

# The Burleson Box Podcast #32

Emily Miller



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*So I just started thinking about all the things I love and how I can combine food and art. And cereal, to me, is one of those products in the grocery store that carries so much culture between the mascots, and the colors, toys, animation, everything. It's like everything that I love, but there was only Kellogg's or Kashi. There was no modern cereal story.*

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Everyone loves breakfast, but if you stop to consider the cereal aisle hasn't changed in 60 years. Today on the program, we welcome Emily Miller, CEO and Founder of OffLimits. Emily's the author of Phaidon's [Breakfast: The Cookbook](#).

She's an internationally-renowned authority on breakfast. Through her Breakfast Club series, she's hosted dozens of exclusive events around the world with Michelin starred chefs. And now she's the CEO and Founder of OffLimits, a defiant cereal brand here to break the rules and prove that cereal can be both fun and healthy with offensively delicious flavors, moody mascots, exclusive toys, and thoughtful ingredients that moms would approve of.

As Emily likes to say, "In a world full of rules, let's do what's off limits."

**Dustin Burleson:**

I'm so excited to welcome Emily Miller on the show.  
Emily, thanks for being here.

**Emily Miller:**

Thanks for having me.

**Dustin Burleson:**

Tell us about your background. I know I've been talking a lot about [OffLimits](#) with our members and our list, but I want to go way back. Where did you start and how did you get to where you are today?

**Emily Miller:**

So lots of creative jobs along the way that got me to where I am now, which I'm sure you can see in the brand come out quite a bit. I went to school for fashion design. I grew up in the hospitality world, so I've always stayed really close to what's going on with restaurants, and hotels, and just hospitality in general. And really always seeking a way to combine my love of fashion, art, design, food, all of the creative industries. And right after I graduated, even while I was in school, I was freelancing, interning, doing a bunch of things in the trend forecasting space. And that's what really brought me into editorial. So I started writing for WGSN, for Wallpaper, for all the food, design and trend forecasting outlets, talking a lot about food, and travel and that kind of thing.

And as I was traveling and really exploring in my early 20s, I started an event series, where I worked with chefs who don't normally serve breakfast, so like a Michelin star chef or like tasting-menu restaurants. And they

opened their doors in the morning to prepare this family-style breakfast that was a one-time only thing. And we worked together to invite 30 or so of the top creative people in each city. And it just became this amazing moment in time, where people could just talk about the creative projects that they have going on, have coffee with all the people you've been meaning to have coffee with all at one time. And there was no ulterior motive. Well, I guess, the ulterior motive for me was that I got to meet all of these really cool, creative people in each city. But the goal was really to get people to connect with their community in a deeper way in this inspiring environment. So I did about 40 of those around the world, everywhere from Pujol with Enrique Olvera in Mexico City to Mike Solomonov at Zahav and beyond. It was this really amazing experience and that led me to getting a cookbook deal with Phaidon, my publisher. I met my editor at one of the events and that's how we started our relationship over time. And they commissioned me to do their bible collection cookbook on breakfast, which ended up being 380 recipes from 80 countries. So it was a wild undertaking and it took three years. So continued my career in breakfast through that.

**Dustin Burleson:**

Phaidon books are the real deal. I love breakfast, so it's such a cool book. I just love that idea. I mean, what was that like? How do you get all these culinary superstars to say yes to something like that? What was that process like?



*I got a lot of nos. I think I got used to rejection really early on. And the intention was real. I think there's such a creative bartering system that happens and it's really built on just genuinely understanding hospitality, and humans, and thinking more about what the person you're asking gets out of it versus what you get out of it.*

**Emily Miller:**

I don't don't know if it could happen in the same way today, honestly. I got a lot of nos. I think I got used to rejection really early on. And the intention was real. I think there's such a creative bartering system that happens and it's really built on just genuinely understanding hospitality, and humans, and thinking more about what the person you're asking gets out of it versus what you get out of it. And when you come at things from that angle, I think you get a much better response. I think it was just a fun way for chefs to also take a break from what they were doing, mindset-wise and create a family-style breakfast.

I did one with Fabian and Jeremiah, the chefs at Contra in New York City, really when they first opened Contra. This was a while ago. I'll never forget it. They literally just

made whatever they wanted with the best ingredients possible. Jeremiah made this amazing kanji that he loved having. And they had a ham and cheese plate, but with the best ham and cheese you've ever had. Fabian made chilaquiles. And it was just this really wholesome moment that everyone could genuinely connect over food and just talk about all the things that were going on.

And I think after I got the first few off the ground, it became a little bit known, I mean, in the small corner of the industry that I was in. But just that it was an actually thoughtful event. There really was no ulterior motive at all.

**Dustin Burleson:**

That's awesome. So fast-forward three years, you've written the bible of the breakfast cookbooks. And when did the idea for OffLimits come into your mind? Was that something you always had cooking on the back burner or did this culminate after this process?

**Emily Miller:**

Yeah. I mean, I've freelanced really my whole career. So I was either doing writing or these events, or just I was doing styling and just working with so many different people in the food and design world. And I really wanted to be able to just own something in one place and grow it and scale one idea and not constantly try and get 30 million small ideas off the ground, even though all those small ideas really added up to the skillset for me to do what I'm doing today. The brand came about really organically. I had turned in my cookbook. The cookbook launched in 2019, but there's an eight-month period

where you turn it in and you don't do anything. I felt like the event series was coming to an end, just like cultural shifts in the world. And I mean, we were not monetizing them.

So I needed to actually figure out how to make money in a more consistent way, 'cause the freelance writing game was a bit tough. So I just started thinking about all the things I love and how I can combine food and art. And cereal, to me, is one of those products in the grocery store that carries so much culture between the mascots, and the colors, toys, animation, everything. It's like everything that I love, but there was only Kellogg's or Kashi. There was no modern cereal story. And beyond just building a product, I wanted to build a world. I mean, I'm obsessed with cartoons also and have been my whole life. Even when I was younger, I went to cartooning camp instead of soccer camp, which is so really, really foreshadowing when you think about it now. So the mascots actually came first.

I was going through a lot at the time trying to just work through a lot of the emotions I had, figure out what kind of career I wanted, knowing that I probably wouldn't be great in a corporate setting already and that I would probably need to figure out something on my own. So these mascots just came to life. And each mascot represents an extremity in human personality. Dash, for example, is the first ever female cereal mascot, which is wild. And she is wearing this '80s vintage designer power suit with cool sneakers. And she's the cool art girl curator and feels like so much pressure to succeed and do well. She's the boss babe mascot and feels a lot of pressure

from that. So she has highs and lows to that type of path that she's taking as do all of the other mascots. So that came first and I really then started modeling my brand architecture after San Rio. So Hello Kitty, all of Hello Kitty's friends, we start with one or two products and we can build out under there. But there's more storytelling than it is about the actual product sometimes, even though they have great stuff too. And cereal felt like the perfect place to start, because how lame is it that we only have access to the same brands that we've had for decades. And they have not changed at all. There's no change. They've gotten worse. The ingredients have actually gotten worse, which is-

**Dustin Burleson:**

They've taken out the real sugar and put in high-fructose corn syrup.

**Emily Miller:**

It's so shocking. Exactly. So there was just this major opportunity. And I wanted to dive in from a creative lens and not just like, "I want to dive into the CBD space and be on a similar trajectory as other people are," which works, but it wouldn't have worked for me. So I already knew we had to take a more challenging path.

**Dustin Burleson:**

I was just going to say it's a very challenging path. This space has not changed ever, really. I mean, General Mills, Kellogg's, those are the cereal brands we grew up with. They haven't changed. They're the same non-nutritive ingredients. I used to joke and say, the box has more nutritive value than the cereal for most cereals. But yours





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is totally different. What was that like? First, I know also, I'd love to hear your story, 'cause it's such a competitive space getting products into retail. Getting a cereal on a shelf is such a hard thing. You've done that now in Target and Trader Joe's in so many other places. Let's start with what was that like when you started pitching this idea? Take us back to that, in an industry that hasn't changed in 60 years.

**Emily Miller:**

I think what I had to do best... Well, first, I really mapped everything out. I had a conversation with a friend about this last night actually. You need that ignorance going into a big thing, a big new thing. If you knew how hard it was going to be, I think people would feel a lot more paralyzed to do it. Not that people wouldn't do it. I'm sure a lot of people wouldn't. But you would just become more paralyzed in the knowledge of everything. But I did know there were a lot of areas I needed to educate myself on, especially on the fundraising side, because I did not have a co-founder. I built the whole thing from the ground up.

So I spent about eight months to a year, and I mean, this is a constant learning thing, but reading every book on raising money, taking some HBS classes, taking other classes, literally just going out and pitching, and pitching, and pitching. And this was 2019, so pre-COVID when I was actually meeting investors in person all the time. And my entire job became meeting these people in person. I would have five meetings a day. And then you have to figure out when you're actually building the company, 'cause I didn't have the product at the time. Cereal is really difficult, because it's not something you can make at home. So even with my knowledge of food and cooking, I know how cereal is made. I understand how flavors work. So I could dial in the flavors pretty quickly and understand how to work with developers on that.

But at scale it becomes a totally different recipe. So that took a really long time. We did 30+ iterations of our coffee cereal before I was like, "Okay, cool. We're getting somewhere." And even now, I'm like, "We could still do better on all of our flavors." So it's constantly iterating on flavor, and fun, and ingredients, and stuff. But building the brand when I did was, I don't know if it was a blessing as far as timing goes or a curse, because we were supposed to launch in March of 2020 and obviously, could not do that and had to push to, we still were able to launch in June, which was pretty spectacular.

It's just startup life has so many challenges and when you're building a product in a category where there's only legacy brands for the most part, or overfunded startups and natural food brands that have been in the business for also decades but are a little bit newer, it's just a really,

really tough space. So I just went head down and I'm like, "We're going to be the counterculture art kid, weird kid cereal." And I'm like, "I'm totally cool with owning that." And we just did all the weird things that no other brand really felt comfortable doing, I guess. Our website, even when we launched, was just bananas. It's still so strange. And I want to make it stranger. I wish it was truly just a fan page. But I think it's not being afraid to make the creative choice and knowing that you could definitely be sacrificing sales in doing so.

**Dustin Burleson:**

It's huge. That's such great advice, what you told your friend. And I think every entrepreneur feels that. If you knew, there's someone way smarter than I am. And I always misquote people. And actually one of our guests one time, he's like, "That's actually the incorrect quote." He is this really brainy guy. I misquoted Henry Ford or something. But is there a Faulkner, or a Vonnegut or someone's like, "If you knew what was going to happen, you wouldn't get out of bed in the morning, 'cause it's just overwhelming the amount of hurdles you're going to have to jump."

And the guy that opened a restaurant next to us in our first practice, he was a software guy. And so he made all this money in software. And he is like, "I've always wanted to open a steakhouse. My wife's from Argentina. We're going to do this restaurant." He's like, "How hard could it be?" So he gets all the books and reads, just like you did, takes courses and goes and studies and visits. And in these books he said, "They were telling me how hard it would be to open this restaurant." And now,

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looking back 20 years, he's got a very successful restaurant. He said, "Looking back 20 years ago," he's like, "those books were wrong. It was *way* harder."

**Emily Miller:**

That's so true.

**Dustin Burleson:**

Right. And so it's just such great advice. You do have to go into it with a little bit of, you have to be optimistic and practical, but almost a little bit ignorant of all the things that are going to come up and that you otherwise wouldn't have the guts to tackle, so.

**Emily Miller:**

I love the word delusional for that, staying completely delusional. When I think about that, it's helpful because even when you're building something, there's always different levels you want to get to. Even with your friend's restaurant, if it's a smash success, they have to open another restaurant. And then you're faced with basically you're at square one, or like level two in the video game, where you don't die and go back to nothing. You die and go to level five or something like that. You have some base knowledge, but you're kind of starting over. And I never want to be doing something where I don't feel that creative challenge, where you're constantly iterating and learning off of base knowledge that you have.

But if you don't have that kind of delusional mindset of optimism and blinders, because comparison is truly the worst part of this whole thing. You look at all these other companies who started at the same time as you and you're like, "Why not this? Why not that?" And you just get buried in it. I'm not impervious to that. I definitely feel that sometimes. That's why I love the mascots so much, 'cause I just put my delusional blinders on and try and exist in this little world that I'm creating with these little mascots, and if they build it, they will come mentality. The right people will find us instead of begging everybody to, "Here we are, here we are." I want to attract the right people.

**Dustin Burleson:**

It's such a fun brand, but it's so well executed. I'd actually discovered you before we obviously heard about you through Flagstaff with Craig Weiss. But you landed Wilco.

You had Wilcos and they were on Uncrate. And that's a friend of ours from high school, Charles Starrett and L.C. Angell to namedrop a few of my buddies who made that website. I just love it. I was like, "This is such a cool cereal." And I was like, "Oh, and it's natural. It's non GMO. It's gluten-free. There's no artificial flavors and colors." And then I started looking at how well executed all of it is. So I'm looking at Dash and I'm like, "Of course, you partnered with Chamberlain Coffee," from the wildly popular creator. What was that like? How do you balance both, because you're obviously incredibly creative, but also, you can execute, where I feel like in some businesses it's one or the other.

**Emily Miller:**

I mean, that's the part that I love the most. I mean, I'm obsessed with culture. I did trend forecasting my whole career. So I've followed, I mean, using Emma Chamberlain as an example, I've been following her YouTubes for a really long time. So I already knew everything, who she was, what her vibe was. I knew she was like Dash and this was perfect. So when she launched her coffee brand, immediately... I don't know if... I think they launched first. I don't know what the exact timing was. But it was very early in their stage also, that I was like, "We have a coffee cereal." I screenshotted a comment, because someone even said in one of her Instagram posts, "This would make a great cereal." And I was like, "Screenshot. Sending this to her agent."

And I mean, it took eight months of convincing them that this new, totally-unheard of cereal brand is going to do this project with them. And now, obviously, it's wildly

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successful, of course. And they have some amazing collaborations under their belt. But we were really the first brand to sign a collaboration deal with them. And now, that deal structure is inherently really different. But there is a major benefit in getting in early, understanding the creative landscape and how to build partnerships in this way.

The Wilco thing was also really awesome, 'cause we work with Foxtrot, the grocery store that brought the project to life. And they were really our first retailer. We started working with them really early on. We've maintained a great relationship with them. They have such a cool style. And we worked with their design team to help to do this box. They commissioned an artist. And it was just so seamless. I'm like, "I always want to work with people like this." And then Wilco, of course, it was the trifecta of just totally creative people, because on their own created a cereal jingle. So if you scan the QR code on the top of the

box, there's this just silly, wild, very-them jingle that goes with it. And I was just dying.

And that is what gets me up every morning, is the opportunity to work with other really silly, creative people who are just out there to put their vision out into the world and not afraid to try things.

**Dustin Burleson:**

That's awesome. It's so cool. How do you curate? What's your reading process like? I mean, there's so much to consume. And you're doing it at a different level, but maybe for listeners who go, "How can I pay attention, a little bit better, to what trends are happening and how that might help me in my business?"

**Emily Miller:**

It's a lot of intuition. I mean, I could not tell you what the trends are in dentistry or anything related to healthcare at all. But understanding some of my knowledge of tech in the way that I like and appreciate tech, we could have some conversation about it. So I think it really is just about following your gut as what you're excited about at the moment and going all in on it. And just reading, watching, observing, and you just start to recognize patterns and know what's going to come up next. I think part of also being good at it is not actually caring if it becomes really popular and just owning that it's something that you think is cool, because everything is not going to hit in the way you think that it does.

Like the glitter, we made cereal glitter, which is an edible glitter that you can put on the cereal. And I made it



because I wanted to make something silly and fun to encourage people to play with their food, 'cause everyone was mixing the cereal flavors that we had. But really, it was because I was super frustrated that we couldn't get the two new flavors out fast enough. And I was like, "I need to make something else in this time. We need newness. There has to be something fun and new." And it turns out that now the glitter is one of our bestselling products. People are using it as edible eyeshadow and body glitter. Parents are putting it on vegetables for their kids to eat their vegetables. You can put it in drinks, and coffee, and anything.

So now we're updating the product a bit to be OffLimits glitter and really marketing it as like, "Okay, this is just edible glitter for anything you want, like body food, drinks, whatever." And I love that it organically turned into that. But it was because we were somewhat fearless in launching a really silly product that might not have worked. And I hand packed the first thousand packs of glitter, because our production was delayed and I wanted it for our birthday, the OffLimits birthday. It was really like startup mode.

**Dustin Burleson:**

I love it. We've all been there.

**Emily Miller:**

But it was fun.

**Dustin Burleson:**

Our newsletter goes all over the world. And I remember the first one sitting on my floor in front of the TV, hand

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*I think part of also being good at [spotting trends] is not actually caring if it becomes really popular and just owning that it's something that you think is cool, because everything is not going to hit in the way you think that it does.*

stuffing them and then realizing, "I need a machine or something to help with all of this, hand stuff thousands of envelopes." That's crazy. That's so cool. So walk us through, 'cause I mean, my wife and I love all the cereals and now we are mixing them. I mix Dash and Spark, so we get a little strawberry-coffee-cinnamon flavor. Talk about Fluff and Puff. My wife loves it. How long did that take to get that launched? Did you start with the characters again, 'cause they're so cute. They're so clever.

**Emily Miller:**

I did. Well, actually, no. In this case, this was a really big partnership opportunity for us. So I developed a new flavor for it. And it was a really dramatic situation that happened. And we ended up not doing the partnership, which really sucked, 'cause I was like, "This flavor's amazing. It has to exist." But it's tough for us to develop

something unless we know that there's a retailer or someone who's going to go nuts for it. But no, I really wanted to bring this into existence and it was iterated over time to then add the marshmallows. The marshmallows I've been working on separately for the past two years. This flavor's been about 18 months, the pancake flavor. And we just weren't able to launch it when we wanted to.

So we finally were able to and it feels so good. And I feel like it actually, the universe working out in a way that it was supposed to, because otherwise, we wouldn't have had these new mascots. I did not think we were launching new mascots. I don't want to say never, but I don't plan on launching any new ones. But Fluff and Puff just came about because I felt like there needed to be more to the story. What's making the current OffLimits mascots' emotions go up and down? So I imagined Fluff and Puff as the angel, devil sitting on your shoulder encouraging you to be mischievous or encouraging you to do the right thing. And the goal is finding the perfect balance of both. And it's just tough to constantly be pulled in one direction or the other.

So they're in a way, the gatekeepers of the heaven and hell type things in the animated world as I picture everything in my head. But even Puff, it's not bad. It's just a little mischievous, silly, little monster mascot. I don't know if you watched The Fairly Odd Parents, but I loved Fairly Odd Parents growing up and I really love thinking of them as Cosmo and Wanda.

**Dustin Burleson:**

I love it. Tell us about the expansion of this brand, 'cause it's not just cereal. You're excited about toys. I got some of the keychain toys. They're brilliant.

**Emily Miller:**

Thank you. I mean, as far as cereal goes, we want to keep iterating on flavors. The goal is that each mascot, I mean, each mascot has a different theme of flavor that it holds. So Fluff and Puff, it's a pancake and marshmallow cereal. But the next flavor under Fluff and Puff, it will have marshmallows. So all Fluff and Puff flavors will always have marshmallows, but the flavor can change over time. So structurally, that's how we want to build out the cereal. And then the toys, we're doing some fun stuff. I want to build out the sachets, the glitter and things a little bit more. Toys, I love doing collaborations. I think that's going to be a really fun part of everything moving forward as well as media.

We've done a lot of really Adult Swim-style animated content already, which is so fun. And I want to keep diving down that lane. There's so many directions we can take it. I am just keeping my eyes and ears open. And I'm very much, over time have learned that I don't want to force anything. So I know exactly what I want the brand to look like over time and have really big ambitions for it. But I'm also not trying to force everything towards us. I really believe in putting it out there, trying to make something happen. If it's not quite coming together, just put it down and when it circles back, that's the moment. That's what happened with Fluff and Puff and this flavor

and everything, and a lot of the good things that we've done, so.

**Dustin Burleson:**

That's smart. That's spoken by an expert who understands trends and pop culture. You can't force it. It just doesn't work. Tell us about Flagstaff. How did you meet Craig? What was that process like? What did you learn and what could you share?

**Emily Miller:**

So I met Craig through one of my current investors. And he was just like, "You have to meet Craig." And I was like, "Great." So we had a much longer call than I usually have as an intro call with investors. And it was because him and I were just deep diving on the operational stuff. And I just immediately trust investors who are also operators or have been operators. And he's just such a bright, positive personality. And we immediately connected on that. And even now, any intro I get from him, immediately, which is how we got introduced, I'm like, "Okay, I immediately trust this person."

So I'm from Arizona originally. And I just got to meet him in person for the first time while I was home. And he was like, "I love making connections with people who wouldn't normally get a chance to meet. And they just have to figure out why I am introducing both of them." And I was like, "This is your twisted game, but it's amazing." He's just made so many thoughtful connections,

**Dustin Burleson:**

It's been a blast to watch. He's one of the smartest people I've ever met. But also, humble. And sometimes wickedly smart people are just jerks, but he's just so nice and genuine. And of course, my wife discovered he has five dogs at home, so now we need more dogs in our house, is what Ashley's telling me. So like, "Craig, why did you tell Ashley you have five dogs?" I'm like, "I thought we were good with two."

**Emily Miller:**

My mom has five dogs. Well, she volunteers for an animal shelter called Home for Good in Arizona. We've collected dogs over the years, but when I was home we had another foster dog too.

**Dustin Burleson:**

I love it. What can you share about getting into Target? I can't even fathom what that was like. Lessons learned. Would you do it again? Any advice you can give?

**Emily Miller:**

I mean, Target I made for my own reasons. We're definitely early to go into Target, for sure, and I'll tell you about the deal structure in a second. But I think that it's definitely tough. What I was really proud of the team was that we went from essentially a few hundred doors of regular retailers to then having a 1,500-door launch with Target. So we were able to deliver on that, which is awesome. So it means our production, we're ready for this level up. And I did Target because we could get a national footprint visibility-wise. Otherwise, I love our small retailers and I work really closely with a lot of them, but it

is tough because we're not really a D2C brand. We have the option, but it's not really the focus.

And there was nowhere that when I was having conversations with people, they just want to try the cereal and there was nowhere that I could tell them to go to get it. So now, all I have to do is just be like, "Oh, we're at Target. We're at Sprouts. Go check us out." And Target has been awesome. It's tough because we are literally being directly compared to sales of General Mills, of Kashi, right off the bat. So the storytelling is there. And I think brands like us need to exist in Target. There are not small brands. There's no other all-female founded and led teams in the cereal aisle, which is devastating to me. So I'm really fighting for us to exist.

I think it's really important. But at the end of the day, we're still a small brand fighting for that place. So I mean, I did it for completely other reasons. And Target was really my dream retailer as far as on the conventional side of things.

**Dustin Burleson:**

Cool. Well, we're glad you did it as well. It's a great story. It's exciting to see you in a large space. And I've heard really good things about Target, just from friends and other people.

**Emily Miller:**

Their team is great. And they bring on people like us. That's so amazing that they'll take chances on small brands.

**Dustin Burleson:**

Yep. What advice would you have for someone listening or maybe who has kids that are creative and want to balance this entrepreneurial world and be creative? What advice do you have for someone listening?

**Emily Miller:**

Just let them go all in on whatever creative whims are happening. I fully credit my parents for embracing that and being young and just bouncing from one thing to another. Trying to just create things and learn things. I guess, I mean, I'm trying to think of how it would work now, I guess, with social media or Procreate and digital ways of drawing and creating, which I think is important. I think kids and AI programs are going to be really interesting, because never have you been able to just completely type something in and have the craziest images world building-wise in your head just pop up. And you can manipulate and visualize them. I'm super excited for the next generation of kids. Gen A is going to be the most fascinating generation yet.

**Dustin Burleson:**

I'm excited too. I don't know if you still do a lot of sketching. I always have a pen and paper nearby.

**Emily Miller:**

Same. I have one next to me now.

**Dustin Burleson:**

I think Google's lead engineer still makes their new engineers, 'cause they're all drawing on their tablets, he's like, "Just have some five by seven cards out and start to



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design the user experience with a felt tip pen and start to, I think, minimize some of the ideas we can easily overdo when we start with digital." But I'm just on a tangent. But it is wild to think with generative AI how much quicker ideas could maybe come to life or how much more collaborative they could be. Because I just feel like that time from idea or concept to getting an investor or getting a team behind it, they can just see it so much quicker.

We were just doing a layout for one of our advertisers. And I thought we used to, 30 years ago, you'd have to send this to a typesetter. I mean, it would take weeks. And I mean, digital pre-press, it's out the door in two days. It's unbelievable, so. It's just exciting. Gen A is going to be wild.

I want to make sure we put links in the show notes below. So we will link to your breakfast book. We'll link to [eatoffLimits.com](http://eatoffLimits.com). And please, everyone who's listening, go check out the brand, go get the cereal. It's delicious. It's also a great snack and treat. They make little travel boxes you can have in your waiting room for patients. It's a braces-friendly snack that is a lot healthier than the alternatives and I think a much, much cooler brand. So Emily, thanks for being here. Any parting words? Or what's next? I know you've been incredibly busy. What's on your radar in the coming year?

**Emily Miller:**

I mean, the glitter, I'm super excited about. We haven't had the glitter in retail yet. So everything is going to be super shiny in the OffLimits world for the next few months. And I'm super excited about that.

**Dustin Burleson:**

Awesome. Cool. Well, thank you for being here. It is such an honor to get to speak with you. We had a great, great time learning about OffLimits. And we'll make sure that all of our members start to promote it to their patients and to their friends and family as well.

**Emily Miller:**

Same. Thanks for having me.

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