

Ep #11: Building a Multi-8-Figure Wellness Brand Through Unshakeable Core Values with Ashley Leroux



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Jess McKinley Uyeno

[Fun Money with Jessica McKinley Uyeno](#)

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Ashley Leroux: Everyone wants to ask me what's your ROI on that entire thing. There's so much that you just can't track. We ask ourselves three things: is profit going up, is revenue going up, and are we having fun? If the answer is yes, we just keep doing what we're doing.

Jessica McKinley Uyeno: Hello and welcome back to *Fun Money*. We have a very special guest, someone whom I met through a friend of a friend, through a client, Christa Biegler, who also has an incredible podcast, *The Less Stress Life*. And she is someone who I trust her connections because she is someone who is very rooted in core values. She prioritizes her health, she prioritizes her stress, her family. We have shared core values. So when I come to meet someone through her, they usually have a very value-rooted business, and no surprise, that is our guest today, Ashley Leroux.

Ashley is CMO and co-owner of Jigsaw Health. Actually, as we're sitting here, I have my water bottle, which is not water, it is actually a potassium cocktail, which is one of my favorite things to drink throughout the day, which is a product of Jigsaw Health. And I'm sure she'll talk about that a bit, but she is more than that. She's a multi-multipreneur, is that a word? We're making up words here, but she is the co-founder also of Firefly Organic Coffee and Market and Orchard Pickleball. Are you sensing a theme? Can you see that there's a wellness element, that there is a fun element, that there is some values coming through?

And most recently, she is executive producer of *Breaking Big Food*. Ashley is the chief marketing officer of Jigsaw Health, a supplement company known for its science-backed, feel-good formulas that support energy, sleep, and recovery, which is why I drink it all of the time, because your mindset can only take you so far. She's also the co-founder of Firefly Organic Coffee and Market and Orchard Pickleball, and those are both community-driven spaces in Scottsdale that blend wellness, movement, and clean ingredients in a fun, elevated setting.

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This was a personal mission for her because after dealing with mold and heavy metal toxicity, Ashley became passionate about educating others on hidden toxins in daily rituals. And you will go and follow their Instagram account because I am telling you that since following along, I have no longer drink coffee creamer because of one of their posts. I am very particular now about the candles that I bring into my household. And when I say, right, there are influencers out there influencing you, most of them are influencing you to just buy more products, but really Ashley and her company are influencing you to live a better life, to be a healthier person in practice.

Firefly proudly serves third-party tested beans free of mold, pesticides, and heavy metals, which is something that's almost unheard of in the coffee industry. Ashley is also—and I know this is a long bio, you guys, but it's because our guests are so fun. And because there is so many ways for you to take your ideas and turn them into impact and turn them into money. And so I want to bring someone on who has a way of saying, "Okay, I have all these passions. I have all these skill sets. You don't have to just pick one lane." You can actually find ways to use them to fuel lots of missions at the same time.

So her most recent project is executive producer on the upcoming documentary, Breaking Big Food, which I'm going to have her talk to us about. This is how the American food system went rotten and how it's being revived. Her mission is simple: raise the standard, revive our health, and make conscious living feel fun and magical. Welcome to the show, Ashley.

Ashley Leroux: Oh my gosh, thank you so much for that amazing intro. You really did cover a lot. Are you sure we need to do a podcast?

Jessica McKinley Uyeno: Yeah, we're done. Nice to meet you. Bye.

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Ashley Leroux: Oh, so funny. I really am super glad to be here with you today to talk about all of these fun things. These are obviously, it's a very passionate topic, and I'm excited to dive in.

Jessica McKinley Uyeno: Where do we start? Obviously, you have lots of entrepreneurial ventures, and now I believe you do a fair amount of them with your partner, with your husband.

Ashley Leroux: Yes, my husband, Patrick.

Jessica McKinley Uyeno: Yes. And what was your first company and how did you come into being an entrepreneur? Was that something that was rooted in you as a kid? Were you that kid running lemonade stands?

Ashley Leroux: I didn't have a lemonade stand, mostly because I lived in not a very convenient place for that, but I'm sure I thought about it and was trying to come up with ways to figure out how to make a profit, one way or another, using creativity. I've always been very creative. But I actually have been in real estate sales, prior to meeting Patrick. I sold real estate, I did mortgage loans, just kind of worked fully on commission, a very self-starter, just wanting to just earn, right? But when I met Patrick, he and his dad had actually started Jigsaw Health in 2005.

The creation of Jigsaw Health was based upon his dad's 30 years of chronic health conditions. And, well, when I started dating Patrick and then we pretty soon got married, he said to me, "You're doing all these really cool things with your real estate marketing business, and you're giving me all kinds of fun ideas for the Jigsaw marketing. Why don't you officially come on board and let's work together here?"

And so he recruited me away. Luckily, it was a very good decision. It was 2015 when I started working with Jigsaw Health. So that's kind of my first, I would call it, real entrepreneurial moment where it was like I took ownership of this company in my own way and put everything I could into it.

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Jessica McKinley Uyeno: Yeah, I love that. And so you are the marketing officer, and one thing that was really interesting to me about this is like, oh, it seems like there is a through line between your businesses right now, between your projects. Can you tell me a little bit about, okay, now you're in the TV biz. What is the through line for this? It's obviously, as you said, it's a health-based project. So was this directly connected to Jigsaw? What would you say for someone who is like, "Oh, I have all of these ideas, how do you stay focused and how do you create a through line between your different income streams?"

Ashley Leroux: Well, here's kind of how it evolved in terms of the documentary thing. In 2015, we hired Patrick's cousin, who had just graduated from USC Film School, to work for us part-time and help bring to life some of our creative, we call them Funny Friday videos. We would essentially put on these little skits where we would, around the office, be doing something with the employees and talking about and educating on a particular product that we had. We call it edutainment, right, where we would educate and entertain. And his cousin, Cory, happens to be just an absolute wizard behind the camera. So he began to film these and edit them. And so we made a goal to release one Funny Friday video every single Friday for a year.

We did a lot of videos, and it's funny, you can watch the very first one to the very last one and see the evolution of the quality and just how more professional they looked and how elaborate they got. And that was not only really fun for our customers and fun for us to post online, social media content and whatnot, but it was a really great team-bonding experience for us and our employees in the office. They loved being part of that.

So, over that time, since then, we have continued to add to our production team of Jigsaw Health. We have video production, we have audio engineers, we have graphic designers all in house that are so talented. And we decided when we launched - we basically opened The Orchard at

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Jigsaw Health in 2022, which is the pickleball facility. I can tell you how we kind of got to that, but essentially we ended up making a pickleball documentary using our in-house team. So it was just an evolution of us already doing video marketing, video media stuff.

Jessica McKinley Uyeno: So The Orchard is - this is a facility for people to play pickleball?

Ashley Leroux: Yes, it is. In 2018, Patrick and I were in Flagstaff, Arizona. We were just kind of walking around and in our neighborhood, there are pickleball courts. And I said to Patrick, "You know, let's go try pickleball tomorrow. It seems kind of fun." I looked it up on YouTube and I think I could do it. I never played tennis, but he's like, "Pickle what?" And so I showed him a couple of videos. He's like, "All right, let's go try it." So we go and we borrowed some paddles and, man, we just fell in love with it. It was so much fun and everybody was so nice and it became our favorite thing to do that summer and remains one of our favorite things today.

But when we began playing, we started to notice that people that were playing would have cramping issues or not really know how to properly hydrate. And we happen to make excellent electrolytes at Jigsaw Health, so we thought, I mean, we already have these great electrolytes, why don't we market to this pickleball community? It seems very - I mean, it's a tribe we can be part of because we truly love the sport.

And that was about 2019, and then the sport blew up in 2020 due to COVID and everybody and their mom plays pickleball now. So it was really kind of a very lucky timing thing that we got in when we did. And so we put a lot of our marketing budget and efforts into pickleball in that time.

Jessica McKinley Uyeno: It's so smart. It's so cool too, because there's just this give and take constantly when you have a genuine match. I mean, it's like why I have very clear filters for guests that I have on the show. It's like, I actually want to be either a consumer of their product or their service. I

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want to know them deep down because if I'm promoting the ways that you are making money, to me, I always say like, purposeful inflow without purposeful outflow creates like a toxic overflow when it comes to money. And I think that it just is really apparent that all of the ways that you've seen massive success, and we love numbers on this podcast, can you share what revenue bracket your company is at? Because I think it's so fun and cool.

Ashley Leroux: Sure. This year we'll do 22 million is our goal and we're on track for it.

Jessica McKinley Uyeno: Yeah, killer. And I think that it needs to be heard more, especially out of a woman's mouth. And I know it's a partnership business, of course, but talking about these big numbers and at the same time, really what we're talking about is just your passions. You're like, "Okay, cool. I don't want other people to be living their life unaware of mold or heavy metals. Oh, we love pickleball. This is a community that is cramping up. We have this over here," and just tying together and putting together your passions with a niche and a market. So can you tell us a little bit about one money decision or a big investment or move you made with Jigsaw Health that maybe felt risky at the time but really shifted the business's trajectory?

Ashley Leroux: I think that deciding to do a cannonball into the pickleball space when we did was probably that. Not a lot of people had heard about pickleball at that time. We decided to sign the top six players in the sport. We also became the first non-endemic sponsor of the pro PPA tour, meaning we weren't a paddle, we weren't shoes, we weren't like a net company. We were an electrolyte company.

So we really sunk our entire marketing budget into pickleball for at least two to three years. And then in 2022, when we decided to open The Orchard, this indoor, what we call it as a boutique pickleball stadium, we created

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something called the Arizona Pro Pickleball League and filmed a documentary about it. So talk about going all in. I mean, we do have a habit of doing this. We don't dip our toe very often because we feel that if you dip your toe in the water, you tend to get toe-dipping results.

So we just go for it and it's been really rewarding and a wonderful experience. And I don't know exactly - everyone wants to ask me, what's your ROI on that entire thing? There's so much that you just can't track. We ask ourselves three things. Is profit going up, is revenue going up, and are we having fun? If the answer is yes, we just keep doing what we're doing.

Jessica McKinley Uyeno: Those are some high quality questions. I talk about this all the time, that your business and your life is never going to exceed the quality of the questions that you're asking yourself. And they don't have to be complex, right? They can be really simple. But if you have really good questions that are leading you towards what decisions you're making, whether it's in marketing or in sales or just in your life and the next decision you want to make, you got to have some good questions. And those are some good ones. Can you repeat them one more time?

Ashley Leroux: Is profit going up, is revenue going up, and are we having fun?

Jessica McKinley Uyeno: Yes. And I love this. You obviously have really strong personal philosophies that go into your business, and transparency is one of them. That's one that we really share. It's like transparency. So can you tell me a little bit like as you're growing - I'm pretty sure, if I remember correctly, you have a pretty small team for the company.

Ashley Leroux: We do. We have about 22 employees.

Jessica McKinley Uyeno: 22 employees. Yeah. And so it's like, is there goals in terms of profitability and challenges? How do you talk to your team about money? This is something that a lot of my clients, a lot of my

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listeners talk about all the time. It's like, I have these big goals, company has these big goals. How do I navigate having the conversations, who should be having the conversations, who shouldn't? And it would be great to have your insight.

Ashley Leroux: We are very transparent with our team about our profit, revenue, all the numbers. We have a weekly meeting every Wednesday with everyone in the company, and we go through all of our status, our goals, and our current numbers on where we're at. And everyone in the company is also bonused on revenue and profit goals. So everyone's interests are aligned. That's how we like to set things up so that we can function as a team and we all know what's at stake and we can just basically be really transparent about what needs to be done and if we need to pivot things, we can pivot. But I feel like our team needs to understand that.

Jessica McKinley Uyeno: Yeah, I completely agree with you. I talk to a lot of business owners who only do bonus structures for people who are directly tied to sales, but I tie bonuses to my whole team, whether they're a direct contributor to sales or not because I do find, right, there is an effect, right? There's an effect on everything. Operations will affect sales and delivery and so, yeah, I love having that.

Ashley Leroux: And it gives them a reason to want to help each other out, even when maybe it's not part of their job description, right? So they're like, hey, we are functioning as one unit here and we're a team.

Jessica McKinley Uyeno: Yeah, and who isn't motivated by a bonus? It's fun. That's fun money right there, people.

Ashley Leroux: Yes, amen to that.

Jessica McKinley Uyeno: So good. So, have you ever - we talked about one of the reasons that I wanted to have you on the show was because

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your businesses are dripping in those core values. Number one, do you have core values? Like, have you thought about this or this is just something that's innate within you? And then number two, well, I guess answer that question first, but then we'll talk about was there ever a time where profit goals competed with those values?

Ashley Leroux: Yes, we do have core values. We have 10 of them. We read a different core value each week at our company meeting just to keep them fresh and keep them top of mind for the employees. And those have been a really important thing that we put into place probably close to 9 years ago, just so that we could clarify and be crystal clear as a team, like, here are the things that we stand for and here are the things that we don't stand for. And I just want to say Core Value Number 10 is always act with integrity. At Jigsaw Health, we do the right thing even when no one is looking. We value honesty, kindness, generosity, and morality. It would be very easy and very tempting to compromise our ingredients for something cheaper that may not be as effective. And that is something that we've never done. This is a very competitive space.

As you know, there are supplements and electrolytes and all kinds of different variations of every product you can imagine. But one of the things we've never wavered on is that, and that has been very important and integral to I think our success.

Jessica McKinley Uyeno: Yeah, I mean, did the tariffs affect you guys at all? Or you guys are local?

Ashley Leroux: Not in terms of profit, revenue, all of that. We're lucky that it hasn't really affected us. Our customer base is very loyal and they return and they do tend to kind of jump through the hoops they need to get to our products. And I didn't handle a lot of those logistics. Our COO, Natalie, handles like what's really going on behind the scenes, and luckily she doesn't share - I mean, she does so much without even sharing it with us a

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lot of times because she's like, "I know you guys are busy working on like a documentary or whatever else," and she's like, "I got this." So I don't actually know.

Jessica McKinley Uyeno: That's a COO that we love.

Ashley Leroux: She is amazing. So I don't want to say that we haven't been affected by the tariffs, but to my knowledge, in terms of the overall business, we have been very fortunate that we're still been doing great, so.

Jessica McKinley Uyeno: That's amazing. Like you said, too, right, the difference between having values and missions on the front end versus doing that right thing on the back end. I was just on a very long flight home from Japan and I was watching the movie, The Intern with Robert De Niro and Anne Hathaway. Have you seen that?

Ashley Leroux: I haven't. Is it good?

Jessica McKinley Uyeno: Oh, it's so adorable. It's just wholesome. I mean, it's not the best picture by any means, but the concept is that they are hiring senior citizen interns that are just like, you know, want to stay working and involved. And he was going in and he was seeing how certain values and certain standards have deteriorated across generations and that he was like, "I am just someone who does what they say they're going to do. And you just do the right thing. You just do the right thing." It's not that hard to just say you're a person who does the right thing. And I was like, "Wow." Sometimes someone just says it so simple. We obviously know, but having that as a core value is, I'm sure, really affected your trajectory of the whole team. It sounds like you probably don't have too much turnover.

Ashley Leroux: Very, very little. Most of our employees that are there now have been there upwards of 7 years, and we've only had two people quit and one came back. So it's kind of quite amazing how much we've been

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able to keep our culture and our turnover at a minimum. We've unfortunately had to give people the chance to be successful elsewhere because it wasn't the right fit, but in terms of just people wanting to work there and feeling happy about their job. I mean, that's we've always made that a very top priority because we believe that happy employees lead to happy customers.

Jessica McKinley Uyeno: You've mentioned fun so many times in your bio, in your values.

Ashley Leroux: It is in our - it is in our tagline. Fun to feel good. Yes.

Jessica McKinley Uyeno: Oh my gosh. Yes. Those of you guys who are not watching, it says, "It's fun to feel good" is the tagline for Jigsaw Health. And also too, I was reading on the potassium cocktail today, there's no such thing as a happy crammer. And I like burst into laughter. I was like, "Wait, how have I never read this part of the bottle today?"

Ashley Leroux: I am so glad you found that. That's my little favorite joke I say, because it's so true. It's like, there really is no such thing as a happy crammer. It's like the most miserable feeling in the world. So let's solve that.

Jessica McKinley Uyeno: It's so good. I'm running a half marathon on Saturday, so I'm just...

Ashley Leroux: Well, you won't be cramping.

Jessica McKinley Uyeno: Nope. I'm getting all my electrolytes in right now. It's like every day I'm not drinking water really, basically until then. So the next question I had about Fun Money, which of course is the name of this show, is that when it comes to Jigsaw's marketing budget, something that you are responsible for, is there any fun money line item? So anything that's non-essential but feels non-negotiable because of, you know, your values? Do you guys play pickleball together as a team?

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Ashley Leroux: You know what? We do. So we have every Monday night, we block off the courts for Jamily pickleball, we call it, the Jigsaw family is the Jamily. So we do have employees that go and play every Monday night at The Orchard and they enjoy that. But I would say the biggest line item would be the Christmas party.

Jessica McKinley Uyeno: Oh yeah.

Ashley Leroux: Because it is something that we don't spare any expense on. We take the team to the nicest place we can find that can accommodate how many people we have. And everyone always really looks forward to it. And we play the white elephant, what's the game with the numbers and the gift exchange game. And yes, it takes a while because we have quite a big group, especially when people bring guests these days. But it's so much fun and there's so many laughs and it's definitely a highlight of the year. So that's something that we do not skimp on.

Jessica McKinley Uyeno: I love hearing that because I feel like those have gone away. Those Christmas parties, it's like nobody expects it anymore, so it really is extra special when you have a fun money line item.

Ashley Leroux: Well, and think about how easy it would be just to like put that money right back into the like bottom line, right? But no, I mean, culture is everything.

Jessica McKinley Uyeno: And also too, there is a return on energy, right? Like you're saying, culture is everything. And so if people are having fun at work, they're more likely to stick it out when things are not going well or when you need them for an extra push in something, so.

Ashley Leroux: Absolutely true. I love that. There's a return on energy.

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Jessica McKinley Uyeno: Yeah. Now you have this other community space. So first it was Orchard. How long have you had the coffee shop open? I feel like not that long.

Ashley Leroux: So Firefly has been open for about 4 months now. And essentially, there was an office in there prior that would complain that the pickleballs were too loud when they're trying to do their Zoom meetings. And so they ended up moving out and our landlord called and said, "Hey, so they're moving out because you guys are too loud. Any chance you want to be your own neighbor?"

And Patrick and I looked at each other and said, "What would we do with this space? I mean, we could use the storage in the back, but what do we do with the front?" And we were like, "God, it'd be so boring to put offices there."

And we have this afternoon latte habit where we love to go to different coffee shops and like get a latte and just kind of break up the day and have a little meeting about what's going on. And I was really frustrated because I couldn't find an organic coffee shop with organic milk and organic ingredients. And we live in a place in Scottsdale, Arizona that you would think that would be more readily available, but it's not.

Jessica McKinley Uyeno: There's a demand for it.

Ashley Leroux: There is, absolutely. So I said, "What would you think about doing like a coffee shop in there?" And Patrick was like, "That could be interesting." So the wheels started to turn. And then we basically came up with this concept of doing not only an organic coffee shop, but also a little mini market in there that we could also sell raw milk and farm fresh eggs and just some items, grass-fed beef that you can't get at your regular grocery store. Also featuring a lot of our local purveyors that are like, they go to the farmer's markets, but they don't necessarily, they don't sell to the regular grocery stores. So we could kind of curate all of these really cool

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local items for people to shop when they're in there. And it's been really well received. It's been a very fun project.

Jessica McKinley Uyeno: I love it. I mean, you've proven over and over again that right, if community is a core value, and I don't know if that's in your 10 core values. Is it?

Ashley Leroux: Well, it's not technically, but maybe we should add one because we are absolutely all about community.

Jessica McKinley Uyeno: Yeah, it's just, it's everywhere. It's like the second you turn, you're like, "What would bring the community closer? What would benefit the community?" Obviously, you think in a very non-traditional way, I would say. You have really good high-quality questions running through your head, you and Patrick. So now let's talk about the most untraditional or non-obvious way that you decided to invest money that brought huge returns financially and also personally in building an asset in these documentaries. So tell me a little bit about that and what you would recommend for anyone who's like, "Wait, this is brilliant. I have this skill set or I have this interest."

Ashley Leroux: Well, first of all, I'm not so sure on the huge returns part just yet. I will say the breaking pickleball documentary was an amazing experience and it turned out to be, it's a six-part docu-series, it's on Amazon Prime. Financially, directly, it's hard to know what kind of impact that has had. I will say the potassium cocktail used to be called Pickleball Cocktail. We recently changed it to basically be able to tell more people, "Hey, anyone can take this." We had people like, "I play basketball. Can I take this?" So we just changed it since it's so potassium forward to be more - and that product has kind of been our canary in the coal mine in terms of tracking our pickleball efforts, how has that done.

It didn't take long for it to be in our top five. We have about 30 SKUs. So that was a pretty good indication. And now it's like in our top three. The

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viewership seems to be really good on Amazon Prime, but again, the huge return, I'm not sure. I think there's more intangibles than necessarily monetary gains from it. But the Breaking Big Food project is going to be different, I think. I feel like the time is just really right. A lot of people are opening their minds to like better food. How do I take control of my own health? How do I become the CEO of my own health? And I think that it's just a really hot topic right now and it's very inspiring.

That is one of the things that we wanted from the film for it to be not just investigative journalism, talking head, we wanted it to be inspiration. Inspiration for people to want to start making better choices for themselves because ultimately, that's the way that it happens. You have to make the move yourself, right?

Jessica McKinley Uyeno: Yeah.

Ashley Leroux: So in terms of just doing something totally out of the box and I would say if you have an interest in something, there's always a way to bridge it to your business and bringing your passion into your business helps it feel no longer like it's work. It gives you the energy you need to see it through and it gives it - the energy has that return, right? So that good energy, it tends to come back.

Jessica McKinley Uyeno: I'm hearing and what I would advise one of my clients is to ask a couple of questions. Like, are you ready to make this type of financial investment knowing that some of the returns are going to be intangible at first? And it sounds like of all of the investments you've made in your business, maybe this one wasn't like the most direct. Like people will come to me all the time, I'm thinking about starting a podcast. And if I can tell that the reason for starting a podcast is because they want their revenue to double this year, I'm like, I just want to warn you that this is a long-game strategy for raising your visibility, for raising your credibility, for creating community around your brand.

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But eventually all of those things do lead to more revenue indirectly. However, there are some things that you did, like you said, having your marketing in the niche, having the pickleball community, like going all in on that. I feel like was probably a more tangible uptick, would you say?

Ashley Leroux: Yes. If you go into it knowing that it's a long-game strategy, make sure it's something you're enjoying, right? That's really important. But one of our core values, Core Value Number Eight is do more with less. And one of the cool things that we were able to do with both documentaries is we were able to get a tax credit from the state of Arizona that covered the majority of the expenses for both documentaries, actually. So it's quite amazing that we were able to pull off this level of production and these projects with such little money out of our pocket. Yes, it took like our time and dedication as a team, but we already had a lot of the people in house.

Jessica McKinley Uyeno: I was going to ask that. So you had this was the person you were talking about that was doing the Friday fun—yeah, Funny Friday. What was the pun you had? The word, like edutainment?

Ashley Leroux: Edutainment. Oh, good job.

Jessica McKinley Uyeno: Thank you. Thank you. I love puns, so I committed it to memory. Edutainment. Yeah. So that was him. He did a part of it and you produced it yourselves?

Ashley Leroux: Yes, Patrick and I were executive producers. We recruited all the characters and just worked with the team to develop the - not the plot, because there's no plot in a documentary, but just kind of like the vision for where we wanted it to go. Yeah.

Jessica McKinley Uyeno: That is so badass, Ashley. I just think it's so cool. I mean, because what do you do? People like to reduce us to our titles often. Like, "What do you do? Like, who are you?" right? And you're not just the CMO, and even your company isn't one thing. You are striving for

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impact, you are really leading values first. And I think that this project just shows that because you're like, "Okay, we're going in this direction and we care just as much about the mission as we do the profit."

Ashley Leroux: Yeah, and you know, Jigsaw Health is like finding the pieces to your health puzzle, right? So, you know, all of it fits underneath our biggest mission, our biggest core value, our biggest mission of all and that is just helping people find that and anything regarding health fits under that umbrella, right?

Jessica McKinley Uyeno: Yeah, and it's going to lead you to, I'm sure, more discoveries of, "Okay, this is something else that we care about and now there's going to be new products and services, I'm sure, that will become available as a result of that." Has that happened?

Ashley Leroux: Well, I mean, just the Firefly Organic Coffee and Market actually is in the documentary as well, kind of the development of that whole idea got captured in there, which was pretty cool. Our most recent project is we launched a seed oil-free farmer's market in The Orchard, the pickleball court facility on Sundays from 10 to 2, because it's a big empty box. It doesn't need to just be used for pickleball. What could we provide to this community that would be valuable to not only the consumers, but the vendors themselves?

So we launched that and it's been a huge success. I mean, we probably had 300 or 400 people come through on the first Sunday. They're so excited to have an option like this. And I was going to - we would go to a local farmer's market and I remember it was probably only 2 months ago and I was looking for something to eat and I was like, I couldn't find anything in the farmer's market that I felt like I wanted to put into my body. I was almost feeling like it was more like fair food. And I'm like, this is not healthy. Yeah, there are some stands with some produce, but there's a lot of products there that are just actually not that great. And so I wanted to

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hand-pick and curate the vendors and the ingredients that they use, that lineup of people that could be part of our market.

Jessica McKinley Uyeno: And this is that piece of establishing the brand assets as well, because people then that are consumers that have maybe just been introduced to you by being a consumer at Firefly or being a consumer at Pickleball and then they use the potassium cocktail, and they know that they trust you that you care to do the extra, extra efforts. So then when they're coming into the farmer's market, it's like how I feel generally about Trader Joe's. It's like, I don't have to think as hard when I'm in that grocery store versus other grocery stores maybe, because I can walk around and feel like I trust that the values are a little bit stronger than another competitor, for example. But like, I would love to have a farmer's market curated by you near me. Damn.

Ashley Leroux: Well, come visit us sometime when you're in the Phoenix area. It'll be amazing.

Jessica McKinley Uyeno: Oh, that is on my list, for sure. I've never been. I've never been through. I've just driven through Arizona.

Ashley Leroux: Oh, well, you'll have to make a special trip. It's a great place. Just don't come in the summer. But back to your comment on just the marketing and why we do things and how we can, you know, think outside of the box and we don't have to be just defined by rigid titles. One of the quotes that we live by, Patrick and I, is a quote by Roy H. Williams. He's the founder of Wizard Academy in Austin, Texas. It's a marketing school that we have gone to and donate to and are just avid students of, and he says, "Win the heart and the mind will follow because the mind will always find ways to justify what the heart has already decided."

Jessica McKinley Uyeno: Yes.

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Ashley Leroux: And that, to me, it almost gives me chill bumps even saying it. I've said it a million times, but that's what we've done. And if it can win hearts, it'll eventually win minds too. So we're going to do things that we feel good about, that we're passionate about, that we feel brings value to our community and our customers. And I guess if we just kind of simplify it to that, it's like, "All right, that's like a guideline I can stick to."

Jessica McKinley Uyeno: That's such a nice way of saying. I have a way that I've said it that is more - I prefer your way. I've said just the idea that people don't buy what they need. If they did, right, everyone would buy more health conscious things or they would buy things that were, I don't know, we would all be eating salad for lunch every day. We buy what we want and then we justify it logically. And so if you can get to the place of like, why do people want this? Like, and when you said about the documentary, it's going to be different, you're like, "I want it to be inspiration-led. I want it to be a story, something that tugs at people's heartstrings," because people don't remember what you said or how you said it, they remember how you made them feel.

Ashley Leroux: That's right. Yes.

Jessica McKinley Uyeno: Yeah, I love it. And I guess my final question here is I can hear the listeners' questions, just being like, "Oh my gosh, this woman is like the savior for us bleeding hearts who are so value-led and we care about health and we care about the environment, but I see so many entrepreneurs get kind of stuck at a low revenue level." They feel like they are the bleeding heart entrepreneurs or the starving artists or the struggling people who always end up either overgiving or under-earning. And what advice would you have for those people who want wealth to play a big role in their impact? Is that something that you had to overcome at all? Or did you always have clean thoughts around money, values, and legacy?

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Ashley Leroux: I did used to probably more associate mission-driven work with struggle, being of service meant just sacrifice only. And maybe some feelings of not feeling worthy. Why would I deserve that? Or if I am, does that make me bad? Again, service meant sacrifice. But over time, I've really rewired that because I have come to realize that money is just energy. It amplifies impact. And if I'm pouring my heart into creating clean, healthy products that help people feel better, why shouldn't that be abundant? So I would say heart-led entrepreneurs, just stop separating money from mission because it's responsible to grow. It's not greedy because more people need what you're doing.

Jessica McKinley Uyeno: Yeah, that's where I want to leave it. It is responsible to grow. It is responsible to make a lot of money. Because when you make a lot of money, when goodhearted entrepreneurs make a lot of money, the whole world benefits. I mean, think about the just the community around Ashley and Patrick's neighborhood, how much they're like, "Oh yeah, I will pay you all the money because I trust that when you have my money, our whole community gets better. The most organic coffee shop is going to go up. A farmer's market is going to become available."

If you're a listener, this is the level of impact that you can have if you're willing to price accordingly, if you're willing to go all out in marketing and willing to bust through whatever limiting beliefs you have about \$22 million being an unrelatable amount of revenue to create, it's like, "Okay, cool. Yeah. I don't want to be relatable in the way I pursue my health, in the way I pursue my community, and the way that I do the right thing." So I'm just I'm really fired up about your mission here and, yeah, I just I so appreciate you. Is there anything else you would like to add or just leave with our listeners before we sign off?

Ashley Leroux: I am just so grateful to be on chatting with you today. This is great. I love to share our story and my passion for things, and I love to help encourage and inspire people to think outside of the box and do things

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creative and just to make sure you're having fun at what you're doing. Because as I look back at the trajectory and the growth of Jigsaw Health, the times that we have grown the most is when we were in flow and having fun and it was that's the energy you're putting out, right?

What is your signal that you are putting out every single day? Whatever that is, likely it will be mirrored back to you. So I think fun is underrated in the workplace, and I would like to encourage more people to prioritize that.

Jessica McKinley Uyeno: Yeah, well you're preaching to the choir. More fun, you guys. You hear that? Now, if you want to go check out Jigsaw Health, where can we find it? We're definitely going to put it in the show notes for you guys. Definitely get the potassium cocktail. I have it on auto-ship. It's so good. And you sell nationwide? Do you sell globally?

Ashley Leroux: Yes, we do. If you are out of the country, iHerb is probably the best place to get it, [iherb.com](https://www.iherb.com). But [JigsawHealth.com](https://www.JigsawHealth.com), you can find all of our products there. Please also go to [BreakingBigFood.com](https://www.BreakingBigFood.com). You can check out the trailer for the new documentary and sign up to be notified when we release. We are going to probably do like a one weekend only limited release in a few weeks, and then around Thanksgiving time, we will be on Apple and Amazon.

Jessica McKinley Uyeno: Oh, I can't wait. I'm going to make my whole family listen to it right before we eat a lot of turkey. I'm going to be like, "Listen, this turkey better be organic." I'm going to make sure because I don't want anyone feeling bad after they watch this.

Ashley Leroux: That's right. I love that.

Jessica McKinley Uyeno: Thank you so much, Ashley. Bye, you guys. We will see you next week.

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That's it for today's episode of *Fun Money*. But if your brain is buzzing and you want more, come hang out with me over on Instagram, @JessMcKinleyUyeno or visit us at FunMoneyPod.com because that's where the real magic happens. Until next time, stay bold, stay interesting, and for the love of God, go do something fun with your money!