

Transcript: bigQUEST Podcast | S1, Ep 14

Sean Womack on The Happiness Effect

Andy Murray: Yeah.

Ben Ortlip: Sean is the VP of marketing and innovation at a very interesting company. He's doing some very I'd say unexpected things. He's created opportunities in a space that most people might not think of opportunities, and you and Sean go way back. Tell us a little bit about Sean.

Andy Murray: Yeah, I met Sean probably 27 years ago in a greeting card business, and both in the creative department and recognized right away that the guy has special talent and gift. We ended up starting a company together, and have worked together on and off in different capacities for many years. I was out in the UK for the last four years as you know at Asda. He called me up one day and said he was coming over to London, because he was designing the brand. Happy Egg was doing some campaign development work for them, brand work. He came over. He stayed at our place and we walked stores. He was telling me about this cool brand when we looked at it and Happy Eggs the brand, which I love the brand, in the UK. It's a great, great brand.

Ben Ortlip: I'm always fascinated and here Sean had just this fall I think launched the refresh or a rebrand of Happy Egg. We're catching him at a really good time, and I'll be very interested to hear how some of that process evolved for him.

Andy Murray: Hey Sean, it's great to have you today man. It's good to see you.

Sean Womack: Hey, good to see you too Andy.

Andy Murray: Hey, we have been working through the whole process with bigQUEST as you know, and I was thinking about you the other day. I'm so glad you came to join us on this because who would think that eggs would be such a cool, cool brand idea? Until you and I had coffee that morning a couple weeks ago perhaps, it occurred to me that you're onto something pretty big with a really cool story that's happening. If there's anything that could resemble a Quest, it'd be what you're doing, but a lot of people may not know. Tell us about the story of what you're doing and why you're excited about it.

Sean Womack: Yeah, that's a good, good question. Back at the beginning of this year, in fact, it ended up just being the timing — I look back on all of this, and just feel like I was like a little chess piece getting moved around a board. I had gone and spent some time with a guy named Pete Richardson, might be a guy that you know Andy. I spent two days in his basement mapping out what *Was I going to do in life?* I had sold my company. I turned 50. Shelly and I had celebrated 25 years of being married, and I felt like I

was like entering this second half of my adult life and saying what am I going to do for the next 25 years? So I spent some real time with Pete.

We honed down — I told him, I said, "I need a purpose statement for my life," and we got to one. The thing that it was, was: *I like creating beautiful originals that may make people see, think, and feel differently.*

We worked through a whole set of core values, et cetera, and I came back and there was a buddy of mine that I knew that was looking, the CEO of Happy Egg, I knew he was looking for a head of marketing, and I called him. I said, "Hey, is this job still available?" He said, "Yes." We started talking and all of the values just lined up perfectly. I had known him, and he and I had done projects together for eight, 10, 12 years. What he was wanting to do sounded like a big challenge.

When I talked to him about "Look, this is what I want to be about," it just was so perfectly aligned. I started on March 9th, literally the week when COVID shut everything down. The idea that I would have been job hunting past that time, I felt very blessed that I had just said yes, that there was a job available and it came open.

We hit the ground running. We've been working on pivoting really a brand in a category that is a little bit tired, that hasn't changed much in 40 or 50 years and trying to really bring some consumer innovation and really some customer focus around the way it's messaged and marketed. We are having a blast with it.

We're bent and determined on becoming the number one egg brand in the US, which we feel like is wide open territory for us.

Andy Murray: Well, probably a lot of people don't know though I just came from four years in the UK, and Happy Egg is a staple item in the UK. Maybe that's because it started there perhaps, but...

Sean Womack: It did start there. Yes, our founder and the man that still owns the business, 70 years, he literally grew up on an egg farm in Cornwall and pioneered free-range egg farming in the UK. 60% of the egg market in the UK is free-range. He was the leading number-one brand there. Yeah, he was really a pioneer, sold out of the UK business and pardon the pun, put all his eggs in the US basket so to speak. They've been here since 2012. They've had one brand pivot, but this is the most significant one. Yes, we are on, as an organization, we're on a gigantic Quest and we have just a fantastic team, and we're having a blast.

Andy Murray: What some people may not know and when I went to the UK, I was shocked to find that eggs aren't refrigerated.

Sean Womack: Isn't that wild? Yeah.

Andy Murray: It's like I don't understand the technology. Why are chickens different?!

Sean Womack: They're not different over here. When chickens lay an egg, there's a protective coating around the egg. If you just clean, dust the egg off and put it in a case, then the protective coating will keep any of the potential salmonella that could possibly be on the inside of the egg from leaching through the membrane to the outer shell. Well, in the US, we wash our eggs. We get them, they get washed, they get graded and weighed and everything else. That coating gets washed off. You have to refrigerate them because if they sit at room temperature when they sweat, it actually some of that can come through, and it's just a health issue there. No, same chickens, lay the eggs the same way, everything else.

It's just, yeah, they're in the center of the shelf. It's very disconcerting to just see them with dry goods on the shelf.

Andy Murray: It was. When Mary sent me on an errand to go get groceries and eggs was on the list, I wandered around the store for an hour. I think looking at all the refrigerators saying, "Why don't they have eggs?"

Sean Womack: Yeah, yeah. Here's butter, here's milk, where are the eggs?

Andy Murray: Where are the eggs?

Sean Womack: It should be right here, yeah.

Andy Murray: They taste different too. They've got a darker center, the yolk is more brownish or orangey or something.

Sean Womack: Yeah. The free-range birds because they forage a little bit out in the wild, some of the things they get and also the feed, the UK and Europe in general, most of our feed experts and everything else are European. They really are probably two or three decades ahead of us in terms of just knowing how do you raise a bird in a way that takes care of it from a health standpoint, but the reason why you do free-range is because they're pack animals and they like being outside. It de-stresses the birds. For them to be all packed in a house all the time, it stresses the birds out.

When they're under stress like all of us, the work isn't as good. Their work happens to be eggs. If the birds are stressed, the eggs aren't any good.

Andy Murray: I guess I saw these, we're buying them in Walmart because we were buying them in the UK. I was surprised to see that proposition in a discount type grocery store, but apparently, there's quite a demand for the eggs. What makes the idea so attractive?

Sean Womack: I think it's a category that hasn't had any innovation in it. In a long time, that's really consumer focused innovation. Really, I always tell everybody, the chickens are really our manufacturing

center for the egg because the point isn't the chicken. The chicken really just makes the egg, and an egg is a function of what's the breed of the bird and what are you feeding to the bird, because a lot of what you feed to the bird passes through to the egg. We're actually doing quite a bit of R & D around what feed, what breed of bird, and what's the output of the egg, and what's the best use of that particular egg. There's some heritage breed, heirloom breed of hens that we're farming at a pretty large scale.

The dark mahogany shells and light blue shells, really rich amber yolks We're the first people putting those out in mass on the market at Walmart, and we have stores that are just blowing through those. It's crazy, the volume of eggs that those are moving because people haven't had anything different, right?

Andy Murray: No.

Sean Womack: They've been large or mediums and white and brown shells, and it's a category that's ripe for innovation. We're trying to bring it there and to have a brand that's like fun. We're named Happy Egg. We can't take ourselves too seriously. We sell a product that falls out of a chicken. You can't take yourselves too seriously. We're really trying to wrap a fun brand around that. We feel like right now is the time with COVID and the political client, just all the things going, just 2020 in general, everybody needs a pretty good dose of happy right about now.

Andy Murray: Oh, yeah. What a great name and what a great time to do it. I noticed and congratulations on the relaunch of the brand that came out, I saw November 11th which is fairly recent. Take us on that journey a bit because where's their resistance? I mean you took a pretty bold move to go to the consumer side and a whole new attitude with the Martin Agency you picked, and it's taking us a brand that hasn't really traditionally done consumer advertising like this. I'd just be curious what kind of challenges and obstacles you probably had to overcome or maybe not, I don't know, but it's not a common thing to see in a commodity-ish type category to do some breakthrough type communication.

Sean Womack: I think we have a number of things going for us as a company. The first is, is that they built a brand in the UK and they understand the value of the brand. It's the founder and owner of the brand still owns the brand name here in the US, and he brought it over. For starters, he understands the value of brand.

About three years ago, when they shifted operations in the US from San Francisco to Northwest Arkansas — so the corporate office is actually here in Bentonville Rogers area — the CEO was just the sales guy selling into Walmart and some other retailers. They made him the CEO. He called me and we did a really fast brand relaunch. Thankfully, they went from going in the wrong direction, it wasn't going up and to the right, without giving away any specific numbers, it was just they were not good ratios of profitability and the direction the business was headed wasn't going in the right direction. It was going downward into the right, not upward into the right and this brand shift that we made gave a better story. We were really focused on retail. We needed to give a really good retail specific story. There

wasn't going to be any consumer advertising. It was literally just going to be: let's make it a more Americanized package, and let's make it look distinctive on the shelf, and let's give the sales team a really good story to go sell in. They turned that around in the three years from when I just did the branding as a project to today fastest growing egg brand in America.

Andy Murray: Wow.

Sean Womack: Literally faster growing than even a company, a big pasture-raised egg that just went public, IPO. We're growing faster than them in the US, so a great turnaround story. The team had a little bit of credibility and perhaps I had a little bit of credibility because I did the first like pivot to a US base. When we came in and we started doing some research, we realized that we were the number two egg brand in some of our best markets. Even brands that are ahead of us nationally, we were ahead of them in certain markets where we've been for a while. Then we did a pretty landmark piece of research with the authors of *How Brands Grow*. It has an institute in Australia.

Jenni Romanek, who wrote that, did some category entry point research for us, and we started to understand the mental structures and the mental penetration of brands in the category. We realized *Oh, there's a real opportunity for somebody to come in here and own this space*. I think it was just the background of understanding the power of brand, the fact that we had a little bit of credibility on that and realizing we brought some really good research that didn't exist in the market. They just decided to take a big bet, and we have huge aspirations. If you don't put some skin in the game or take some risk on that, you're not going to win. You're not just going to save your way to being number one.

You've got to invest there. I was very thankful I had some friends at the Martin Agency who's certainly been with us, and their whole thing is that it takes tension to get attention. We knew when you're advertising today, you're up against everything that's on the screen. You can watch anything on your iPhone or your laptop or your television today, the whole world's available to you. If you're going to do anything in media or on a screen, you better be doing and putting the best, best foot forward. I don't know if they've given me enough rope to ski behind the ski boat or hang myself with, but I guess I will find out. It's one or the other.

Andy Murray: Well, what I like, what you've done is in... By the way, I did the same exact thing when I went to Asda four years ago and got Ehrenberg-Bass Institute and how brands grow right away. What that did for me was gave me a language to communicate to the CFO and the CEO on how this model can work and without that base business understanding, it would have been much more difficult, but because the depth of research that they've done to show how categories really work, I could go in with a more confidence around this is how we're going to measure where we're going and the approach to take. It's that single-mindedness around a measure to drive that growth and starting that right at the beginning is so key.

Sean Womack: It was really key for us. I'd never met her before. I'd read all her books. I found an email address on their website and cold emailed them and said, "I need help. I don't know how you help people, but however it is, I need your help." That research has been foundational, and it's really extraordinary. I think the thing that I loved about it is I love the evidence-based approach to marketing, but I also like that it puts a premium on the quality of the creative has to break through. If the creative isn't going to break through, then it's not going to work.

I don't want to just all be data and just data gets you is a race to ugliness and just click-bait effectiveness, but I don't also want to just do just crazy creative for the sake of doing creative, that doesn't have some strategic underpinnings behind it. I find that they're one of the best models.

And to your point, you have the credibility of the data with the CFO and the CEO. Then you have credibility with the marketing community as well because it puts such a premium, but also a laser focus on: This is our message, it has to be our message every single time.

Andy Murray: Yeah, and this is a bit to the side of what I was going to want to talk about today, but it's a fascinating point in that what the Ehrenberg-Bass and the How Brands Grow is about brand consistency. Once you identify the furniture you're trying to build, and that's so counter to the agency world at times who want to get new and new and new ideas. The industry, we get tired of our work much faster than the consumer does. When you keep changing the advertising model approach or copy all the time, which a lot of agencies like to do, not all, but some do because it keeps the creative fresh, you lose that consistency. It's a balance between cut-through and familiarity, and the data would suggest once you get those brand assets right, you want to stick with it, run that play and keep running it.

Sean Womack: Yes, yes and for a category like ours which has I see 93% to 97% house open. Basically if you have a refrigerator, they have eggs in them. I keep telling them adults 25 and over with a refrigerator is our target audience. We're making the brand with a specific audience in mind, but we're marketing it to everybody-

Andy Murray: To everybody.

Sean Womack: ... and that's typically the function of how every category works. Anybody in the category, I need them liking and wanting to buy our eggs, but that function. And then it's just broad reach with a really great message that's on message strategy day in and day out.

I remember I think it was Al Ries who said, "Making a brand's fun, but building a brand or managing brand, it's very boring" because it's just the same thing over and over and over. It's the repetition of and the consistency of — that's the key piece to get through, unless your message isn't getting through. Then of course, you got to find it, but to your point once the furniture, put the furniture in and leave it alone, quit moving it around, quit adding things, just put it in and let it go.

Andy Murray: Well, there's so many other things to work on outside of keep changing the advertising once you get to furniture right, like customer experience. In today's role of marketing, it really covers much more responsibility than just the advertising to do that. You've got to have a whole sense of where the customer is going and how to connect with the customer on so many different levels.

One of the things you and I talked about at one point was how you use outcomes, and that's an area that's really interesting to Ben and I on outcomes and how outcomes can be really powerful to pull teams forward, and really set them out there in a different way than just saying here's a list of objectives.

Just talk a little bit about those outcome-based thinking because it seems to be a really important way for you to operate.

Sean Womack: Yes. You and I have both done a ton of work for Procter & Gamble over our lifetimes. You started there and I did a ton. The OGSM model of objective, goal, strategies, and measures which just baked in this overarching soft, it got more specific the further it went down, right? At the objective level, it was a little bit squishy. The goal would be a little tighter. The strategy was a little tighter and then by the time you got to a measure, it was like, "Oh, okay, I got to get this done by November 15th," right?

Andy Murray: Exactly.

Sean Womack: You just got more specific the further down the OGSM it got.

Andy Murray: Exactly.

Sean Womack: It was just so big and unwieldy, and I think everybody has realized man, just a document with 2000 words on it and 15 points and sub-points and all the way down, it's a hard way to manage a business.

We have been implementing the book *Scaling Up*, which is really like putting in a new operating system for our business and a lot of it is built around priorities. What they say is, is it's built for high growth companies and if you're growing at the percentage year over year that we're growing, every quarter is like a year. Every quarter is like a year. Every three months is like 12 months for us. The idea that we would do annual plans is insane. That would be like a 4-year plan. How accurate is your 4-year plan going to be? It's not going to be very clear at all.

The thing that we're working on is we're starting... so our next quarter ends on Christmas day, actually the 25th. We go into planning time next week. Next week, we will be thinking about, from December 26 to the time in March when it ends — I don't know the date exactly — what do we want to be true at the end of that quarter? What are the things that we actually want to be that we can say that are true that

aren't true right now, statements that you can make? Not, "Hey, we built a plan for X, Y, Z, or we did this or that." Things that are true then that aren't true now-

Andy Murray: Love it.

Sean Womack: ... that's an outcome.

Andy Murray: Right.

Sean Womack: What that does is it suddenly puts tension in the system because it's like, "Oh my gosh. I mean if we're going to do that, can we actually even get that done in that period of time? Well, that's the right conversation to have. Is that the right thing to get done in this period of time, or can that wait to another period because I got 30 other things here fighting for this next 90 days of work?" It really makes us make really specific decisions, but imagining it being true in the future, which really is an outcome.

It's imagining the outcome is done and stating it and writing it in a way that it's already done and making that your goal, your priority. This will be our third round on doing this and it is like I don't know, it's magical. I don't know what it is about it. It's hard. It is really, really hard to do. We all think it's so easy to write goals. It is really hard to write a useful goal, number one. Then number two, to imagine it actually being real. I don't know, there's something about it because you imagine the steps involved in getting there, how realistic is that. It's a discipline that we're trying to build as an organization. I'm really trying to take seriously as personally and also pass on to the team as well.

Andy Murray: Well, I tell you what, I think it's such a great idea and such a great story. I mean, outcome-based thinking. I think probably what it does too Sean is that with objectives, that's what you want to achieve, but doesn't necessarily mean that the understanding of what it's going to do in terms of what truth comes to life, that isn't clear when you state it in an objective.

Sean Womack: Exactly.

Andy Murray: The outcome is like, well here's where we are, that's what we do. I think in a left-brained world and you and I are not left-brained people, I'm probably twice more left-brained and you're twice more right brain, but the truth of it is we're in right now, a right-brained world where there's nothing certain-

Sean Womack: Nope.

Andy Murray: ... and this idea of 3-year strategic planning, that's just to make astrology sound credible.

Sean Womack: Oh, yeah, yes.

Andy Murray: I mean it's not going to happen. I think the world's moved to much more uncertainty and with uncertainty, outcomes really serve you well because if things don't work exactly, you still have the outcome to go after. With the objective, you're stuck in this working up the bottom of these tasks that the OGSM route, which is just not workable because you'll be going really fast in the wrong direction, really fast.

Sean Womack: It was baked all the way through. I mean the objective was there, the goal was there, all of the possible strategies and it's not dynamic. If the objective is not clear, crystal clear, you don't know what you're working towards and if these things start to fall apart or the world shifts so that these things aren't relevant, then suddenly you start asking yourself, "Is that objective even relevant?" If it's fuzzy or you sit down at the end of the quarter and you're like, "Hey, I think we got this done," it's like, "Wait. No, you didn't. We didn't get this done." I thought you meant this when you said that, right? It's like the unclarity of it.

I think it was that our coffee meeting where you were talking about, or maybe I read this recently, the difference between a NASA objective of, "Hey, we're going to dominate the space race," and Kennedy saying, "We're going to put a man on the moon at the end of the decade."

Andy Murray: That's right. Yeah, I said.

Sean Womack: What is an objective.

Andy Murray: Well actually, he said that. Yeah.

Sean Womack: What's that? Yeah, you said that, that was you.

Andy Murray: Yeah. Well, it's a visual outcome that you can understand. I could have said we could win the space race and that would be true, but then...

Sean Womack: What does that look like?

Andy Murray: What's that look like?

Sean Womack: How do I know I won the space race? What does that mean specifically?

Andy Murray: That's exactly right.

Sean Womack: What it meant is a human being from that lives in America, steps on that planet by December 31st, 1969.

Andy Murray: That's right.

Sean Womack: That's what it means.

Andy Murray: That's what it means.

Sean Womack: Yeah.

Andy Murray: I think there's real, real power in that.

Hey, one of the things that I think is really important in going and doing new things and new types of Quest is connecting it back to making sure you're tied as an outcome to your purpose. I was just curious how much of this new work you're doing is tied, and how important is it to be tied to the brand purpose?

Sean Womack: Our corporate purpose is advancing happiness. We literally talk about that. We have goals — every individual at the company, all 30, 40 plus people that work at Happy Egg, all have quarterly advancing happiness: "What are you doing to advance happiness in your own life and individually?"

Three of us on the senior team are actually taking a Harvard happiness course. Tal Ben Shahar created this at Harvard this happiness course. It's cross disciplinary, and he's done deep academic work, seminal work around happiness collecting together from all the disciplines. It's interesting how many write about happiness. Our core purpose is about that, and it forces everybody to interpret how did the supply chain team advance happiness? How do you advance that with people working in a plant-

Andy Murray: Wow.

Sean Womack: ... with the transportation department, with individuals? How does sales do that with buy? It's a little clearer, it's a little clearer how we do with consumers. How do we do it internally with one another and how are we doing it in our life?

That plays itself out into the brand. If we're going to be about advancing happiness, you have to define what is happiness number one, and then figure out how are we going about and bringing that out one carton of eggs, one shipment of eggs, one egg customer, one egg consumer at a time is the way that we walk through that.

Andy Murray: Well, I think that's so interesting because you I do believe, and I've always believed that you ship your organization.

Sean Womack: Yes. That is one of my favorite quotes of yours. I don't steal it. I do credit you for it, but I say that all the time. You ship your organization.

Andy Murray: You ship your organization, and you go back and look. We have some, and I just had some this morning, Happy Egg. Open up the carton, you could see what kind of organizations behind that brand and any package on the shelf.

Sean Womack: Yeah.

Andy Murray: You open that up, you could dissect the organizational structure, their principles, their values by looking at the product.

Sean Womack: Yes.

Andy Murray: I remember we would go look at cards in stores from a DaySpring standpoint, and those cards, whatever was shipped will actually tell you what's happening inside the company, whether the art department is in sync with your writing, your editorial with the conceiving, it's all there, it's all there. It's why like an Aldi, you know those hard discounters, they're so clean all the way through. It's why they're never going to turn into a Neiman Marcus because they would...

Sean Womack: No.

Andy Murray: I don't care what they would even try. That's not who they are. The fact that you've got such a cool brand that sits at the shelf that says Happy Egg, the organization better be pretty happy, or it's going to be a massive disconnect.

Sean Womack: A total and complete disconnect. We brought customer service in. One of the first things I did when I started is-

Andy Murray: Smart.

Sean Womack: ... we had a third party group, and I called it one day. I called their 800 number. It was basically like Marge answering the phone and typing at a 1990s keyboard. It was basically like, "Hey darling, how's it going?" It was just that...

Andy Murray: A smoker voice.

Sean Womack: I was playing dumb, tons of dumb questions, didn't tell her that I was with the company. She was very nice and very informed, but it was just the whole time, clackity, clackity, clackity, clackity, clackity. "I don't know, I'll have to ask him about that." It was this fantastic experience. I came back to the senior team meeting and I said, "Has anybody here ever called the 800 number?" "Nope." Then I said, "I want you all to do it this week." Everybody called and I told the marketing team the same thing. They did and I said, "We're bringing it in-house." They're like, "Yeah, let's bring it in house." We have a human being that talks to people and their objective is 100% of the people leave that phone call happy.

Andy Murray: Oh, that's great.

Sean Womack: That is our stated goal that when she answers the phone, if she steps out of meeting, it's like you're in a meeting and they call, you answer the phone and you respond to everybody who calls no matter what it's about. She has her set of things, some people just want to know if there are soybeans in

the feed or corn, some people and eggs cracked when I got home, and other people want to know where do I find them. Some people want to call and just rave about the eggs, talk about how great they are and tell you their stories about using them, et cetera, but it was one of the first things we did, because I wanted our team to know the names of actual consumers who bought the product because so few customers and companies know that.

For us, it was very important to me that every touch point all along the way that there was happiness, and we were hearing about what they're unhappy about so we can go solve and fix those things as well. It's been fantastic actually.

Andy Murray: I would love to be a fly on the wall on some of those customer calls. Anybody ask like "Which comes first?"

Sean Womack: Actually, there's a video, Neil deGrasse Tyson answered that question.

Andy Murray: I didn't see that. Ben, did you see that? I didn't see that.

Ben Ortlip: I've not seen that, no.

Sean Womack: The egg, he explained the egg came first, but it wasn't from a chicken. He said that's the way natural selection works is that a bird would have laid an egg that would have had a chicken inside of it that would have been a genetic mutation, that would have been different and would have been the genus and species of a chicken, but it would have been laid by a chicken. That's how he explained it, so I don't know. He's pretty smart, I'm going to go with him.

Andy Murray: That's great, that's great, that's great, that's great.

Sean, you guys are growing like weeds or like lots of eggs I guess, I don't know, but how do you keep the team growing because one of the things also, and we both have experienced working in high growth type startups and entrepreneurial adventures, the biggest challenge I've always had was if we're going 15%, you as individuals have to grow at least 15% to keep up. That really puts a pressure, a premium on learning and development upskilling people, all of that. How do you do that?

Sean Womack: Yeah, good question.

Andy Murray: What do you do to make that happen?

Sean Womack: We were doing some early assessments on teams and a lot of times, teams get built on a matrix of how they are performing and what's their potential.

I was reading a book, the *Radical Candor* book. In fact, it's on my shelf next to Scott. I was looking for her name. Patty McCord recommended that book in her book *Powerful*. I was reading Kim Scott and she was talking about this whole potential matrix about how it's bunk. What she basically said is, "Look, how are

you assessing the potential of somebody? You don't know what somebody's potential is. At any moment, somebody can turn around and just decide you know what, I'm done living my life this way. I'm done performing at this level-

Andy Murray: That's right.

Sean Womack: ... I want to perform at this level." One of the things that you want on your team is that the key for growth is they have to be motivated to do it themselves.

Andy Murray: Yeah.

Sean Womack: If you're just forcing people to learn, they're never going to learn. We are inherently curious creatures, and we're going to learn about the things that we're most curious about. Building that self-motivation, number one.

The second thing is that everybody goes through seasons of life when they're hungrier to grow than other seasons. We have a lot of women on the executive team, and one who is a real anchor for us, especially in a category, head of all category management and a lot of data for sales, she's on four months of maternity leave right now. Just had her third baby. She's not going to be in as high a growth mode, but she is a rock star inside the company.

You have to say at different points in time, people need the ability to say, "You know what, I'm going to keep up with the growth of the company right now. I'm not going to exceed-

Andy Murray: Sure.

Sean Womack: ... the growth of the company." Other people are hungry or to grow and are going to say, "You know what, I don't want to just keep up with the growth. I actually want to move up in the organization. I want to grow even faster."

That for me was the first thing, is having conversation with everybody on my team about where are you at right now, what's your capacity for growth, for learning new things, taking on new challenges, being pushed to learn and grow and advance and push your skills because you do need... They call them rock stars versus superstars.

Andy Murray: Mm-hmm.

Sean Womack: Normally, we think of rock stars as being like the ones that are really great out in front, they're always growing, they're moving up the ladder really fast. They pointed out that you need rock stars that are steady. They're going to grow at the same pace of the company. They're always going to be there. They're not going anywhere, you can rely on them. Then you have your superstars who are going to be like shooting stars. They're going to maybe move up and over the next couple of years, they're going to bounce up a couple of levels in the organization. Identifying where people are at first,

but not making it optional to grow, because growth isn't an option. For us hungry to grow is one of our four core values.

Andy Murray: Okay.

Sean Womack: Everyone knows that if you aren't hungry to grow, this isn't the right place for you.

Andy Murray: Yes.

Sean Womack: It's interesting, the research that we're doing right now in one of our courses on happiness, what it is saying is a lot of people think happiness is about pleasure. It's not at all. If you actually pursue happiness, you will be less happy. Happiness is the byproduct of other pursuits, spiritual, well-being, physical well-being, intellectual well-being, relational well-being, and emotional well-being. If you pursue those things, then you'll have a whole being wellness that actually gives you more life satisfaction, more happiness in your life. One of the things with our work is it's the challenges that actually drive the happiness. If you have a big goal of something that you're chasing after, having the goal will mean your day-to-day work makes you happier.

Andy Murray: Yes, I 100% agree with that.

Sean Womack: Achieving the goal will give you less happiness than the pursuit of the goal.

Andy Murray: Yes.

Sean Womack: For us, it's like guys, look, what we have in front of us is a mountain. It's going to be hard. We're just at base camp for Everest right now, and we have a mountain to climb, and we're going to get to the top of it. Wanting to get to the top and all of us having the same goal makes our day-to-day work more meaningful, and it actually brings more happiness in the day to day, the grind, the problems we're solving, everything else in and along the way.

Andy Murray: It's a good insight to human truth. I mean I may have told you a story, but the first time I watched the PX90 or P90X, which the advertising for that, I said, "This is going to be the biggest failure..."

Sean Womack: The horrible like chin up thing over and over again?

Andy Murray: Yeah, yeah. This is like this is going to kill you. It's just going to be really, really hard, and I'm thinking, "This is the worst marketing ever." The human truth that they had jumped in on was: People want that.

Sean Womack: Yes.

Andy Murray: I'm not going to do something that doesn't cost me something, that whole sacrifice — it blew me away, but then I had the epiphany that you know what, people don't all want to take the easy route.

Sean Womack: Nope.

Andy Murray: Some will, some will, but the truth is the passionate leaders, the people that are passionate about that, they're just going to say "Bring it on."

Sean Womack: Yeah. Yeah, we had one of our coaches that's helping us. We have three scaling up coaches that's working with our senior team, and one of them is a cyclist, a hardcore serious cyclist in his mid- to late-50s and an easy ride for him is 60, 70 miles. He lives in Nashville. He's riding the hills there around Nashville. One weekend, our CEO was checking in with him on a Monday. He said, "Yeah, what did you do?" He's like, "Oh, it was a great weekend. Sunday had a little time with the family, had a great Sunday meal and then took a nap and watched football."

He was like, "Oh, that's funny." He said, "You want to know what I did? I got up in the morning. I rode 100 miles on my bike and then I came home and had a meal with the family. Then I took a little nap and then I got up and realized 'Oh I got a little time to ride more,' and then went on another ride. I put in over 100 miles on my bike, and that made me really happy." Our CEO was like, a light bulb went on for him and he said, "You know what, we need to be the kind of people that happiness looks like not napping on the couch on Sunday and watching football, but it looks like going and riding your bike 100 miles."

Andy Murray: Wow.

Sean Womack: I think part of it is: How do we keep people growing? You have to model it. You have to just say, "We're going to be the kind of team that happiness looks like going and pushing ourselves further and pursuing these goals, because it adds meaning to the every day in our life." It was a great...

Andy Murray: That's a great story. Does an e-bike count? I mean I have an e-bike. I can get 100 miles on the e-bike, but I need two batteries.

Sean Womack: Yes, an e-bike can...

Andy Murray: Oh Ben, can you do the 100-mile thing on a day? I couldn't.

Ben Ortlip: I actually...

Sean Womack: I felt cool. Yeah.

Ben Ortlip: Yes. I've done like 30 miles before, but that was a way a long time ago. I've been around the cycling guys, so I've seen what they can do — 100 miles for them. But to then go out, I've never heard of anybody going out again after doing a century because there was some time left in the day.

Sean Womack: You do that again all the time, we'll hear. I follow him on Strava, I see, it's unbelievable. I just always thought he was bluffing and 60, 70 miles at 20 miles an hour average, I mean just incredible.

Andy Murray: Well, that guy is going to be on our podcast, so he's coming up, Michael Bates. He is rowing across the Atlantic solo-

Sean Womack: Oh, wow.

Andy Murray: ... and he's never done it before and to raise charity for a hospital that cares about that...

Ben Ortlip: I thought he'd done it a half a dozen times before, road across the Atlantic ocean.

Andy Murray: No, he's never actually even been in an ocean. He's never rode in the ocean before.

Ben Ortlip: Has anybody ever done it before?

Andy Murray: Never.

Ben Ortlip: Has anybody ever rode across the Atlantic? I thought that was the whole thing.

Andy Murray: Now, there's a race. Yeah. No, people do it, but he's never done it.

Ben Ortlip: Okay, all right.

Andy Murray: Yeah, yeah, yeah, yeah.

Sean Womack: Wow.

Andy Murray: He's never done it, and he set it off as like a 2-year Quest and every single day, he's doing all this stuff. He's crazy. I talked to him, it's like this guy's crazy, but in a really good way. What he said was that once he started figuring out how to solve the problems you get into every day to go after that big, big goal, you get good at it. Now he's also opened up a Brazilian jiu-jitsu business because it's the addiction of... Well, addiction is probably not the right word, but the excitement of doing something new and realizing you can overcome barriers, because those barriers, that's how you learn. You get good at that, there's no limitation.

Sean Womack: Yeah. Yeah, it's that grow... Carol Dweck, right? She's the woman that does the research around there's a fixed mindset and a growth-

Andy Murray: That's right.

Sean Womack:... and you either go into life thinking that your capacities are fixed. You're just born with talent. Some people are good at things, some people aren't, or you have a growth mindset and you think, "You know what, where I'm at right now doesn't limit me and I can go learn how to do anything. I might not be world class at it, but I can go learn how to do it at a proficiency level enough." It's like I have to tell my fifth and sixth grade boys all the time. They're like, "I'm no good at science." It's like, science isn't a talent. Nobody is good at science, you go study for science. You might not know and no, nobody's good at studying either. You have to learn how to study. Yes, both of these things are hard to do, and you're going to do them.

Andy Murray: Boy, you'd be brutal. Maybe you'd be really hard to get one around as a dad, I tell you that.

Sean Womack: I'm no good at science. That's my favorite one. It's like yeah, no, nobody is.

Andy Murray: Nobody is.

Sean Womack: Nobody's born good at science or math, or any of these other things. You just have to go learn them.

Andy Murray: Oh, well. Wow, that's great. Ben, any thoughts on your side?

Ben Ortlip: No, I think it's interesting to me how as you've described everything about the way the organization works there, you just have a bigQUEST mindset. I mean everything that you're describing, in my head, I'm playing back to some of the pillars in the bigQUEST framework, and I could see how you guys have history together. It's almost like you were two eggs from the same chicken if you will. No, but I can see there's a real similarity of the way you guys think. I promise I wasn't thinking of that joke and waiting to tell it, but yeah. I look forward to unpacking this a little bit more with Andy, because there's so many overtones that fit perfectly into some of the other aspects of the pillar, the bigQUEST framework.

Andy Murray: Yeah. I think you're right and I think the thing that has always been interesting to me and watching Sean through his career and known him for 27 years, you can make a lot of change into a lot of things without asking for permission, or being at the top. I think that's the one of the signature pieces. No matter where you are, whether you're a soloist in your own business, or in a big corporate company, the opportunity to lead and do something big is really a mindset and a motivation far beyond what I would call the science. I'm no good at science. It's like, "I'm no good at taking on a Quest." Well, you got to learn how to do that.

Sean Womack: Right.

Andy Murray: There's some skills and just jump in and do it. I just think neither of us have been ones to wait for permission to try something new, and I think that's what we're trying to do, is encourage people

that are passionate leaders that there's some things you can do to help navigate these challenges to grow, but those opportunities are like, the briefs are all around us on the floor, just someone needs to pick up the chalk.

Sean Womack: Yeah, that's how you and I met-

Andy Murray: Yeah.

Sean Womack: When you came to DaySpring, one of the first things you did in marketing, you and I hadn't met yet, is you hired a qualitative research group out of Oklahoma City-

Andy Murray: Yes.

Sean Womack: ...to do a huge consumer study for DaySpring, but they've never done anything like that. We all went up and all the marketing and the product development and creative, they all got into being this group presented.

I mean in college, I studied very little in college and ended up getting an art degree just so I could get this certificate and get out of college, because it was just, squeeze four years into five, the whole thing. I didn't know what qualitative research was, had never heard anything about this. I just had these rumblings inside because I'd been there for probably a couple of years by now. I was like, "We're not doing things the right way. I don't know what it is, but we're not doing things the right way."

Sean Womack: They do this whole presentation and it was literally like somebody was sticking electrodes on my brain and firing up my brain. I was just so blown away at what I was hearing, and I went home and wrote my Jerry McGuire paper. Literally, I wrote a 10-page paper on how we needed to completely re-engineer how we did product development and marketing.

Andy Murray: Yes.

Sean Womack: I printed them all off, and I put them on the manager's desk, my manager and every other manager in all the product development and marketing. I was probably 24 years old setting up on all these desks. I remember my boss's boss called me in and basically was like, "Don't ever do that again. Everybody's mad because they thought, 'We just paid all this money to this research firm, and Sean was doing this project already?'" I was like, "No, no, no, it was inspired by, inspired by. Just like it's a mission statement, it's not a memo, right?" I was just totally doing that whole thing, and it was Chuck Solem. Chuck said, "Well, one thing is the new manager of marketing liked some of it and wanted to meet."

Sean Womack: You and I, the first conversation we had was about me having just some fool kid that got all fired up, wrote this long thing. I remember you clearly, you were like, "Hey, I really like this. You should go think more about that. The whole rest of it is totally off and not any good." I was like, "Okay. Me and this guy, we can figure out something here."

Andy Murray: Yeah. Those were the days when taking a lot of risk and doing a lot of crazy things, and that's what I said. When you're young in your career, I was only 30, 33 and doing the dumbest things I ever did, I look back now, but it's how I learned.

Sean Womack: Yeah.

Andy Murray: I remember coming into that business and when I took over the creative side, I basically just told everybody no more leaders, everybody's on the boards. That was like a crazy thing to do and for three weeks, I went out in stores and looked at how the cards were selling and talking to people and trying to understand because you ship your organization. I remember sneaking back in the building after three weeks of being away, because I wanted to see what kind of chaos had been created, and sure enough, the lines were forming by the cubes — some of the people that weren't the leaders, but they had gifts of helping other people-

Sean Womack: Yes, yeah.

Andy Murray: ... and they were good teachers.

Sean Womack: Yes.

Andy Murray: That's the problem in a lot of organizations. If people get promoted on an SME competency, it doesn't make them a great leader.

Sean Womack: Yes.

Andy Murray: They quickly put different people in different roles that had more gifts of leadership, and it was obvious by just looking at where the lines had formed by what cubes.

I'd never take that risk and do that again, but I mean it was a great learning where you can do those crazy things when you're young.

Sean Womack: Yeah. I always tell everybody that first job, the thing that I learned there is if you take the product lines, nobody pays any attention to you, you can do anything with them and no one will ever ask you anything about it.

Andy Murray: Mm-hmm.

Sean Womack: You can just go innovate and try different things and do different things. Yeah, it was so good. It's just so fun to be in a place, where either you're free to do that or you just figure out how do you navigate around so you can go and do that and try things out. Yeah, that would be good.

Andy Murray: Well, what sounds like you're creating that culture and Happy Egg with your team which is great, great news for those that are going to get a chance to learn and try new things. Just think of the

people, the experience they're going to have now at this high, growth, cool brand being launched. Those will be memories that they'll celebrate for years to come, because that's the way it works, right?

Sean Womack: Yes.

Andy Murray: They'll want to go repeat that experience, so that's the cool part about what you're doing right now.

Sean Womack: Yeah, no, it is really fun to think about how I never thought I would. Because in your 30s, you're like, "Man, I got so much stuff I need to do and it's like, these old guys in their 50s and they all slow down and just want to be mentors. I'm never going to be like that." Now it's like, "Oh, I definitely want to slow down. I definitely want them to do the work. I'll just go work on huge work on the culture," right?

Andy Murray: Yes.

Sean Womack: It's like how do we build the system that allows this kind of thinking that makes it safe that you build vulnerability, there's no fear in the system, people are willing to take risks, you set it up so they can't burn anything down. They can't break something that's not fixable at the end, but just create these spaces and ways, and then just take your hands off and let them go.

Andy Murray: Let them go.

Sean Womack: Let them go do it, yeah.

Andy Murray: One of the things I'd love to hear, you just give us a quick piece of advice on or for young people in their career, because our jobs as we get older is to give back and give some pointers and such like that. If you were 22, 23, 24, your younger self, there are a couple of books that you would recommend to that person to read that might be worth thinking about now while you're still early in those in the formative years of developing your career?

Sean Womack: Yeah, it's really good. That's a great question. For a very early career person, whenever I'm talking about somebody young, I always tell them find somebody — the "who" you work with is almost more important than where you work. Now if you're going to go to a big Fortune 100 company, you're going to find lots of whos that you want to attach yourself to, but attaching yourself to somebody that's older than you is really, really important for your career. All of the opportunities that come, come because of who you meet and who you build relationships with. If you and I wouldn't have built a relationship, we wouldn't have left DaySpring together. I wouldn't have met Tom and Steve, I wouldn't have hung around there and met a whole bunch of people that I met.

The "who" you connect with feels really, really important, and I wish there was a book on how to do the whole early piece of career, because I just feel like taking those risks, take the assignments nobody wants. You built the whole agency around that. You built a whole entire agency around a whole bunch

of work nobody wanted to do and then suddenly, it became the most important work at the agency that bought you.

Andy Murray: Sean, Sean, Sean, Sean, I didn't know no one else wanted to do that work. You mean you're telling me... I thought that was good work. I thought that was the top end of advertising. You mean shelf wobblers wasn't the pinnacle?

Sean Womack: Oh.

Andy Murray: Yeah, Ben's an ex Y&R. Funny, you burst my bubble. Now wait a minute, I wasn't, like, cleaning sewers...

Sean Womack: No, no, it wasn't, but it was the blue ocean, not the red ocean, television advertising...

Andy Murray: Yeah. Well, it wasn't a brown ocean.

Sean Womack: Yeah, advertising is the red ocean, right? Everybody wants to go win a war. When you were doing advertising, that was it. Nobody thought about the store and reporting to bring that level of strategy and insight down to the store level was genius because everybody looked at him, we're just like, "Ah, whatever, that's just like in-store stuff."

Andy Murray: Yes. Great recovery.

One quick story, one quick story. When you and I met, I don't know if you remember this or not, but once I knew that you weren't going to pay attention to the research and the way that it was meant to be brought and had completely different kind of thinking, I found this old blank journal. It was from a bookstore or something like that. It was a hideous thing, but it was huge, and I'd like to get it returned, but I think you have it. I remember we-

Sean Womack: No, I don't have that...

Andy Murray: ... took and just wrote in that journal my dream is to build a company, and this is the kind of culture, it was probably inappropriate to be two colleagues in the same department, talking about how they're going to quit the company and start a brand. But I remember writing that out, leaving it on your desk, or leave it in your car somewhere, you'd leave it on my porch. For probably about six months, that dialogue back and forth of what kind of brand do you want to build? What kind of experience — when you climb up the mask and stretch out that telescope, what do you see?

Andy Murray: I think getting people around you in those early stages that think differently than you do, but then have some creative conversation and just have those C.S. Lewis and the coffee shops with Tolkien, there's those moments where you've got to create the ability to bounce and create ideas together. I think if it wasn't for that experience, I don't know if I would have taken the jump, or we would have taken the jump to go do something. But you've got to create environments where you can

dream and have people in your life that you can dream with, so to have the courage to take those steps when it's time to take them.

Sean Womack: Yeah. You really do. I think the whole myth of the lone inventor and creator and the great man or great woman myth is so damaging and so hampers people. I think the good news about this generation that's coming up is they really think in team.

Andy Murray: Yeah.

Sean Womack: They think in community. They think in who am I doing this with, and I'm sure there's some bad actors in there that think they're the lone wolf in doing it, but I don't see it that much. I just hired a new director of innovation. She's extraordinary and one of the first things she said is, "Hey, innovation starts with I, but our innovation is going to be about we, not I." She put together a cross-functional team and that was the first thing she did. She said, "I can't do this alone. There's no way. If you think I'm going to be the one that drives this, I'm not going to be the one that drives it." I just knew at that moment this is absolutely the right person that we hired and put in place.

Andy Murray: That's really clever. Did I hear you, right? She said, "It's not innovation, it's winnovation" because it starts with W, which is we. Is that what you just said?

Sean Womack: Yeah, yeah. I might have told her, "We'll then call it winnovation since it'll be has a we in it." Yes, yeah we did coin winnovation.

Andy Murray: That's brilliant. We got to remember that one. Ben, that's got to go in the book somewhere, chapter...

Ben Ortlip: Just wrote it in.

Sean Womack: Right.

Ben Ortlip: I just tweeted it, took credit for it.

Sean Womack: Great.

Andy Murray: Well, this has been fantastic, man. It's great catching up, great to hear your story and what you're doing. I can't wait to see how this spring keeps progressing and going. It's almost like what happened to milk. I mean if you can do what happened to milk...

Sean Womack: I hope, I hope. Milk, butters doing it now, the high-end butters. You cannot argue that Chobani, what they did with Greek yogurt and other things as well. I hope it ends up that way and hey Andy, I wanted to say thank you. We talked about early days. You were literally one of the first people that became somebody that I looked at and said, "Oh, this is somebody who's — you were six years down the road ahead of me," and I just said, "Oh, this is a person that I want to do something with. I

want to hitch my wagon here, or us go do something together." I wouldn't have done the early things I did at DaySpring, I wouldn't have left, I wouldn't have met Tom and Steve.

There was a whole bunch of things that just started, that cascaded down that I really appreciate that. I can trace back a whole bunch of successes personally and things, opportunities I got are linked back just to our relationship, so thank you.

Andy Murray: Oh. Well, it's mutual and it's fun building relationships that you can continue to nourish.

I was asked the other day, what's the secret to building longevity and career and happiness in life and I said, "Man, it's the people you work with in your life and pay attention to them and give back to them and be part of their lives." Thank you for saying that. I do think that is the secret I think for doing anything, because we're still both here and still friends, still working through life and trying to make it better for other people, so that they can enjoy life.

I mean again that's the only reason I'm really doing bigQUEST is get an opportunity to have some of those experiences where you wake up in the morning, you can't, like the Wright Brothers, right? They said they couldn't wait to get up in the morning, and I just want to recreate that for people and...

Sean Womack: Well, you certainly have again because you emailed me at 4 in the morning this week. I was like-

Andy Murray: I did?

Sean Womack: "Andy's back. He's up at 4 in the morning." This email has a timestamp of 4:36. I remember all the time when we'd travel and be in the hotel room together. I'd hear the door and I'd be like, "What in the world?" I look over and it'd be 4:30 in the morning, 5:00, Andy's up. He'd come back at 6:30 and I'd still be in bed and he's like, "Man, I've been down there working for an hour and a half. What's the matter? You're burning daylight." When I got that email, I was like, "Oh, Andy's excited about bigQUEST."

Andy Murray: Yeah, that's the good sign.

Sean Womack: Because I'm thinking if it's 4:30 in the morning, that is a good sign.

Andy Murray: That's a good sign. I still believe in John Wayne's best phrase, "Get up boys, we're burning daylight."

Ben Ortlip: It's the Cowboys, the Cowboys movie.

Andy Murray: It was the Cowboys movie, you're right Ben. That's great.

Ben Ortlip: Yeah.

Sean Womack: Oh, so good.

Ben Ortlip: We don't even talk about early emails from Andy anymore, unless it's like 3:00. 4:30, it's like late. We're like...

Andy Murray: I'm like an infant. I got my days and nights mixed up. Now I'm getting up at 3 a.m. every day. I can't explain it and I feel embarrassed to send it to Ben at 3:30 because I know he's not up, but by 4:30, you're up. Come on, you're after it.

Ben Ortlip: Yeah.

Sean Womack: Oh, that's good.

Ben Ortlip: Well, look how happy we all are speaking of. Andy, the ripple effect, you had this ripple effect in Sean's life, and now Sean just carried that, and he's even trying to make the eggs happy.

Andy Murray: I love that.

Ben Ortlip: Yeah.

Andy Murray: How long were you sitting on that one?

Ben Ortlip: I laid that one about a minute and a half ago.

Sean Womack: Is that the last one? Do we need to carry on a couple more minutes because you got one?

Ben Ortlip: Actually, I've got a whole bunch more, but I'll send it to you in an email.

Sean Womack: Okay, okay. The unbelievable thing about eggs is that they just inspire... There is something about, they inspire puns. I finally told the advance — the end of all of their slides in their keynote decks, all say "That's all yolks" and it has-

Andy Murray: Oh gosh...

Sean Womack: ... a little egg with wings on it. Then there's an asterisk and underneath the asterisk, it says puns for internal use only.

Andy Murray: Oh, I love it.

Sean Womack: Because I told them very early on, I said, "If you show me a headline with an egg pun on it, I will hurt someone."

Andy Murray: Oh boy, wouldn't that be so tempting for an agency just to do that, right? Just do an egg pun.

Sean Womack: It's just amazing how they just flow off of every... but there are so many chicken and eggs, eggs in a basket, yolks. Yeah, they just invite puns.

Ben Ortlip: That's why I had to cross out most of my references. I realized they were obvious.

I'll tell you one of my favorite things about that conversation was just how fun it was. Any time I guess you see old friends get together and talk and everything, it's just super great, and it's really one of the things that you talk about is just when you bring this mindset into your work, you end up creating these memories, these bigQUEST or the big accomplishments, the achievements, the journeys that you take together with people, as opposed to going to work every day and doing whatever. I could really see that playing out as you guys just talk. I mean there's just an energy about what you've accomplished together and experience together.

Andy Murray: Yeah. I don't think it would have been the same if we hadn't chosen to take on some big challenges and work through them together or face big challenges. It's like what Sean said in his company that the challenge is how you grow. That's how they use growth. I think putting yourself in a position to take on challenges which is what why we encourage this idea of taking on a bigQUEST is it puts you in a position where you really do need to count on other people, and you become dependent on others in a way that's very human because you've got to get through it together. I think that creates the bonds that are just really unbreakable when you get to the end of your career and look back at all those experiences.

Yeah, you're right, I think that is really good. I'm still shocked that he thought that the kind of advertising I was doing no one wanted to do, but that's...

Ben Ortlip: Yeah, well, it was a secret. We all used to talk about you.

Andy Murray: I thought I was doing the sexy stuff. I didn't realize that shelf wobblers wasn't sexy.

Ben Ortlip: Yeah. We thought we had coerced you into doing something, we didn't know it was going to turn out so well.

Andy Murray: Exactly, or you would have said that. Yeah.

Ben Ortlip: Yeah, we volunteered for it.

Andy Murray: Yeah. Well, it's interesting Ben, there's a company I think that's going to create a whole culture of bigQUEST leaders. When I look at what they're doing at Happy Egg and how Sean's working it and their CEO, that's almost to me a story of where the whole company has a culture of right brain thinking, tied to purpose, very clear what their outcomes are. They use outcome thinking to even plan the business every three months. I know you're mostly primarily focused on individuals and helping individuals do that, but how fun can it be if the whole enterprise takes on that mindset?

Ben Ortlip: Yeah. Well, one of my concerns, we talked about this... One of my concerns is that people hear about bigQUEST and they'll think, "Okay. Well, we're not really on any bigQUESTS right now," and people might tend to think of a bigQUEST as like when there's a problem..

Andy Murray: Yeah.

Ben Ortlip: It reminds me of the difference between problems and opportunities, that problems are things you mitigate, right?

Andy Murray: Yeah.

Ben Ortlip: Negative outcomes and so forth, but one of the things about the mindset... I mean picture this, I mean Happy Egg. I mean, there's an industry, who needs to innovate? Eggs has been laid for-

Andy Murray: Exactly.

Ben Ortlip: ... thousands of years. It's like okay, the chickens lay the eggs, we take the eggs to market, people buy the eggs and eat them.

Andy Murray: Right, very simple.

Ben Ortlip: Who in their right mind says, "Hey, let's innovate around eggs?" It's counterintuitive and yet...

Andy Murray: Who said eggs had to have an emotion of happiness? I mean just putting those two ideas together was brilliant.

Ben Ortlip: Yeah.

Andy Murray: Yeah.

Ben Ortlip: That's an example of how, I'm not going to say it starts with the mindset, because the methods sometimes create the mindset and so forth, but at some point, there becomes a mindset. It's this idea of growth and just because things are the way they are, doesn't mean that they have to stay that way. There's an appetite for creating bigQUESTS out of what others may think, and this goes back to your opportunity in the stores with the customer marketing, which is a great example. Just because customers already go to stores, doesn't mean that it has to stay that way.

Andy Murray: That's right.

Ben Ortlip: It's just eggs.

Andy Murray: Yeah.

Ben Ortlip: I remember I worked on the milk account many, many years ago, and I remember coming into the agency that had that milk account. I was like, "Wait a minute, there's a whole marketing campaign for milk? You just buy milk." I mean if there's even a mention of snow people just flock to the stores and clear the shelves of milk. Who needs to market milk?

Andy Murray: Yeah. Yeah.

Ben Ortlip: Yeah.

Andy Murray: A lot of people want to weigh in and go for signing up for the cool brands, and then everybody wants, in advertising, to work on cool brands and all that stuff, but how about *making* a cool brand, right? I mean so eggs like you said, eggs are eggs, milk's milk, but to me, it's the people that think differently or the ones look at that and say, "You know, there's a real opportunity here."

Ben Ortlip: Right.

Andy Murray: These Quests that we're talking about are not just really to solve problems, or get somebody out of a crisis. I think you can do, it's there and it certainly works that way, but boy, it's a lot more fun sometimes when you're just a little bit more time to do some blue ocean thinking and being creative and then making something happen. Yeah.

Ben Ortlip: Right. I was thinking too that if I can just reflect a little bit, I made some notes while you guys were talking. I was thinking about this idea of having a big goal or a big outcome. Once you picture an outcome and I thought as I was listening and just pondering, processing that, I was realizing that the thing that a goal does, there's really two things that it does. I mean of course everybody knows that number one, it gives people a reason to engage, that to start something. "Oh, let's put a man on the moon. Okay, let's put a man on the moon," but maybe even more importantly, it gives people a reason to persist when things get hard.

Ben Ortlip: It gives context to our suffering if you will when there's something challenged that we encounter or an obstacle. If there weren't some goal beyond it, it would just be another reason to quit and a reason to give up. It's the only thing, those outcomes that we paint for people, are the only reason to stand into an obstacle, to lean into it, press through it and to overcome it.

You talk a lot about the dragons and when you start to see obstacles as barriers between you and a Quest that you're on, then you take a whole different posture toward those obstacles. Instead of running from them and moving your family to some place where there's no dragons, you actually seek out the dragons because they're going to threaten the way of life that you envision for yourself.

Andy Murray: I mean it's a great point and once you've slayed a few of them, you realize you can.

Ben Ortlip: Then you become a dragon slayer-

Andy Murray: Exactly.

Ben Ortlip:... and it becomes your identity.

Andy Murray: Well, what I've started to think a lot about is that as you and I have talked, there's not that many that are that different, and they come at you pretty much the same. These obstacles, they call them dragons. There is a dragon hall of fame, and there's probably four or five of them that we all face, which is the ones that are like *I'm not good enough, I'm not strong enough, it's about you personally not being able to do it*. You're going to face that one and go for it, or the organization's not ready and they're not going to support me, and that's an external one in the organization, or you get those two things, or we can't get the money or whatever.

Andy Murray: There's not that many different ones to face and once you've learned how to reframe the challenge and get through that, the next bigQUEST you're on, you recognize it right away. It's like "I've seen you before and this is how I took you down, it'll probably work again the same way." That is what's addictive I think is being able to do that, and then go through it and you get good at, but most people want to walk away from them or ignore them or pretend they don't exist, but they're there and you just got to get good at beating them.

Ben Ortlip: Yeah. It's like you mentioned with the fella coming up that that's going to row across the Atlantic, that once that mindset takes over, he went out and got his black belt in Brazilian jiu-jitsu.

Andy Murray: Yeah.

Ben Ortlip: Once you envision yourself as a dragon slayer, then you almost started looking for dragons to take on.

Andy Murray: Yeah, yeah.

Ben Ortlip: It really is a mindset, and I can see in Sean's posture. Here's a guy who's not waiting around to see if eggs evolve and then I'll do something. He's actually saying, "Hey, I think there's a future. There's something about eggs and happiness that we should be able to put together."

Andy Murray: I know, I know and I think it's looking to that land beyond the land you know and it's saying, "Hey, what's out there? Let's go look," and that's what I think makes a really good leader for a quest. Yeah, that's a great interview, great discussion man. I really appreciate it. Thank you.