



How Miki Agrawal Builds \$100 Million Brands And Disrupts Industries Transcript

Ryan Moran [00:00:03]

People are still talking about the keynote that Miki Agrawal gave on our stage in September of 2021 at the last Capitalism Conference. I invited Miki to come on our stage and talk about how she's had multiple eight and nine figure successes. She started multiple businesses that were all successful, and some of them completely changed the game and made tens or hundreds of millions of dollars.

Ryan Moran [00:00:27]

I wanted to bring her on stage to figure out, what is it about her mindset or what is it about her approach that creates predictable success? Because many entrepreneurs struggle to get just to the first million, but she is out there dancing her way to multimillion dollar businesses and nine figure valuations. What is she doing different than all of us? The focus of her time on stage was much more about being lit up as an entrepreneur than it was about any particular strategy.

Ryan Moran [00:00:56]

In fact, Miki talked about how when you're fully lit up, your power as an entrepreneur is kind of able to light things on fire all over the place. The strategy becomes less important when you're fully empowered to go pursue something really hard. That sounds airy-fairy or law of attraction, but I think that when you hear her break it down, you're going to realize why this is true and why so many people who were at the event in person found that this talk inspired them to go to a much bigger level, think much bigger as an entrepreneur, and make way more money.

Ryan Moran [00:01:30]

The first part of her talk was about disruptive innovation and going after big challenges in the world. You make the most money when you solve a big challenge as an entrepreneur. Now, oftentimes we think about how much money we can make or what the strategy is for us to make an extra million bucks a year, but the real way that you do that, the way that you make all the money in the world, is by solving problems. And you've got to think in a specific way to be able to tackle that, and you've got to trust yourself and know yourself enough to be able to know you're going to win. How do you do that? Miki talks about it in the first part of her talk.

Miki Agrawal [00:02:06]



Okay, so what is disruptive innovation? I'm just going to kind of define it really quickly and talk a little bit about kind of the disruptive companies that have really inspired me and how that kind of lent itself to building the things that I have. So, disruptive innovation is simply an innovation that creates a new market which eventually overtakes an existing market.

Miki Agrawal [00:02:27]

It creates a new market which eventually overtakes an existing market. Let's go through some examples of that. Model T. The Model T car disrupted the horse and buggy category. Back in the day, that was the only sort of affordable way for people to get around, then ... And cars existed for super rich people, but then the Model T came along and it was really affordable to the masses and that really disrupted the transportation space.

Miki Agrawal [00:02:48]

Internet microprocessor, disrupted the way we communicate, the way information is being transmitted. Credit card, PayPal disrupted the way money was exchanged. Anesthesia. We're going to go back and forth in time. Anesthesia disrupted the way operations were had. I had three ACL reconstructions from soccer. I had a C section. Without that precious, important disruptive innovation, I don't know if I would still be here.

Miki Agrawal [00:03:10]

Let's talk about disrupting consumer products. Toms Shoes, Warby Parker. Toms really disrupted the one for one model and really introduced that buy one, give one model, which now is pervasive around so many different consumer product companies. Dollar Shave Club disrupted the subscription model. And you think about, why did you Unilever buy Dollar Shave Club for a billion dollars? Well, they did because what took Dollar Shave Club three years to do took Gillette 100 years to do when it came to customer acquisition.

Miki Agrawal [00:03:38]

So, let's talk about Uber, Airbnb. Uber, Airbnb disrupted taxi and hotel industry. When you really think about the taxi and hotel industry, these industries were super trying so hard to maintain status quo. Remember, every city was suing Uber and every hotel was trying to prevent Airbnb from coming in. I mean, what's so interesting about that is when companies are trying to prevent progress from happening, what happens? This stat. 88% of Fortune 500 companies from 1955 are now gone. They did not innovate fast enough. I think about my beloved BlackBerry and I'm like, and it's now gone. I'm like, yeah ... It's so upsetting.

Ryan Moran [00:04:18]



This next part of Miki's talk is about what she calls social entrepreneurship. Now, I'm going to say something a little bit controversial here. When most people say social entrepreneurship, it's really left wing capitalism. It's just a way that liberals who feel bad about making money justify creating something that other people give money for. That is my personal opinion. But I don't care.

Ryan Moran [00:04:40]

As long as an entrepreneur is creating value for somebody else, think about it, justify it however you want. Capitalism makes the world a better place. Anytime you provide something that someone else sees value in and they can purchase it, both parties win. Everybody wins. That's why entrepreneurship and capitalism is the most powerful, productive force in the world.

Ryan Moran [00:05:00]

And some people are more motivated by the social impact of that, the social impact of the power of capitalism. Well, Mickey sees this as a vital part of her business. And her opinion is that the social aspect of entrepreneurship is the only way that you're going to be able to win in this era of capitalism. And it motivates her because she knows that she can create good by building a business that solves a problem. All of that is true. However you justify going into business and providing value for someone, go for it. But here's Miki's take.

Miki Agrawal [00:05:34]

The other thing I also really believe in is the idea that ... Toms Shoes created the one for one model, buy one, give one model, right? People love talking shit about, oh, my God, that model didn't work. It created the welfare model. I really believe that we have to start somewhere, and I hate when people shit on companies when they're trying something new, and let's learn and let's build from that.

Miki Agrawal [00:05:58]

So, when we're seeing new companies doing things and messing up, let's just cheerlead them and let's not talk shit about them, you know? So, I was so inspired by the Toms Shoes model, and I kind of looked at it, and the flaw that they had was that rather than just giving shoes away, right? Buy a pair of shoes, give a shoe ... Give a pair of shoes somebody needs. So, what's your name? Nick.

Miki Agrawal [00:06:21]

Okay, so Nick has a shoe company in Uganda, and he's a Ugandan person. He's working his ass off in Uganda selling shoes to local people and trying to make a living, honest living. All of



a sudden, an influx of free Toms Shoes arrives to his neighborhood. What happens to Nick's business? It suffers, it fails, it struggles, it ... It creates a welfare model.

Miki Agrawal [00:06:41]

So now, all of a sudden, instead of supporting Nick's business, it just creates a handout model. People are begging for more shoes, and that doesn't support the business, even if the intention was beautiful, even if the intention was there. So, what do we do? We learn from that. We grew from that. So, what do we create? We create a buy one, fund one model.

Miki Agrawal [00:06:55]

So, we found a company that makes washable, reusable cloth pads, like Nick's ... Instead of him selling shoes, they sell washable menstrual pads. And we said, we will fund your company to grow your business, hire local people, create local jobs, and create an empowerment model and not create a welfare model. And now, when we started working with [INAUDIBLE 00:07:11] they had 25 employees, and now they have over 200, and it really kind of changed the way we thought about the buy one, give one into a buy one, fund one model.

Miki Agrawal [00:07:19]

So, we learned. So then, the other thing that we kept hearing over and over again was, hey, does this work for women or people with light bladder leakage? Because when you give birth and a gigantic head comes out of the thing, sometimes when you jump, a little pee comes out. How do I solve for that? And so, we were like, okay, we'll create a pair of underwear that supports women on ... When they have light [INAUDIBLE 00:07:40] and men, too, have this experience.

Miki Agrawal [00:07:42]

And we created Icon, now rebranded as Speaks, which is a pee-proof underwear. Beautiful, sexy, gorgeous underwear that makes you feel like an icon, actually. And the giveback for that is that we funded the Fistula Foundation, which basically is ... Anyone here know what obsessed with obstetric fistula is?

Miki Agrawal [00:08:04]

Okay, this is ... It's a crazy thing. So, a fistula is when ... When a woman gives birth in the developed world ... So, my older sister, for example, gave birth and tore a little bit in her urinary canal or bladder canal. And in America, in the first world, you just sew it back up and you're back in business and you're fine in a couple of weeks. In the developing world, if you give birth to a baby and you tear a tear into your bladder canal, you end up peeing yourself forever, uncontrollably, all the time.



Miki Agrawal [00:08:27]

And these women who just gave birth are put into these fistula camps to die. And it's called the modern day leprosy. That's what it was called. They're just giving birth and they were shunned by their families, disowned by their communities, they're put in these fistula camps to die. And so, what we've done is we funded ... We were funding the Fistula Foundation. We've funded now hundreds and hundreds and hundreds of surgeries for these women so they can go back into their lives, and we're very, very proud of that.

Ryan Moran [00:08:54]

Sometimes we look at the marketplace and we say, things are so competitive, everybody's thought of everything. And Miki has gone into some pretty competitive spaces and won. She credits that to a three-pronged approach. She has three things that she focuses on that ensures that she's going to have a chance at winning in a competitive market. And when you hear the first two, it's going to prime you to think about your business or your idea and think about how you can break into a competitive space by doing things a little bit differently.

Ryan Moran [00:09:23]

And it's actually a much more fun way to do business. So, pay attention as she talks about the three-pronged approach, and particularly these first two, because I think it will empower you to think about how you can stand out even in the most competitive spaces.

Miki Agrawal [00:09:38]

I really believe in edutainment. I believe that it's so much more fun to learn about something when it's fun. I think about my kid who's four years old and who's just constantly fidgeting just sitting versus just learning as they go, this somatic learning. So, when you're laughing, you're experiencing it very differently. For Mother's Day, we did this really fun campaign that just ... Again, just a little bit of movement, but it did so well for our business.

Miki Agrawal [00:10:07]

So, I just ... I highly recommend, especially when you're in this world that's just getting advertised to so much, moving things are just ... It just makes you stop. One of the things that our Facebook ad agency talks about all the time is, what's thumb stopping? What's thumb stopping? Well, what's thumb stopping is a lot of movement. Okay, strong value props delivered in a fun way.

Miki Agrawal [00:10:28]



So, we ... These videos, we found a student, made five of these videos for \$2500, and these have been evergreen videos for us. It's amazing. One ... I highly recommend you go to creative schools, like universities and schools like Parsons School of Design or all kinds of schools like that, and you can just find students who are stoked to work on projects for you for so ... In such an affordable way.

Miki Agrawal [00:10:55]

So, I mean, there was music to this too, but let's see. Yeah. So, artful and fridge-worthy is a really important term. So, fridge-worthy is a term that I came up with that I talked to my team about, which is the idea that, can we create something that's so beautiful, so artful, and so personal that it can make the small real estate on your fridge? Do you know when you walk home and you have your fridge and it's got emblems of your family and mementos and invites to weddings and cute little things of your family?

Miki Agrawal [00:11:56]

Can you create ... As a challenge, can you create something that's so beautiful, so artful, and so personal that it makes the small real estate on your fridge? That's a great, fun challenge. So, for things, we made these beautiful ads that have made it ... We actually made fridge magnets with them, and people had them all over the world. I think about changing culture through the lens of art. We can try and force feed someone information and just be like, this is why it's better.

Miki Agrawal [00:12:29]

Or you can literally get someone to be like, wow, that's so beautiful. What is that? And then they're like, oh, my God, talking about periods. But you're like, no, no, no, but your first instinct was like, wow, that's so beautiful. And so, that changed immediately your reaction to what I'm talking about, because your initial reaction was like, wow. And we've had ... I remember our first subway campaign, which these are part of our subway campaigns. I had these ...

Miki Agrawal [00:12:52]

I'll never forget these. I had these construction workers with Mets ... Mets, whatever, baseball on their ... They're wearing the hard hats, and they were literally photographing our ads. They're like, yo, this is cool, man. And I was like, I ... This is ... I was just like ... It was an amazing moment because it really showcased that art affects everyone. Art changes the way you think about stuff to everyone.

Miki Agrawal [00:13:17]



So, accessible, relatable language, also a super, super important thing. Whenever we think about our businesses, sometimes we get really technical, really clinical, really medical, really academic about what we're doing to sound really smart and to be like, look at the innovation that we created. And most of the time, people are like, does it work? What is ... Does it really work? I just want to know. Just give me straight talk.

Miki Agrawal [00:13:38]

And so, the way we think about writing and copy is like we're texting our best friend. When I text Colin or I text my best friends, I'm just like ... And it's kind of messy. It's kind of silly. It's funny. It's super not, I wonder what Colin's going to want me to say for him to really accept what I say in a way that's cool. I just kind of am myself, right? We're ourselves. And what better way to talk to people than being ourselves.

Miki Agrawal [00:14:07]

And so, one of the things that we did for Thinx which was really, really special was that we created this campaign where we sent an email out to our entire email list and we were like, we just want you to fill in the blank. Thinx is blank. And so, they wrote Thinx is ... So then we ... Within 24 hours, we got 1000 responses.

Miki Agrawal [00:14:29]

So, when you think about your customer base and people that you're talking to, just reach out to them, especially the ones who love your brand, love your product. They're going to come back with epic ideas for your business. And so, Thinx is Mary Poppins in my pants, Thinx of strength, freedom, dignity for all women. Thinx is the brand that has your back, your front, wherever you're leaking, really.

Miki Agrawal [00:14:46]

And so, this is the ... I mean, we just ... And that was our whole campaign for all of Union Square takeover. It was really, really fun. For Tushy, we're launching, again, just fun copy. Eye candy, butt bliss. My favorite part is the water temperature feels like Maui. You kind of know what that feels like, right? And also, your booty is about to get bougie. Just stuff like that where ... Look at my brother in law, Denny. He's like, I'm so cool. Look at him. Look how adorable he is. I just love him so much.

Miki Agrawal [00:15:20]

Shareable, show-stopping content. Okay, let's go through that really quickly. Do I have your permission and consent to show this video? Yeah. Choosing medical authenticity is such an important, important thing. Oftentimes ... We just talked about, it's so easy to be like, what



does a customer want me to say? Versus what do I so deep inside of myself want to share? What is it that's raging out of me? This is the lit energy we're talking about, right? Where it's like, what do I want to scream out of me?

Miki Agrawal [00:15:53]

And that is what ... How we talk at our company because that's real, that's true, that's authentic, that's just ... You can't fake it. You can't make it up. It's just real and true. And so, our team, it actually consists of the most diverse from ethnic to age to gender, we're everything and that's why I think our soup of creativity is so interesting because it's coming from authentic people in our team, but it's coming from this diverse pool that it ... What comes from it is just this beautiful, magical kind of melange of it all.

Miki Agrawal [00:16:28]

Okay, this is an important piece, which is press. And I know a lot of us are thinking about, how do we get people to know about our product? How do we get people to get excited? How do we get press excited about our stuff? Because everyone is competing for the press, the same eyeballs. Everyone is competing for the same stories and same hours in the day that those writers could be writing about. What are the things that we can do?

Miki Agrawal [00:16:50]

Quick story for Thinx, which is such a powerful thing that we did, was I had my team go to ... So, this is during the Fashion Week, and Fashion Week in New York City, we were like, we're going to do a fashion show, period-proof underwear company. It was like competing with Calvin Klein, all the big ... Whatever companies, fashion labels. Name them ... I can't remember them all right now.

Miki Agrawal [00:17:13]

And so, we were just like, okay, how do we get them to come to our event and not go to Burberry's event? And so, we were like, okay, we got to make the invitation interesting. Anyone here go to Burning Man? Okay. Yes. So, what I learned about Burning Man is what you put in is what you get out, and also, if you go to an experience and you start an experience, you want to finish the experience. It's human nature, not even just if you're a burner.

Miki Agrawal [00:17:41]

But if you're like, the invitation is intriguing, then you're going to be like, oh, my God, I got to ... I got to find out what happens because we all want to know what happens at the end of a story. And so, what we did is I had my team go to Home Depot and buy quick dry cement, and



I was like ... And my team had made these black plexiglass invitations which just said, date, time, location, what to wear, wear white.

Miki Agrawal [00:18:01]

And I had them actually set these bricks and make these bricks on top of these plexiglass invitations, and I said, now I want you to wrap them up, hand deliver them with my model in gloves on on a silver platter to press, and just show up unannounced and say, this is for this writer in a really dramatic way. And then, so when the writer comes out being like, who are you, whatever, we're like, we need you to ...

Miki Agrawal [00:18:28]

So, then the model put out newspaper really dramatically, and it was like, we need you to take this brick and smash the patriarchy. This is part of the storyline. It's fine. We're all victims of the patriarchy, let's be honest. Okay. So, then we just basically ... So, the person would smash it, and then it would be all over the newspaper, and then we'd have to kind of pick through it and find the invitation, and kind of ... It was an experience.

Miki Agrawal [00:18:54]

And so then by the time they were like, okay, date, time, location, and then this person vanished and left. So, they're just left with this thing, and they're like, I got to finish it. So, guess what happened? 80 press RSVP'd literally in the next 24 hours between us doing this ... We did it to a bunch of different people and then we also sent this weird, mysterious email with video.

Miki Agrawal [00:19:15]

And so, this is the event. It was an absolute sold out event. It was such a powerful experience. I was like ... I thought it was funny because I was giving a talk in underwear and I was like, maybe I'll just come here, give a talk in my underwear. I'm like, no, no, no. Too soon, too soon. And it was just such a powerful, powerful experience.

Miki Agrawal [00:19:29]

Another time, we basically had an event where we took an egg, and you know when you're a kid, you pick ... It's just \$5. You can go and buy a box of eggs and you can ... You stick a hole in the top and the bottom and you blow out the egg yolk, and then there are these ... You can paint them and you do it with your kids. But, so, we did that and instead we made these little scrolls and we wrote these questions on the scrolls, and then we stuck them inside the eggs and delivered them.

Miki Agrawal [00:19:56]



And so, we had press open the eggs and open the scroll and it was this whole experience. And then we had ... We invited them to dinner, and all 20 press came to the dinner. Every single one of them RSVP'd because they wanted to see what the hell was going on, how to ... They wanted to finish the storyline they opened, right? It's just human nature.

Miki Agrawal [00:20:12]

Currently for Tushy, this again is totally ... What's the word? Just for here. [INAUDIBLE 00:20:20] Eye contact contract. Great. Okay. I do that with one of my friends, like eye contact contract? I'm like, yes. I'm like, okay, okay. So, basically what I had my team do, and it's ... It's always extra stuff, right? It's a lot of ... It's a little bit of extra work. It doesn't cost very much more. It's just a little extra work, but it's worth it.

Miki Agrawal [00:20:42]

So, basically what we're having to do ... So, our new product is called the Tushy Ace, and it's basically the bidet [INAUDIBLE 00:20:47] bidet seats, super fancy. Whatever, whatever. Rather than just sending them to press, I'm like, no, no, no, they have to work for it. Everyone loves to work for things. And so, basically what we're doing is we built this card deck, a full Tushy card deck, and we basically said, in the instruction sheet, you have to pull all the royal flushes out.

Miki Agrawal [00:21:06]

So, pull the royal flushes out, and each royal flush, you have to unscramble a riddle. So, I am what shy cheeks might do, or how one bids adieu to poo. And so, then it's like ... So, you unscramble it and it spells out flush. Do you see that? So, stuff like that where ... I am state of pureness, the absence of stain. What am I? Clean.

Miki Agrawal [00:21:29]

And so, it's like, see ... So, you can see ... It's just a fun way ... So, then we basically have press send us all of these answers in an email and then they'll get to know what it is because they don't even know what they're getting. So, it's a whole mysterious riddle to figure out, what is this new mysterious product from Tushy? But now they're hooked. They're bought in.

Miki Agrawal [00:21:53]

And when they're hooked and bought in, they're going to probably write about it. They're probably going to talk about it. They're probably going to Instagram it. They're probably going to convince their editors that this is a fun story because it's now on a journey, right? And then, of course, do weird shit, you know? So, we had this event called Butt Con, a holy experience for the like-behinded.



Miki Agrawal [00:22:13]

So punny. So punny. This was my favorite, and I know some of our people might disagree. Justin, looking at you. But this was my favorite event because it was just such an original display of creativity for me, and it was such a labor of love. And this was ... We actually held a real life funeral for a tree in a real life church in New York City, Judson Memorial Church, the biggest church in New York City in Washington Square Park. We held a sold out event, and this was what ... This video quality is terrible, but it's just whatever. The tree's name was Willow Bomb.

Speaker [00:23:10]

What is the answer? What can we do? And the simple and proven answer is plant trees.

Speaker 2 [00:23:20]

On behalf of Willow Bomb's family, I'd like to welcome everyone to a funeral for a tree presented by Tushy and the family of the deceased. He leaves behind his wife Maple, his daughter Fern, and loyal family Dogwood.

Speaker [00:23:39]

I remember he would never ask for directions. He'd always say, I always know where north is. Check my mossy side.

Speaker 2 [00:23:50]

He was such a great tree. So strong and green and brown. He'd always say that. He always loved a sunny day. We all know Will was the first and last one at the park every day the sun was out.

Speaker [00:24:13]

And did you know that 15 million trees are killed each year for toilet paper consumption? Let's talk about that. And let's be honest, toilet paper doesn't even properly clean us. I mean, would you wipe any other part of your body with dry paper and call it clean? Of course not. God. So, how and why are we killing Willow and his beautiful family so you can smear poop into your butt? Willow deserves so much more than that [INAUDIBLE 00:24:47]

Miki Agrawal [00:24:49]

I emailed ... I emailed the guy [INAUDIBLE 00:24:53] to actually sue the US government [INAUDIBLE 00:24:59] He came and showed up because he's like, this is super creative. And it was extremely [INAUDIBLE 00:25:06]



Speaker 3 [00:25:10]

And now, as the generation ... One of the last generations on earth that is going to be able to determine what the future looks like, it's time for us to leave those flowers and leave those songs to preserve and protect and stand and fight for the beauty of this world, and that is in all of our hands. So, I appreciate you all being here. Appreciate the love, appreciate the celebration of life. And remember that this is not just about death and the crisis we face, this is about the rebirth of a world that we are building together.

Speaker 2 [00:25:33]

Reach your branches to the sky with me for a final moment of gratitude ...

Miki Agrawal [00:25:37]

I mean, the weirdest thing ever, right? And people ... Oh, wrong way [INAUDIBLE 00:25:44] Yeah. It was just one of the most special events, and I remember one of my friends or one of the attendees that came, he was just like, this did not feel like a brand activation. It felt like the most heartfelt ... People laughed, people cried, people really felt like they wanted to support the planet and really save Willow and other ... And trees from getting flushed down the toilet and also from getting killed by just ... Unnecessarily by these old ways that we're doing. So, it was just a potent experience for me that was just weird. Again, it cost us barely any money. Justin, how much it cost us? Very little.

Ryan Moran [00:26:22]

At the end of Mickey's keynote, we went into Q and A, and it was here that I invited her to go deeper into this idea of being lit up as an entrepreneur. This is the part of the talk that people are still processing and still talking about a year after the fact. And so, if I interrupt it too much, I'm afraid it's going to spoil the magic. So, I'm just going to let this run and hope it impacts you in the exact same way that it impacted the people who were there in person at the last Cap Con. Let's go.

Ryan Moran [00:26:52]

One thing that came to mind as you were talking is you both started and concluded with this idea of being lit up. And as you were talking, I was trying to piece together, I know as an entrepreneur, that's actually what we're all looking for, right? The results that happen in the wake of that are what we all measure and see in other people. What we're actually looking for is that experience of being lit up.

Ryan Moran [00:27:14]



And I was hoping you could talk a little bit about that because what I pieced together as you were talking was that your companies, in order for you to stay lit up, it has to mean something beyond it being just a business. And I saw that as a consistent theme in every story you were telling, was there was something that was drawing you bigger and beyond just the business infrastructure that exists. Am I piecing that together correctly, and could you comment on that?

Miki Agrawal [00:27:41]

Yeah. I mean, I think money ... It's like moth to a flame, right? It's like, you ... I don't see myself chasing someone who's not lit up. Like my friend Colin right here, most lit up being, one of ... Literally I know. And my first friend in Austin. He built the first drone camera, built DJI. I'm so proud of him in that now. I invested in his newest company called Gel Blasters, which is going to disrupt Nerf and all the epic toy companies in the world.

Miki Agrawal [00:28:10]

And what draws me to him is lit up energy that I get from him. And we are attracted to that because it's not just us being lit up, but ... Yes, we have to fan our own flames, but then that fanning of our flames attracts other people to ... Okay, why are you so excited? What are you ... What's going on? And that ... That's what generates actually ... That's what generates abundance, actually. And abundance ... Everything in business. Because without that, it's just like, yeah, I have this thing and it's like, I'm too cool for school right now. I'm just going to tell you about my business.

Ryan Moran [00:28:44]

And it's very heady.

Miki Agrawal [00:28:46]

You know? Versus when I talk to colleagues like, you have no idea what happened. We need 30 minutes to sit down and unpack this shit. And it's just the most fun and alive and exciting and just ... Just, I'm attracted to that. And so ... Versus, like I said, trying to fit into the box of we live in a world where it's unfortunate, but it's like, I have to ... It's almost cool to hate your job. It's almost cool to ... You know?

Miki Agrawal [00:29:18]

Versus, I'm so excited about what I'm doing. And I feel like that, to me, is what actually drives \$100 million, nine figure ... Whatever the fuck. That's just ancillary, but it actually drives us. It drives me. I don't ... I mean, the money is great, but it's not why I'm doing it. And I think when people are doing it for the money, it's just never going to last.



Ryan Moran [00:29:41]

Do you think that that excitement or that experience of being lit up can be reverse engineered? Can you actually ... Can you find that? Or is it somehow beyond you?

Miki Agrawal [00:29:50]

It's not ... It's a truth. You're searching for a truth inside. When you close your eyes, you're like ... We know ... Everyone here has had the moment where you're just like, I met someone who just woke up this energy inside of me. I can't stop thinking about them. I can't stop ... I just can't stop just thinking about them or wanting to talk to them or imagining things with them.

Miki Agrawal [00:30:14]

Or if you fall in love with an idea and you're like, oh my God, I just ... My next company that I'm starting is just like, everything's aligned. And it's just like, oh my God. It just all kind of ... It's coming together, like boom, boom, boom, boom, boom. And it's magic because it's following this flame that's just true. And you can't fake that. You can't fake truth. And I think we all try to mask it and just ... Yeah, cool, you know? And it's just ... That's not cool.

Ryan Moran [00:30:44]

You compare that to a relationship, but a relationship, a lot of times, happens by accident. You meet somebody and you fall for them, and it's not usually the person that you think you're going to fall for. Does that correlate to business? Did you ...

Miki Agrawal [00:30:59]

I think it's all the same. Attraction is attraction is attraction. Fire is fire is fire. Lit is lit is lit. It doesn't matter where it comes from. Actually, when you're lit by a person, by a friend, by a lover, by a husband, by whoever, that actually translates into everything that I do. The amount of downloads of ideas that I'm having for the company ... just because it's fueling, because I'm following the truth of that feeling and I'm not trying to suppress it. I'm not trying to ... I'm trying to just ... I'm letting it flow. And when you open the flow, it just unlocks in every area of our life.

Ryan Moran [00:31:35]

The ah-hah I just had as you were describing that is, I was thinking about it just through the lens of business, of wanting to be lit up more in the journey of entrepreneurship, but what I just realized is that it is more the experience of being lit up that then translates over into the business.

Miki Agrawal [00:31:55]



Yes, yes, yes, yes, yes. 1000% yes because if we're chasing the money and the fame and the ... It's just ... It's not really true because we're chasing love. That's because we all are chasing, I want to be loved. And how do I do that? By having abundance and by taking care of my family, by taking care of my friends, by showing, look, look, I'm worthy, I'm worthy of love.

Miki Agrawal [00:32:23]

For me, I feel like as a kid, I had to prove myself with my Indian father over and over and over again. I'm worthy of love, I'm worthy of your affection. Over and over again. I think that's the ultimately underlying thing. It's not the money, it's not the ... It's love. And so, I think if we're letting that ... If we're fanning the flame of love, it'll just ...

Ryan Moran [00:32:45]

How do you ... You seem to relentlessly either protect that or pursue that. So, what is your mindset around that?

Miki Agrawal [00:32:57]

It's just the knowing. It's like we did ... Right? When we love, we know. When we feel the alignment, we know. It's not ... We just know. But it's ... The whole game is remembering because we're always, again, being like, oh, I shouldn't ... Oh, I need to ... Oh, this is the box that I'm in. Oh, I'm in this system and I have to fulfill and be in this box, and if I'm not, will I be loved? And so, I think it's like, you know that thing, your comfort zone where the magic happens. You know?

Miki Agrawal [00:33:41]

It's like, we get out of our comfort zone. It's just like, what? You know? And I think we're just ... We live in a world where we get sometimes beaten for getting out of our comfort zone, and we're just like ... I don't want ... I'll stay here safe. I'm going to just die in this safe place versus, hey, we're all going to die. That is an inevitable thing.

Miki Agrawal [00:34:00]

And what are we going to do with our time? Are we going to just stay here? Are we going to just risk it and go for it? And I'm like, fuck it. There's the quote by ... What's his name? That he says, like I want to ... He says I want to skid to death's door sideways, not in a well preserved body, but in a flume of smoke, thoroughly used up exclaiming, wow, what a ride. Right? That's the vibe. I don't think it's just like, well, I just lived a really nice life.

Miki Agrawal [00:34:37]



So, that's the challenge for all of us. It's like, what are we chasing and why? Ultimately, it is for love. And if we chase that, wow. Wow, the world will change for the better.

Ryan Moran [00:34:48]

When you are in that zone, what is your relationship with money?

Miki Agrawal [00:34:55]

Money ... In my book, Disrupt-Her, I talk about money as literally a flowing energy exchange. It could be anything. It could be a rock, it could be our hats. Money is a made up energy exchange that we've agreed to is worth something. That's it. So, if we just look at money as energy exchange, then it's like, wow, how am I going to exchange energy with you? How am I going to exchange energy with you? How am I going to exchange energy with you?

Miki Agrawal [00:35:20]

It's a very different philosophy than, I got to protect my money, I got to ... Versus, how am I going to exchange it? The Native Americans, I talked about this in my book Disrupt-her, too, where Native Americans, we ... They used to ... They're all about circulating everything. If it's not circulating, it's dead. So, there's this story of this pipe. They talk about this story of this pipe that you share this pipe ... The chief, whenever someone visits the tribe, they give this pipe to the visiting person, and that person brings it back to their tribe.

Miki Agrawal [00:35:54]

And then when someone comes to visit them, they circulate that pipe and that pipe is always alive. That's like money, right? As soon as ... Then the settler came in, took the pipe, and put it on his mantelpiece. And then the chief came in and saw it on his mantelpiece and was like, hey, that's part of the tradition of circulating. It's sitting there. And that's where actually the term Indian Giver came from, which is so fucked up, actually, because they were like ... He took the pipe back to circulate it and then the settler was like, you took your gift back.

Miki Agrawal [00:36:22]

But no, actually he took it to recirculate it. And so, we shouldn't ever say Indian Giver, but that's the same thing around money. Money is just a flow of energy, an exchange of love, an exchange of, hey, I'm going to give you my energy, give me your energy. What does that feel like, you know? And I feel like that actually unlocks our weirdness around money because we're so ... Everyone is so weird around money because the way we're taught, our parents.

Miki Agrawal [00:36:47]



We were ... Oftentimes, our parents were bad with money. My parents taught me how to budget from age eleven. But there's a lot of weirdness around money. And so, the minute we just take the money part off and turn it into energy, it's like, wow, what will it unlock? It will unlock something completely different.

Ryan Moran [00:37:04]

Well, I think most people perceive that once they have the money, they will give themselves permission to let the energy be unlocked and flow, but I think you would agree that it is exactly the opposite, that once you let the energy flow ...

Miki Agrawal [00:37:17]

Money flows.

Ryan Moran [00:37:17]

Money flows.

Miki Agrawal [00:37:18]

Everything flows. It's flow. We are in search of flow. It's like the flowing river versus a river that's blocked. When you remove the dam and you're just in flow ... I think about Colin all the time when he was just ... I was literally in meditation manifesting my marketing person and literally letting it flow, just ... And guess what? The best person just showed up on his front door literally the next day.

Miki Agrawal [00:37:42]

That's the kind of shit that ... It's true because it's a truth that we're chasing. It's like, I'm in search of flow. I'm not ... I'm in search of truth. I'm in search of energy. I'm in search of love. But if ... Anytime we're in search of something that's kind of ego driven, it's just like the flow changes. It's like, it becomes weird versus ...

Ryan Moran [00:38:07]

You've now put the power of that thing to allow that to flow, so it just eludes you. Have you ever allowed that to flow and it not worked out how you wanted?

Miki Agrawal [00:38:20]

I mean, I think when we're in flow, I ... When we're just in flow with an open palm versus grasping. I wrote a whole thing on this on Instagram the other day. I went to Hoffman, and there's just this whole thing about loving with an open palm versus loving grasping. You know



how we ... It's so easy to just be ... Want to control and want to grasp and want to hold versus just being like, I trust that whatever happens is meant to be.

Miki Agrawal [00:38:49]

And so, even if it doesn't work out, and I went through a crazy shit storm of craziness in 2017 when I had this major just takedown vibes, not cool experience that happened. And I was just pregnant and holding the truth that this is happening for a reason. I'm just going to hold. And guess what? Magic followed. Built another company. My baby was born. I got to be with my baby for the first year of his life.

Miki Agrawal [00:39:18]

And I got to really change the way I see and view so much in my life. Before, I was very masculine, trying to be ... Playing in the game. And then after, I just softened and I was just chasing my heart's desire. Very different energy.

Ryan Moran [00:39:33]

When do you know that you're out of flow and how do you get back in it?

Miki Agrawal [00:39:39]

You just know. But I would say ... I would always say just drop into ... So, at Hoffman, we do this thing called this quad check where you're just like, what is my inner child saying? What is my intellect saying? What is my body saying? And then, what is my spiritual self saying?

Miki Agrawal [00:39:55]

So, it's like, okay, so my body is feeling a little like ... Right now, I'm feeling energized, you know? My intellect is just buzzing. My emotional child probably wants to be hugged right now. And my spiritual self is just saying, trust. Trust, trust, trust. Trust, love with an open palm, and trust, and that's it.

Miki Agrawal [00:40:16]

And so, it's just a ... It's a constant game of checking back in with ourselves because we know. All the answers are within us. It's just trusting that again and again and again. We come out of alignment, it's like meditation. It's like, bring it back. Come to your breath. Bring it back into your body. Bring it back, bring it back. It's just ... We know when we're kind of chasing the ego thing versus chasing our truth.

Ryan Moran [00:40:41]



If there's a mic runner, we're going to go to Q and A here in a second, so go ahead and get ready. Miki, what do you see specifically business owners and entrepreneurs doing that takes them out of that place? Or how do you see them thinking in a way that's out of alignment of that?

Miki Agrawal [00:40:57]

I think it's really ... When people are out of alignment, I think it's because they're trying to fit themselves in the box again. They're not following their truth or their passion. They're following, I need to be this because this is what the society told me. I need to be this because my mom and dad are watching my instagram. I need to be this because of X, Y, Z, and it's just not true.

Miki Agrawal [00:41:19]

And so, when we realize ... And this is also what I talk a lot about in my book, Disrupt-Her, is that everything is an illusion. Everything is made up. Time is made up, money is made up, literally, taxes are made up, our lines that draw our countries where we need this little passport thing that we ... That's made up. You know? Everything is made up, and so can we reimagine a world through the lens of love, the lens of fire, the lens of lit-upness without making sure everyone joins us, too?

Miki Agrawal [00:41:47]

We're not going to hurt anyone, but we're going to make sure that we're all holding hands, in this together, and entering a new kind of field together. And I think it's so possible.

Ryan Moran [00:42:00]

Even Sam this morning, Sam was very tactical this morning, but there was a foundation of if it is not based in something that actually has you lit up, it's a waste. There's no amount of tactics that can overcome a lack of that, what he called, obsession, that positive obsession, that genuine interest, that genuine curiosity that was driving the foundation of everything they did from that point.

Ryan Moran [00:42:26]

And I think we're missing that so much in the entrepreneurial community because it is so obsessed with the tactics. But they're worthless without that underlying obsession. That is the game, is discovering that underlying obsession.

Miki Agrawal [00:42:39]

And fanning it and just ...



Ryan Moran [00:42:41]
Fanning it?

Miki Agrawal [00:42:42]
Fanning the flame, fanning that obsession and just letting it live and just and exist and grow and that ... And it doesn't matter what anyone says. Let that shine. And that will ... It'll come out and attract and change and alchemize in such a different way.

Ryan Moran [00:42:58]
I think what's so powerful about what Miki has to share is that this is what we actually want. Yes, we want the money and some of us want the cars or all of the ego stuff. Yes, all that is true. But really what we most want is to feel alive. We want to be lit on fire. We want to feel that passion that we can't get away from, that we have to share with everybody else.

Ryan Moran [00:43:24]
That's what we desperately want more than anything else in the world. So, Miki starts with that, and the fact that she has started with that and used it to be so financially successful is very attractive, because she started with the endpoint that all of us want, which is to feel fully lit up and alive and on purpose. That's actually what we're doing here. And it's nice to hear from entrepreneurs who start with that and still get all of the ego stuff, too.

Ryan Moran [00:43:54]
So, I hope this gives you permission to think about what it is that really lights you up and make that the priority. This is the work, in my opinion. This is what I work on, letting that come out of me because then I know that everything that I touch is going to work in some way, even if it just means that I feel purposeful in the doing of that project.

Ryan Moran [00:44:17]
This was a keynote from the Capitalism Conference, and if you'd like to be at the next one in person, you can get all the details, speakers, dates, all of that stuff at Capitalism.com/CapCon. We keep them small and intimate so that you get interaction time with people who are there and those who are on stage, and I would highly encourage you to come, open up your network, open up your mind, discover what's working for other people, and to put yourself in the position to be ready for the next stage of your growth.

Ryan Moran [00:44:50]



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Ryan Moran [00:45:01]

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Ryan Moran [00:45:17]

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