, my thought was un-lived life of a parent, is your dad, maybe in another generation would have been an entrepreneur and now you not only became an entrepreneur, but went into the food industry. And I think that's quite lovely.

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**Whitney Johnson:** As you know, we talk on our work about the S curve of Learning™ as a mental model for how you grow. You start at the bottom and you're trying to figure things out, like you had this idea, how am I going to get my water into the store? And you go into the Whole Foods, then you move into the sweet spot and you feel like you're in a groove, and then you get to the high end and you're like, "Oh, I think I've figured this out. I need to jump and do something new." And when I look at Hint the evolution of your business and when I look at you as an entrepreneur, my sense is, is that you are most definitely in the sweet spot. You have momentum, but the momentum continues to build. And I'm just wondering is there a moment where you saw this huge uptick in momentum for the business and there may have been several, but love it if you'd pick out one.

**Kara Goldin:** There's a few that really come to mind. I mean, obviously, getting it on the shelf at Whole Foods, that was sort of like a, you know, my initial dream. And then, of course, I'm very competitive. So I don't stop there. I keep going. But, then when I figured out and truly by accident, when I was actually I started Hint and I was still getting recruited for different tech roles because they knew that I had left AOL.

And, I built a pretty successful business there. So Google was actually recruiting me. And this guy, Omid Corde Sarney, who was also a friend of mine, was asking me to come and look at this role. And basically I said, "Listen, I've started this company. I kind of want to play it out and see exactly where it's going to go." And he had no idea what I was going to share with him, which was this bottle of Hint, cucumber Hint that I pulled out of my bag and I said, "This is the company that I've started." And he kind of chuckled and he said, "Listen, we just hired a chef to cook us meals at Google."

And, he said, "Maybe they actually will put Hint in as well." And kind of joking. Not really, you know, even knowing what he was proposing. And I ended up talking to the chef and they put Hint in just as a trial. And then Google became one of our largest accounts. They were bigger than Whole Foods within a week.

And I thought, "Wow, this is crazy. There's this whole new world out there that none of these, people that I've been worried about, the competitors in the beverage industry were focused on. So why don't I just put the gas on and really grow, inside of there? I'll still, sit over there in the grocery stores. But why don't I sit here and, you know, really build out this business?" And little did I know what I had stumbled upon, which is still a lesson. And, you know, I look at COVID, it's kind of the same lesson. Look at the areas where you're growing, right?

And actually figure out if you could put the gas on, on those areas because that will allow you a little bit of breathing room when you're trying to build up your distribution in grocery stores or you've got a pandemic in front of you and a large piece of your business goes away, right. What are those businesses that are really working for you and figure out a way to really throw the gas on? So I had no idea that I was like learning that lesson at that time. It's always easier to look in the rearview mirror and look back on those. But that lesson in distribution was, super, super key. And then ultimately, I'd say like the other big one is our direct to consumer business.

So here I had run the direct to consumer partnerships at AOL for seven years and never really thought like that was going to transfer over to this water company that I was starting. And then when we got an opportunity to go into Amazon, when Amazon Grocery started and we became one of the number one products in Amazon Grocery, I finally, after being partner with them for a year, recognized exactly what I knew from AOL Days, which was that Amazon and Jeff Bezos in particular had no reason to be giving us any data.

It was his data. And what I realized was that Amazon was no different than a store. And here I had been growing my business and getting sales in all of these different distribution points. But I really, wasn't having a relationship with the customer. And so that's when we decided let's start our own direct to consumer business on our drinkhint.com site. And that way, even if it doesn't grow as big as, you know, these other Target and Amazon and Whole Foods, et cetera, then, you know, we'll at least have some kind of relationship with the consumer that will be able to ask them about flavors, kind of use them as a focus group, as well as try new things, you know, along the way. And little did I know what we were embarking on there where, you know, today we're the largest ecommerce in the beverage industry. For sure.

And, when COVID hit, we had a database of over a million consumers. A one-on-one relationship with the consumer is critical and not only critical for your own sales, but also the minute that we started advertising and

showing consumers that were online that we were available on our site, they also go to Target and some of their stores and buy more products. So overall, the lift in our sales grew. We've almost tripled our online business and our overall sales almost doubled.

**Whitney Johnson:** This year?

**Kara Goldin:** Yeah.

**Whitney Johnson:** Wow.

**Kara Goldin:** I'll share with you writing a book and running a company that is in the process of a hockey stick for sure is, is definitely daunting to some. I'm remaining undaunted, the title of my book, but it, it is crazy. Crazy town over here.

**Whitney Johnson:** It's interesting hearing you say is, looking at the, the evolution of this. You had these direct-to-consumer relationships and opportunities early on in your career at AOL. Then you had this chance conversation with your friend at Google. They put your product in the Google cafeteria if you will, and you discover, "Oh, this is direct to consumer." I guess it was B2B, but still, in some respects it was direct-to-consumer. Then you discover with Amazon, you want the data, they won't give it to you. You're like, we've got to go direct consumer. And because you made that decision in a year when revenue is down for so many people, your revenue has doubled because you have the relationship with the consumer, maybe not revenue doubled. That product has doubled. Make sure I get that right.

**Kara Goldin:** Yeah, no, no revenue doubled. I mean, it's and tripled on our e-commerce. You know, it's interesting. At the beginning of COVID and March.

I mean, the, the business with Google, I mean, all these offices closed down. And so it's not in the cafeteria. It's actually they call micro kitchens. But it's not just tech companies, we're all over and all these offices. But that was a big deal. It was like 15 percent of our overall business went away overnight. And so, what I did as a leader, too, was sort of look at, "Okay, what's going on here." You know, "How long is this going to be going on?" Right? "How long are offices going to close?" And, and immediately I went into our direct-to-consumer business and thought, "OK, well, this business is continually growing. There's no reason why we can't ship directly to consumers homes. We have this database of consumers. Why don't we write to them and share, that we're in it together. We have fears too. And, I'm a parent of four kids. I'm also the founder of this company. Wow. It is nuts out there. And I see my shelves in my stores. My local stores are empty and we're trying to help the best we can.

But grocery stores are really challenged with this time, too. They've never seen consumers come in and pull things off the shelf as fast as they are and they can't stock them as fast." And so that was like the message that I sent to consumers. And, they not only bought, but they also acted as my kind of eyes and ears within markets telling me that there were certain stores that were out of stock so that I could try and figure out, "Do I send a truck in and bypass distributors in order to do this?" And so, again, I've had so many people ask me, like, "How did you know to do that?" And I think with every challenge along the way, including 2009 financial crisis and, all a little different, but some similarities in many ways. What I've learned is find the little nuggets that are working when, whenever you have a challenge and then figure out if you can actually put those into overdrive in some way, so that you have time to breathe. Right?

**Kara Goldin:** Yeah, that is the key thing

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**Whitney Johnson:** Kara just hit on something important. Challenges - or constraints - present a learning opportunity, developing us for future challenges. Like Kara's experience during the Great Recession. It prepared her for the challenges her company is facing today.

Again, quoting, from her book--

There was only one strategy that would get us through the downturn and give us a shot at a long-term future: we had to protect the value of the brand.

When we approached our investors, they said, “You’re crazy! Everybody else is hunkering down. But you want us to invest more money? Now?”

We held firm. “Everyone else is destroying their brands. If we cut costs and lay people off, we won’t be able to move fast when things turn around, which they will.

The investors didn’t agree to write a check that day, but in the end, they bought our analysis and agreed to a second round of funding. The catch? They wanted to dramatically reduce the valuation of the company, wiping out much of our friends and family investors’ ownership and effectively taking control of Hint.

We were in a terrible negotiating position, because we had no chance of surviving without a deal, but we couldn’t let our individual investors down. Nor did we want anyone else to step in and make important decisions for the company.

We solved the problem by agreeing that if we could maintain the same valuation of the company and retain control, my husband and I would guarantee it would work out well for them. And, if things ended badly, we would give them our shares, and they would still make a lot of money.

It was a huge bet. The financing allow us to weather the storm of the recession, but it also kept us under a cloud of personal risk.

For nearly a decade, we were literally at risk of personally losing all we owned if we didn’t achieve, perform, and grow.

You basically put everything on the line for this business, you and your husband.

**Kara Goldin:** Yeah, essentially. I mean, we were really, like, strapped at that point. And, you know, ultimately we believed, we had our doubts, but we believed in the product and of the company. And so I think that was really the key message that we sent them. And luckily it worked out. Figuring out what you can ultimately do and try, right? In order to kind of get to the next step is sometimes all you need for breathing room to actually, you know, take it a little bit further.

**Whitney Johnson:** Yeah. That one step forward, get the feedback and then adapt.

Two or three people without whom you could not have built this business and why? Why have they been instrumental?

**Kara Goldin:** I would I would absolutely say my, my chief operating officer and husband who went in, I wouldn't say kicking and screaming, but he came into this job primarily because I was writing large fifty thousand dollar checks off of our bank account in order to buy bottles. I think what he learned about what I was really envisioning, but couldn't really articulate was that, just by developing a company that had great tasting products, it was a bigger mission to ultimately change health.

And so I think so often when I look at, founders and kind of co-founders, people often say to me, “Gosh, how can you work with your husband?” And, I’m like, “Not everyone can.” But I think because we do have really different skill sets and, he joined me early while I was trying to get my dream off of the ground. I think, it, it's so nice to have somebody that really can finish sentences for you, you know, some days, right? And can really, like, trust you. And

also know that the two of you have the same mission, the company and your family. It actually works out super great. Yeah. I mean, I would say obviously we've, we've had great investors.

I mean, we've had, as I talk about in the book, we've had moments right. Where it's been challenging and we've had to educate, around why are you doing a direct-to-consumer business, for example. Now everybody's out of their mind because it's fifty five percent of our overall business, right?

I think everybody is pretty delighted with where we are at and what we have built as a company. And then, I'd say my family overall because I'm just so proud. I've now got three kids that are kind of teenagers. But in college at the, at the moment, I have one in high school and the one who was on the day that Hint was born, Justin, is, is in high school now. But I look at all the things that they've taught me and that I've taught them without actually sitting them down to actually be better people better, humans. And I think not only understanding things like preferred stock versus common stock and things like that, but also just that as a female founder and female CEO, that actually can be done and you can build a company while having kids. You can actually run a company as a female, right? Even though there aren't a ton of us.

**Whitney Johnson:** Mhmm. So your husband, your children, your parents and your investors have really been pivotal in this. Your book, it is delightful. It is interesting. It's full of stories that are inspiring and comedic all at the same time. How can people get a hold of your book?

**Kara Goldin:** We're going to have a special link on your site. But also [undauntedthebook.com](http://undauntedthebook.com). You can also go on Amazon, too. But yeah, definitely, check it out. I'm excited to hear that you really liked it a lot, Whitney. Very, very exciting. And yeah, it's, it's been a lot of fun to kind of get it out there. It was four years in the making and writing this book and it's, it's kind of like birthing another child in many ways.

To actually get the book and you know, the physical copy, it is really very similar to having a child or birthing a company where you've got this physical thing in your hand that you're caring for and you want people to really understand it and you're excited about it. And it's, come from a place of love and, and ultimately there for, for people to really be inspired that they can go and do it. And that is really, truly my hope.

**Whitney Johnson:** Kara, thank you so much for being with us today.

**Kara Goldin:** Thanks so much.

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Kara is a textbook. She is a golden disruptor. Beginning with her story of flying to New York, marching into the Time Inc. building and boldly requesting the interview she was offered. And then with Hint, talk about playing where no one else was playing. Unsweetened flavored water, it wasn't a thing. And in building this business, she has leveraged what she does uniquely well – direct-to-consumer experience—to find unique distribution channels for Hint. Finally, Kara's willingness to trust her vision—to make the bet. Of all the places most people struggle to play. It's here. It's here making that bet on ourselves. To disrupt who we are to slingshot into who we can be.

Near the end of her wonderful book she offers the following advice:

"If you want to live in a world where things are different—a world where women do run companies, where people have choices to make their lives healthier, where staid old industries are disrupted—you sometimes have to do things that others consider foolish, but that you think of as bold, life-changing, and valuable. You don't have to be super-special, rich, earn ten college degrees, or have front-row seats at the game.

You just have to learn to be undaunted.”

Thank you to Kara Goldin for being our guest.

Thank you to our team, Jennifer Brotherson, Sarah Duran, Whitney Jobe, Steve Ludwig, Melissa Ruddy and Nancy Wilson.

I'm Whitney Johnson and this is Disrupt Yourself.