

The Great Company Adventures • Book 35 of 50

LEGO **THE BRICK THAT BUILDS ANYTHING**

seven doors, ten mental models, and the little plastic brick that has clicked into place
for over sixty years.

"Discovering the businesses that built the modern world"

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THE GREAT COMPANY ADVENTURES

Discovering the businesses that built the modern world.

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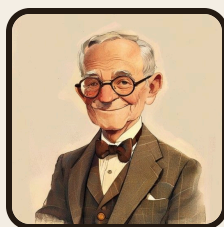
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MEET THE CHARACTERS



SIRI



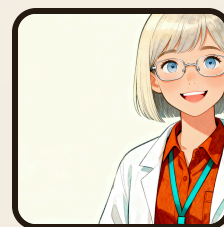
BEN



WARREN



CHARLIE



KARIN

A curious girl named Siri, a wise old teacher named Ben, and his student Warren with Warren's partner Charlie — together discovering the businesses that built the modern world, one adventure at a time.

THE GLOBAL 50

One great company per volume · Fifty adventures, one modern world

SPACE & EXPLORATION

1. SpaceX — *“The Fire That Comes Back”*

MANUFACTURING & ENGINEERING

2. Toyota — *“The River That Builds Cars”*
3. Siemens — *“The Factory That Builds Factories”*
4. Caterpillar — *“The Machines That Move Mountains”*
5. Boeing — *“The Bird With Six Million Pieces”*
6. Airbus — *“The Plane Four Countries Built”*

ENERGY & INDUSTRY

7. Shell — *“The Sunlight Buried at Sea”*
8. ExxonMobil — *“The Ancient Sunlight Machine”*
9. GE Vernova — *“The Wheel That Makes Lightning”*

COMMUNICATION

10. AT&T — *“The Voice Inside the Wire”*
11. Qualcomm — *“The Whisper in the Air”*
12. Ericsson — *“The Towers That Talk”*

TRANSPORTATION

13. Tesla — *“The Car With No Engine”*
14. John Deere — *“The Machine That Feeds the World”*
15. UPS — *“The Promise in a Brown Truck”*

INFRASTRUCTURE

16. ABB — *“The Arms That Never Tire”*
17. Schneider Electric — *“The Guardian of the Grid”*

MATERIALS

18. Corning — *“The Thread of Light”*
19. DuPont — *“The Inventors of Almost Everything”*

SCIENCE & TOOLS

20. 3M — *“The Factory of Ten Thousand Ideas”*
21. Bosch — *“The Spark in Every Machine”*
22. Honeywell — *“The Dial That Tames the Weather”*

MEDICINE & BIOTECHNOLOGY

23. Pfizer — *“The Shield in a Tiny Vial”*
24. Roche — *“The Detectives of the Blood”*

25. Novo Nordisk — *“The Key to a Billion Locks”*

26. Johnson & Johnson — *“The Little Bandage That Grew”*

FOOD & AGRICULTURE

27. Nestlé — *“The Cup That Wakes the World”*
28. Cargill — *“The Invisible Harvest”*

FINANCE & COMMERCE

29. Visa — *“The Handshake Inside the Card”*
30. Mastercard — *“The Two-Second Trust Machine”*
31. Walmart — *“The Store That Never Runs Out”*
32. Costco — *“The Treasure Warehouse”*
33. FedEx — *“The Race Against the Sun”*

CONSUMER INNOVATION

34. Disney — *“The Factory of Dreams”*
35. LEGO — *“The Brick That Builds Anything”*
36. Sony — *“The Pocket Full of Music”*
37. Coca-Cola — *“The Secret in the Red Can”*
38. Nike — *“The Shoe That Learned to Fly”*

LUXURY & CRAFTSMANSHIP

39. Rolex — *“The Heartbeat on Your Wrist”*
40. LVMH — *“The Suitcase That Conquered the World”*

COMPUTING & DIGITAL CIVILIZATION

41. Apple — *“The Glass That Thinks”*
42. Microsoft — *“The Invisible Machine”*
43. Google — *“The Library With No Walls”*
44. Amazon — *“The Box That Crossed the World”*
45. NVIDIA — *“The Brain Made of Sand”*
46. Intel — *“The First Thinking Chip”*
47. TSMC — *“The Invisible City”*
48. ASML — *“The Machine That Prints With Light”*
49. OpenAI — *“The Machine That Learned to Talk”*

THE FINAL DISCOVERY

50. The Company Yet to Be Built — *“The Adventure You Will Build”*

THE BRICK THAT CLICKED AT MIDNIGHT

Midnight. Homework: not happening. Because Grandpa Ben's brass compass just started... trembling.

TIK-TIK

It spun. Locked. Pointing straight under the bed.

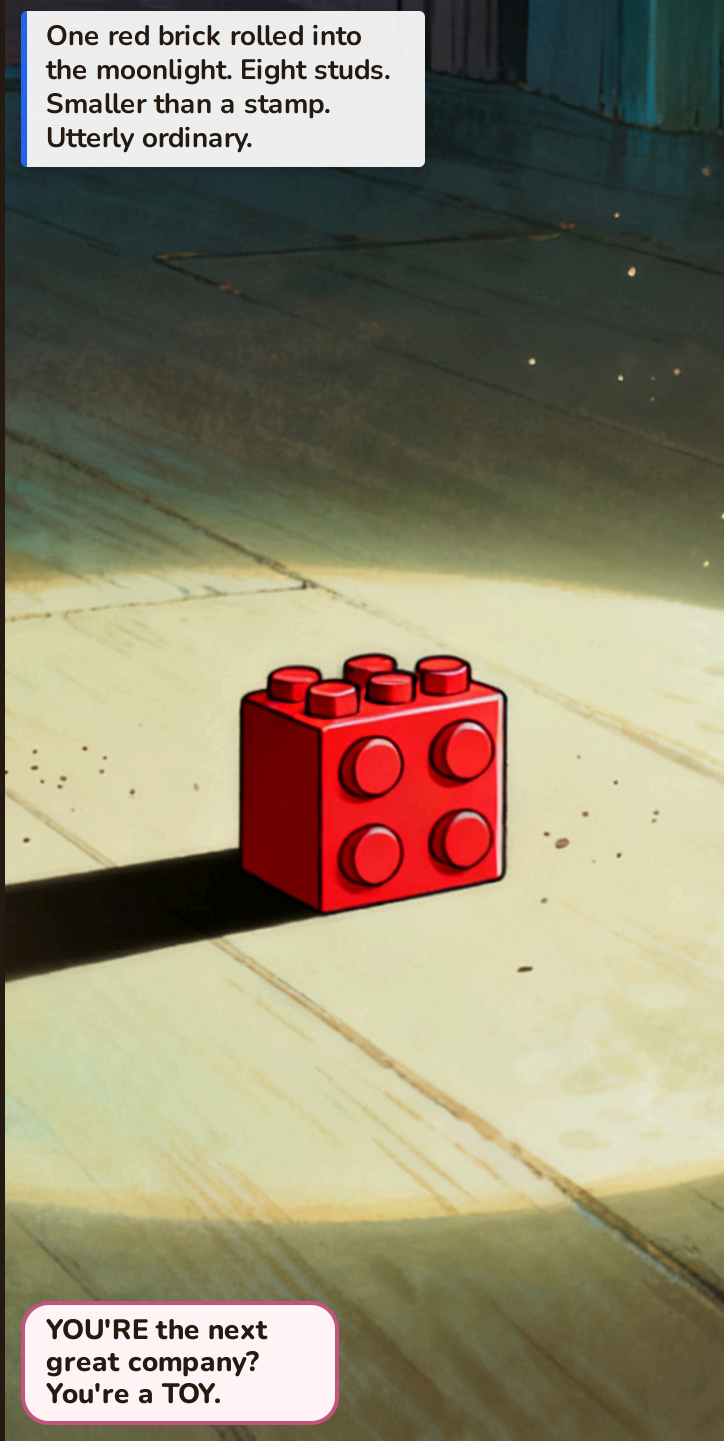
SPIN

Wait. Seriously?

She dragged out the old toy box. Bricks. Hundreds of them. Some older than her mother.

We've had these FOREVER. And they still work.

It's never done THIS before.

A red LEGO brick with eight studs is shown on a wooden floor. The scene is dimly lit, with a beam of light from a window illuminating the brick and the floor. The background is dark, suggesting it is nighttime.

One red brick rolled into
the moonlight. Eight studs.
Smaller than a stamp.
Utterly ordinary.

A young girl with short brown hair and freckles is looking at an open diary. The diary is open to a page with a drawing of a man with glasses and a mustache. The page is filled with handwritten text. The girl is looking at the diary with a focused expression.

The diary flipped open by
itself. Fresh ink.

YOU'RE the next
great company?
You're a **TOY**.

**"Time to meet the
businesses that
built the modern
world, little one.
Start with the
smallest thing in
your house. The
brick that builds
anything."**

★ **WORTH REMEMBERING**

Look properly at one brick. Hollow plastic, lighter than a grape, yet strong enough to hold a tower of five hundred. And it fits bricks made before your parents were born. 

The brick warmed in her palm — and a whirlpool of blue light yanked her in.

WHOOSH



Here we GOOO!



SIRI'S SECRET NOTEBOOK

Biggest mystery yet 

- ① Why does Mom's ancient brick still click onto mine?
- ② Grandpa says this toy built a giant company. A TOY?! Prove it, compass.

THE BOX OF A THOUSAND SHAPES

She landed in a humming hall.
Rivers of bright bricks poured
down shining chutes into bins.

An engineer caught a
warm brick mid-air. *"I'm
Karin. I make sure every
brick is exactly right."*

Best. Job. EVER.

A wall of drawers, floor
to ceiling. Wheels,
hinges, tiles, tiny cups.
Thousands of shapes.

And they ALL fit
each other?

Nearly all.
That's the whole
point.

It's RAINING toys in
here!

★ WORTH REMEMBERING

This factory moulds tens of billions of elements a year. Almost every one fits almost every other. The invention was never the brick — it was the **system**. 🧩

Karin unrolled a parchment map. Seven glowing doors.
"Seven secrets. Open them all and you'll know this toy better than most grown-ups."



Seven doors. Deal.



SIRI'S SECRET NOTEBOOK • THE QUEST MAP

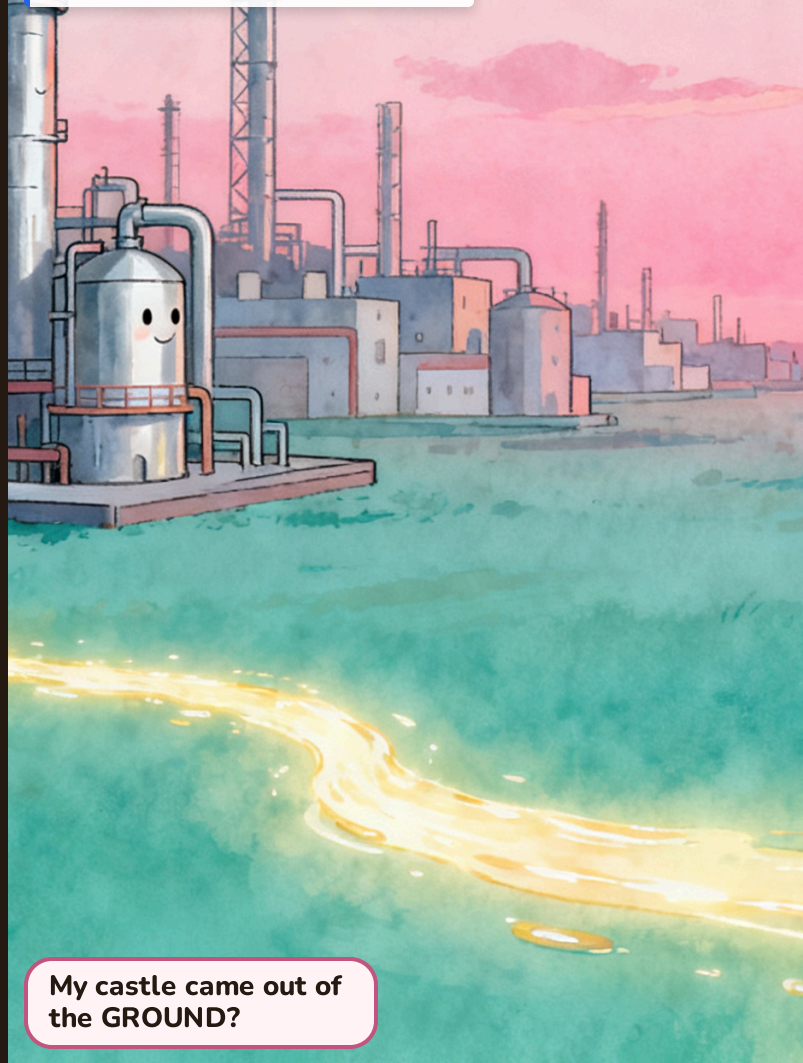
-  1 THE STUFF — what IS this plastic?
-  2 THE SHAPING — how do you make billions?
-  3 THE CLICK — why does it hold, but not too hard?
-  4 THE COLOUR — why do colours match forever?
-  5 THE TESTS — how safe is safe?
-  6 THE MATHS — how many things can I build?
-  7 THE PROMISE — why does everything still fit? Let's GO 🌍

DOOR ONE: VERY LONG NECKLACES

3a Where plastic comes from

Door one opened onto silver towers and curving pipes.

"Plastic starts here. From oil and gas."



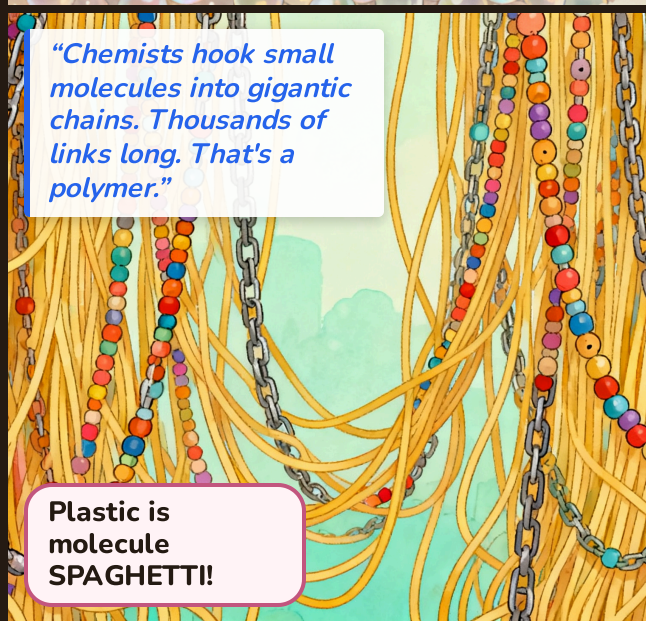
My castle came out of the GROUND?

Out the far end: tiny clear pearls, poured like sugar into a scoop.



These little things become BRICKS?

"Chemists hook small molecules into gigantic chains. Thousands of links long. That's a polymer."



Plastic is molecule SPAGHETTI!

★ WORTH REMEMBERING

A **polymer** is a molecule chain. Heat lets the tangled chains slide past each other, so the stuff flows; cooling locks them still. That is why plastic can be poured and then stay put. 🧪

"Ours is ABS. Three ingredients: one springy, one hard and shiny, one sturdy. Together: tough."



A recipe, like a cake?

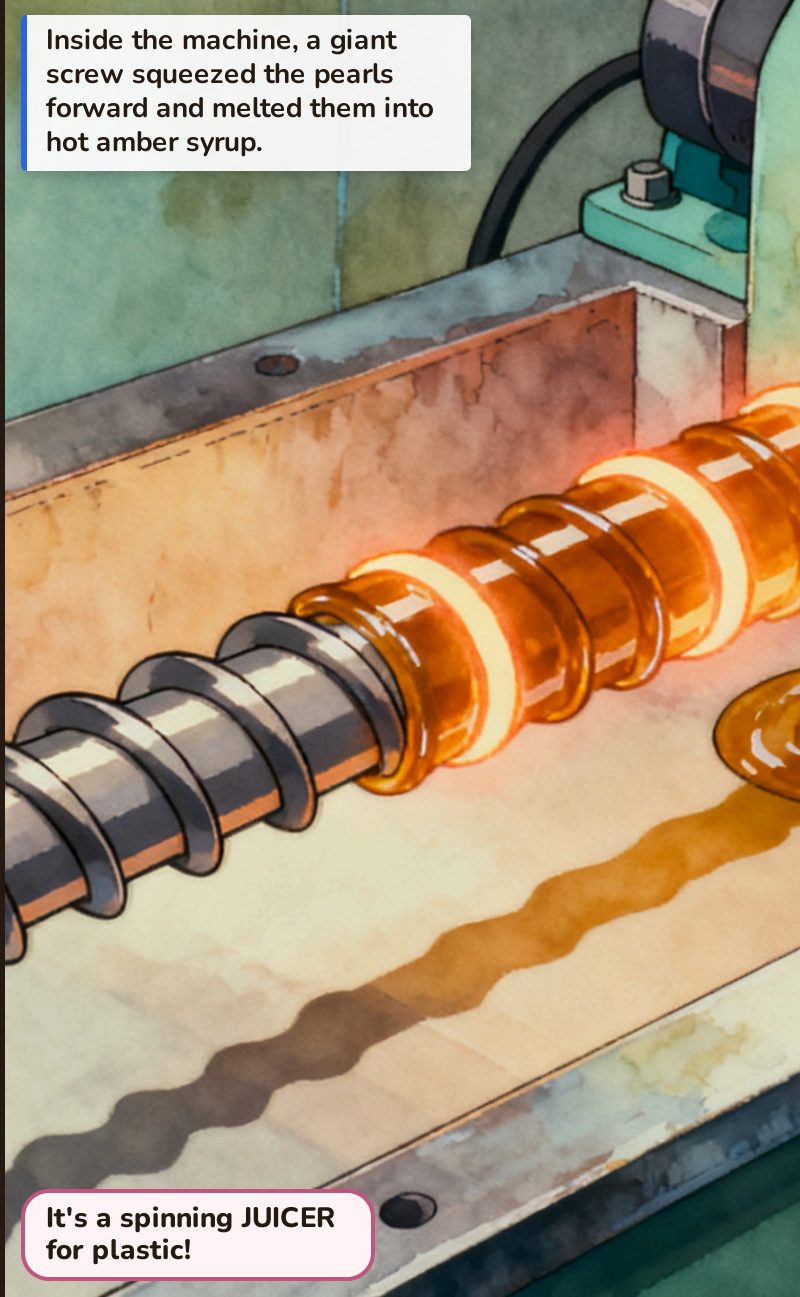
★ WORTH REMEMBERING

Toughness is a compromise. Springy rubber alone would sag; hard shiny plastic alone would crack. Blended, ABS survives being stepped on — and every parent has tested that. 🤔

📖 SIRI'S SECRET NOTEBOOK · DOOR 1 UNLOCKED

Plastic = long tangled molecule chains (polymers). ABS = springy + hard + sturdy, mixed. Heat unlocks the chains, cold freezes them. So the brick is basically frozen spaghetti. 🍝

DOOR TWO: THE MELTING RIVER



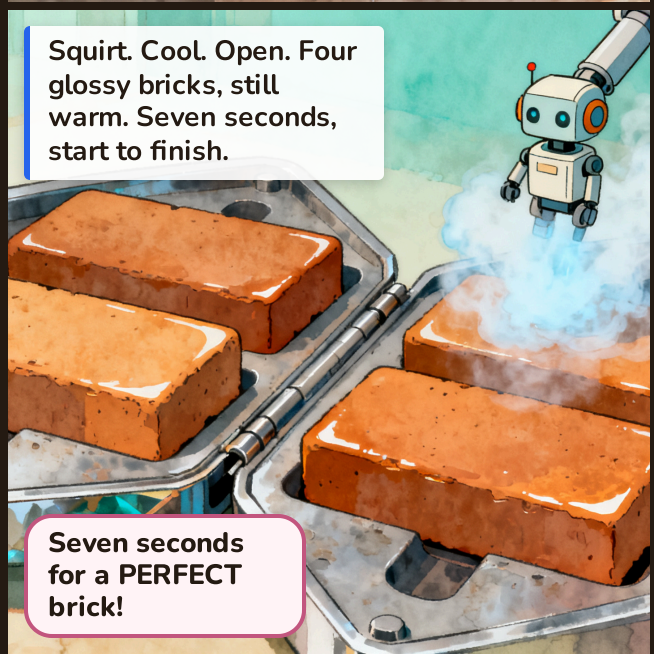
Inside the machine, a giant screw squeezed the pearls forward and melted them into hot amber syrup.



"And this is where the money hides." A block of steel, carved into a mirror-smooth brick-shaped hole.

Steel that expensive... for a TOY?

One mould can make millions of bricks.



Squirt. Cool. Open. Four glossy bricks, still warm. Seven seconds, start to finish.

Seven seconds for a PERFECT brick!

It's a spinning JUICER for plastic!

★ WORTH REMEMBERING

This is **injection moulding**: melted plastic forced into a steel cavity under huge pressure, then chilled solid. Nothing is carved or glued. The shape is copied from the steel, exactly, every time. ⚙️

"Hot plastic shrinks as it cools. So we cut the steel slightly TOO BIG — on purpose."



You build it wrong so it cools RIGHT?

★ WORTH REMEMBERING

Shrink is about half a percent. Tiny — but a brick that cools unevenly warps and never clicks again. So heat, pressure and cooling time are tuned together, brick by brick. ❄️

📖 SIRI'S SECRET NOTEBOOK • DOOR 2 UNLOCKED

Melt → squirt into steel → chill → open. 7 seconds. The real treasure is the MOULD, not the brick. And they cut it too big because cooling shrinks it. Sneaky science 😎

DOOR THREE: THE SECRET OF THE CLICK

Karin pressed two bricks together. Click. Then pulled. They held — but not too hard.

"Underneath, each stud is squeezed between a wall and a hollow tube. The plastic bends a whisker and grips."

That's the whole magic, isn't it?

It HUGS. It doesn't lock!

★ WORTH REMEMBERING

Engineers call it **clutch power**. The stud is a hair too wide for the gap, so the springy plastic pushes back and holds by friction alone. Strong enough for a tower, gentle enough for small hands. 🤝

"So the size must be perfect. We allow five thousandths of a millimetre."

They built a tower until it wobbled. Every single brick had gripped exactly the same amount.

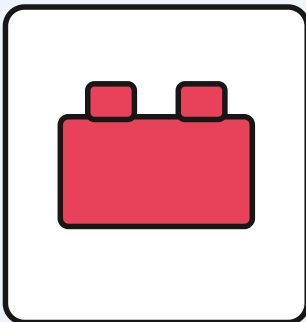
How big IS that?

A human hair is twenty times thicker.

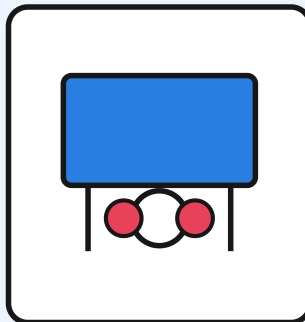
Not one of them cheated!



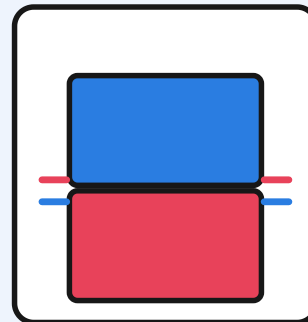
WHY THE BRICK CLICKS



1 · THE STUDS
round bumps on top



2 · WALL + TUBE
studs squeeze in



3 · FRICTION
grip, never a lock



SIRI'S SECRET NOTEBOOK · DOOR 3 UNLOCKED

Clutch power = FRICTION, not locks ⚡ Stud a
whisker too fat → plastic springs back → grip.
Tolerance 0.005 mm, and a hair is 20× thicker.
My drawings are not that accurate.

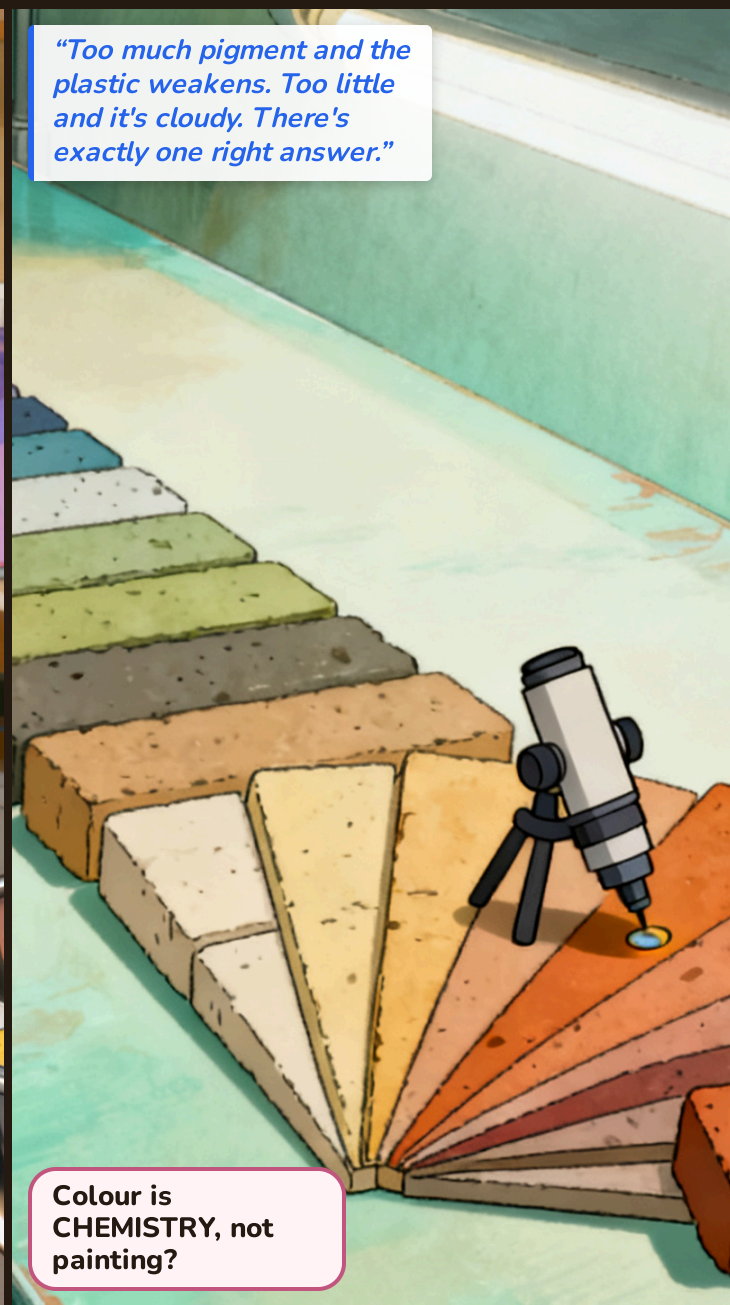
DOOR FOUR: THE COLOUR KITCHEN

Door four smelled clean and looked delicious: bowls of clear pearls, stirred with measured scoops of bright powder.



It's a **BAKERY** for colour!

"Too much pigment and the plastic weakens. Too little and it's cloudy. There's exactly one right answer."

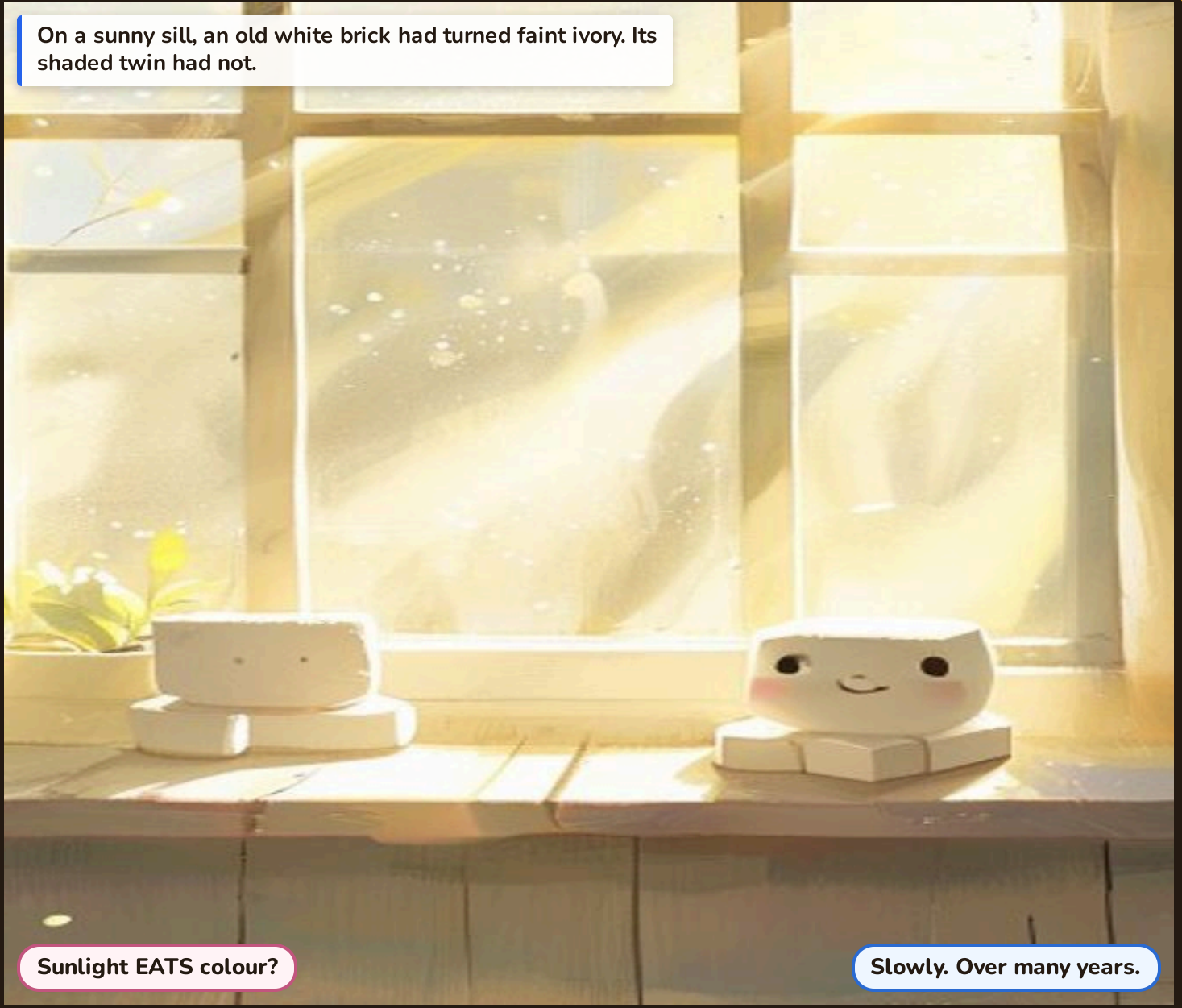


Colour is **CHEMISTRY**, not painting?

★ WORTH REMEMBERING

Pigment particles sit inside the plastic, so the colour goes all the way through. That is why a scratched brick is not white underneath — and why bricks never peel. 🎨

On a sunny sill, an old white brick had turned faint ivory. Its shaded twin had not.



Sunlight EATS colour?

Slowly. Over many years.

★ WORTH REMEMBERING

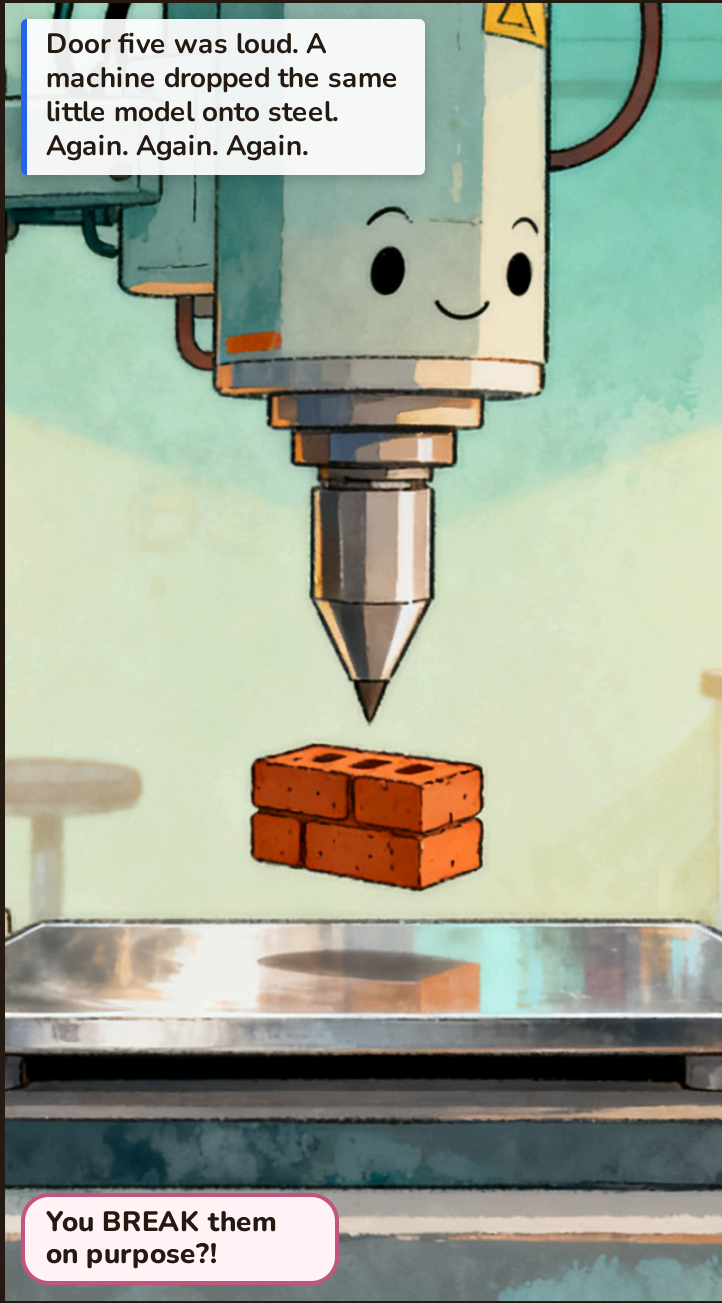
Sunlight carries energy that slowly breaks some molecule chains, which is why old white plastic yellows. Choosing pigments that resist that is a quiet, patient science. ☀️

📖 SIRI'S SECRET NOTEBOOK · DOOR 4 UNLOCKED

Colour is mixed IN, not painted on → scratches don't show white 🎨
Too much pigment = weak brick. Sunshine slowly yellows old white bricks. Poor sill brick.

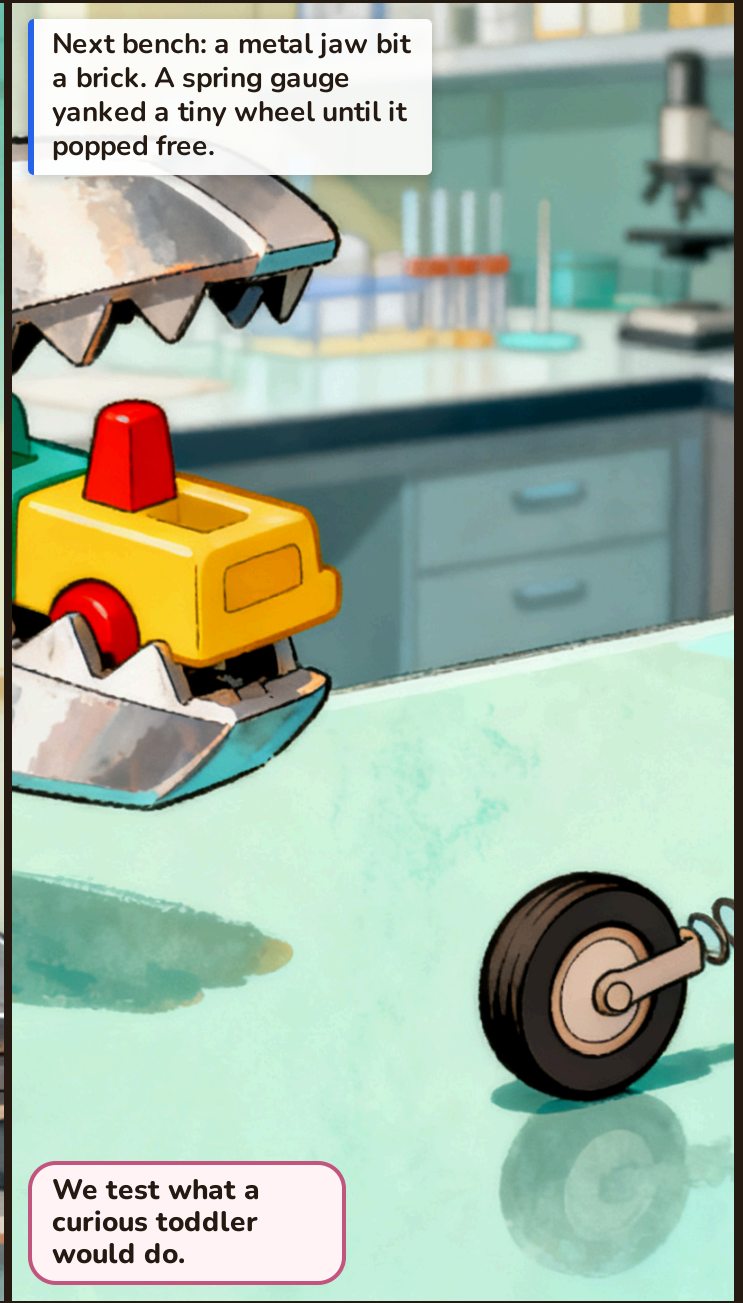
DOOR FIVE: THE ROOM OF CAREFUL CRUELTY

Door five was loud. A machine dropped the same little model onto steel. Again. Again. Again.



You **BREAK** them on purpose?!

Next bench: a metal jaw bit a brick. A spring gauge yanked a tiny wheel until it popped free.



We test what a curious toddler would do.

★ WORTH REMEMBERING

Safety rules are strict: small parts must survive biting, pulling and twisting without turning sharp or splitting into danger. The tests are unkind so the toys can be safe. 🛡️

Karin closed her caliper on one brick and frowned at the dial. Then smiled. Perfect.



One brick out of billions?

Fewer than twenty in a million slip past.

A small bin of rejects glowed under a lamp. Each one had a flaw only a machine could see.



They look FINE to me!

★ WORTH REMEMBERING

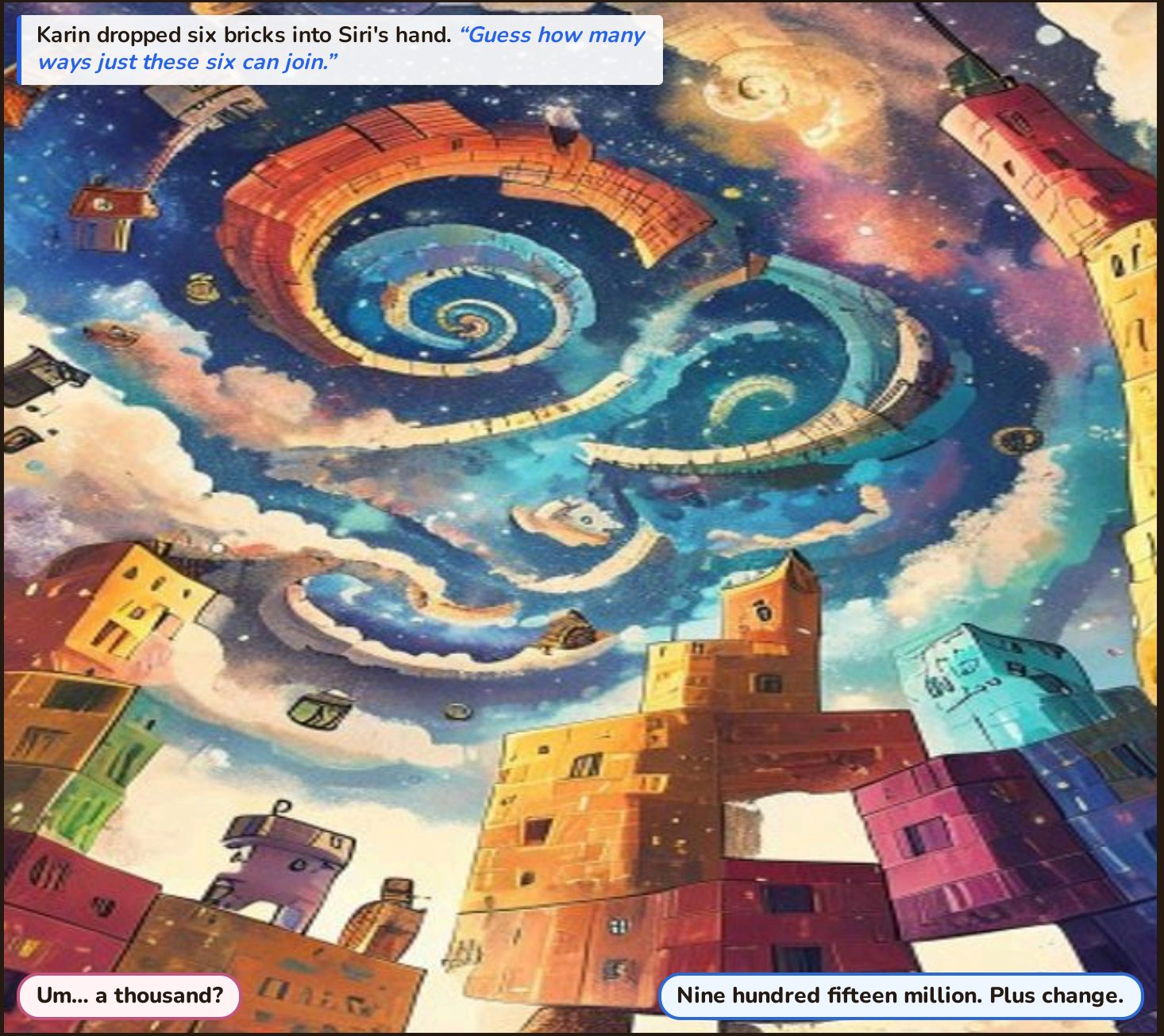
Factory rule, and a business secret: **quality is cheapest at the source**. Catching a flaw here costs a fraction of a cent; catching it in a child's hands costs trust. Remember this — the castle needs it later. 💡

📖 SIRI'S SECRET NOTEBOOK • DOOR 5 UNLOCKED

Bite it, drop it, twist it, yank it — then sell it 😬 <20 bad bricks per million. Fixing mistakes early is CHEAP; late is expensive; in a customer's hand it costs TRUST.

DOOR SIX: THE MATHEMATICS OF PLAY

Karin dropped six bricks into Siri's hand. *"Guess how many ways just these six can join."*



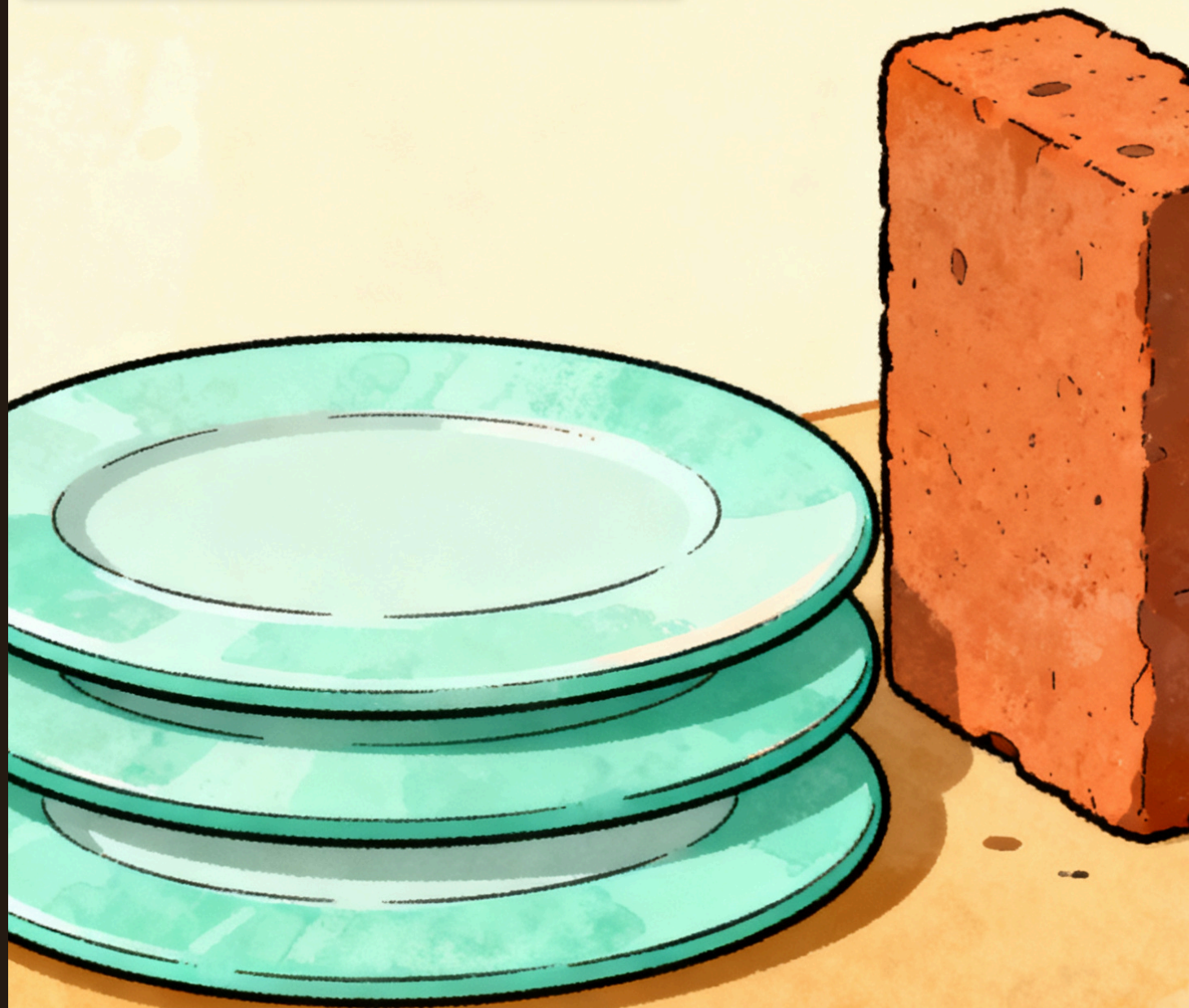
Um... a thousand?

Nine hundred fifteen million. Plus change.

★ WORTH REMEMBERING

Mathematicians actually counted: six eight-stud bricks make **915,103,765** combinations. Six pieces, nearly a billion outcomes. The box literally cannot run out of ideas. 🧱

"And it's all one grid. Three thin plates stack to exactly one brick's height. Nothing is a random size."



So every piece speaks the same MATHS!

★ WORTH REMEMBERING

A shared grid is what turns a pile into a language. Because every element agrees on the same measurements, a piece designed today still lines up with one designed decades ago. 📐

Siri built a spaceship. Broke it. Built a dog. Broke it. Built a bridge. Same six pieces.



The pieces don't decide. I DO!

 SIRI'S SECRET NOTEBOOK · DOOR 6 UNLOCKED

6 bricks = 915,103,765 ways 🤖

3 flat plates = 1 brick tall. Everything obeys one grid.

Same pieces → spaceship, dog, bridge. The toy is a LANGUAGE.

DOOR SEVEN: EVERYTHING MUST FIT

Door seven held one small thing: a scratched brick from 1958, clicking onto a brick moulded this morning.

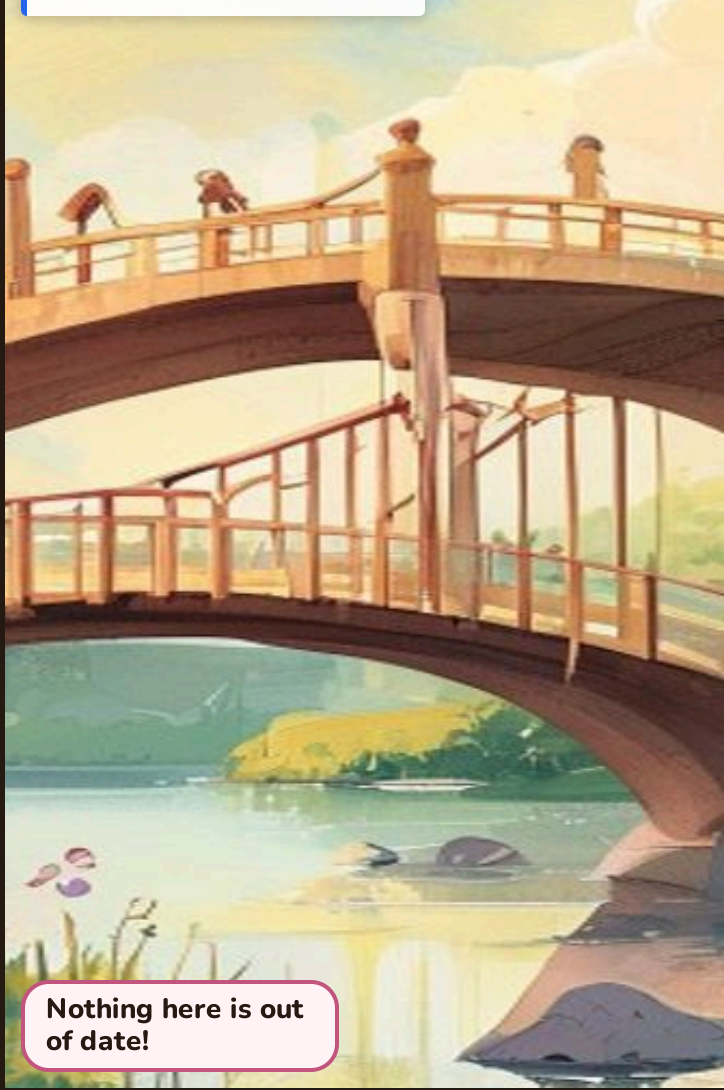


SIXTY-SEVEN YEARS and it still fits?!

★ WORTH REMEMBERING

That is the promise underneath everything: the shape has not been allowed to drift. Every new element is designed to obey rules written before most of its designers were born. 🤝

They built one long bridge
from bricks of every age.
Faded ones. Shiny ones. All
held.



Nothing here is out
of date!

Somewhere, a mother
tipped her childhood box
onto the floor — and her
small son started building
at once.



Most toys get
thrown out. These
get INHERITED.

★ WORTH REMEMBERING

So each family's pile keeps growing instead of being replaced. Every brick already owned makes the next box more useful, which is a strange and powerful kind of loyalty.



SIRI'S SECRET NOTEBOOK • DOOR 7 UNLOCKED

1958 brick + today's brick = CLICK. The shape is frozen on purpose. Old bricks aren't rubbish, they're an inheritance. All 7 doors OPEN — now... who decided all this? 🌀

THE JOURNEY OF ONE BRICK

From above, the whole plant made sense: silos, pipes, moulding halls, belts. One long river.



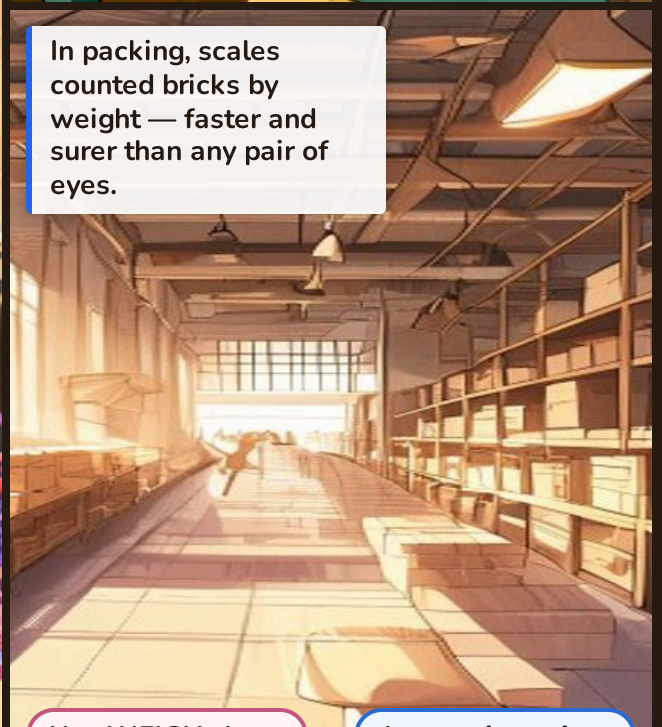
It's a river with a **DESTINATION!**

A gentle machine printed tiny cheerful faces onto little figure heads gliding past on a belt.



Even the smiles are engineered!

In packing, scales counted bricks by weight — faster and surer than any pair of eyes.



You **WEIGH** them instead of counting?

A gram is easier to trust than a glance.

At dawn, containers rolled onto ships and trucks bound for shops on every continent.

vroooooom



Pearls to playroom.
What a trip!

And far away, a child tipped a new box onto a carpet. The river reached the sea.



THIS is what the
whole factory is
FOR.

★ WORTH REMEMBERING

Follow one grain: oil → pearl → melt → steel mould → seven seconds → weighed, boxed, shipped → a carpet on another continent. Thousands of steps, one small click at the end. 🌍

📖 SIRI'S SECRET NOTEBOOK

Silo → melt → mould → decorate → WEIGH (not count!) → box → ship → carpet. Every step boring on its own. Together: kind of a miracle. 🚢

A THOUSAND CAREFUL HANDS

The mould-maker polished steel by hand, hunting a bump no eye could see. Thirty years at the same bench.

How do you even LEARN this?

Slowly. And from someone patient.

In the studio, a designer rebuilt the same little spaceship for the eleventh time.

ELEVEN times for ONE ship?

Then the real judges arrived. Children. They built, ignored and demolished — while designers scribbled notes.

Kids are the BOSSES here!

Chemist. Mould-maker. Operator. Colour inspector. Designer. Driver. Each said the same shy sentence: *"I only do my small part."*

But NOBODY does the whole thing?!

★ WORTH REMEMBERING

Sit with that: no single person here could make a brick alone. Each masters one sliver, and the company conducts a thousand slivers into one tiny perfect object. The conducting is the real invention. 🎵

📖 SIRI'S SECRET NOTEBOOK

Mould-maker: 30 years, one bench. Designer: 11 tries. Kids: the actual bosses. 🙌
Nobody knows the whole recipe. So WHO started all of this — and why?

THE HALL THAT NEVER SLEEPS

Midnight in the moulding hall.
No shouting, no rush. Just
machines breathing in a calm
rhythm.

A robot lifted warm
bricks from a mould and
set them down as
gently as an eyelash.

Robots do the
perfect parts.

And people do
the impossible
parts.

One operator watched
eight machines at once,
listening for a sound
that meant a mould
needed care.

It runs while everyone
SLEEPS?

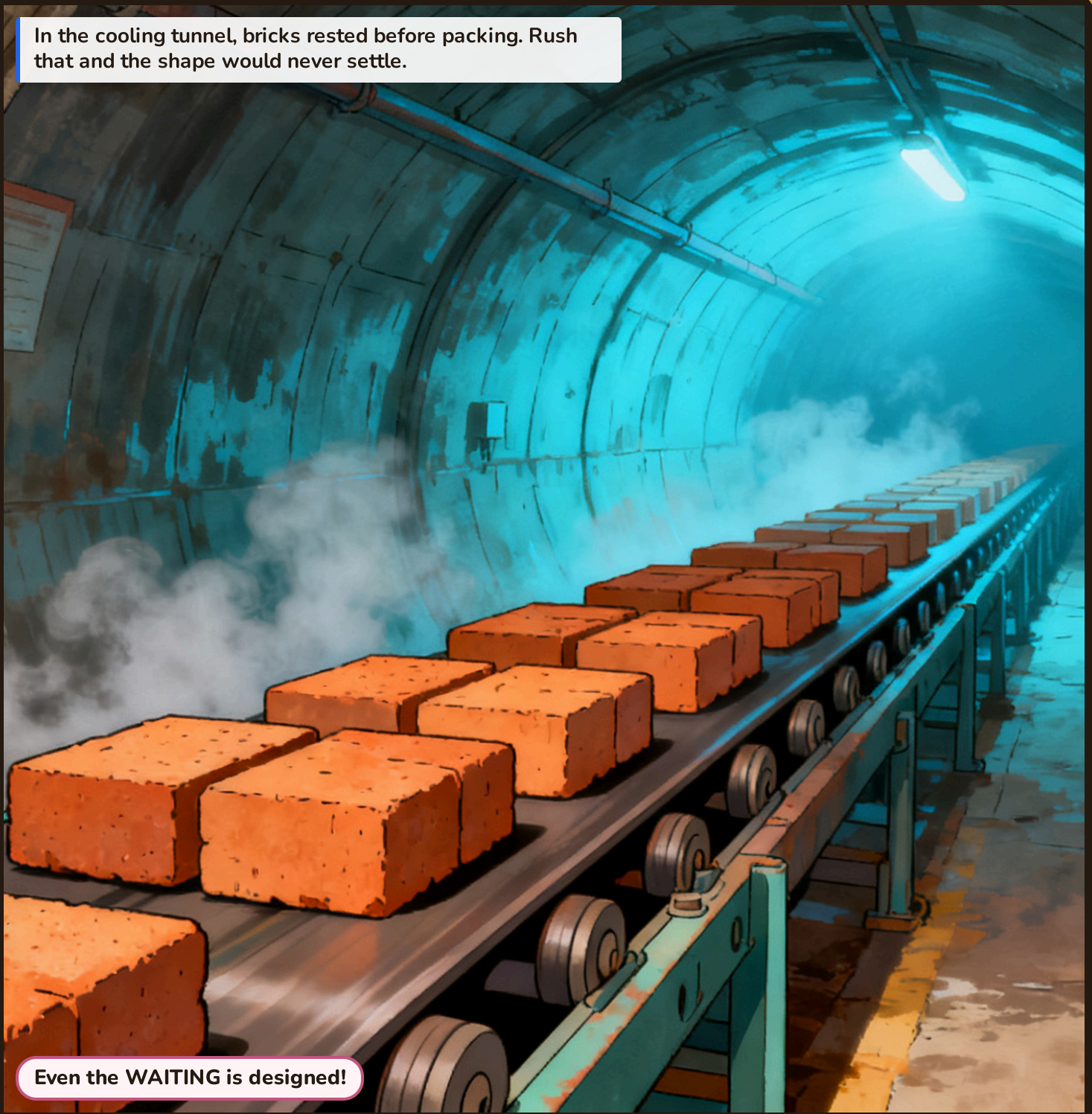
You can HEAR a
problem?

Before any dial
shows it. Yes.

★ WORTH REMEMBERING

Machines repeat; humans notice. The rarest skill on this floor is not speed but attention — spotting the drift before it becomes a bad brick. 🧱

In the cooling tunnel, bricks rested before packing. Rush that and the shape would never settle.



Even the WAITING is designed!

SIRI'S SECRET NOTEBOOK

Machines all night. Robots = perfect. Humans = listening for trouble. Even cooling is a designed step. Patience is a manufacturing tool 🕒

WHY MILLIONS SAY YES

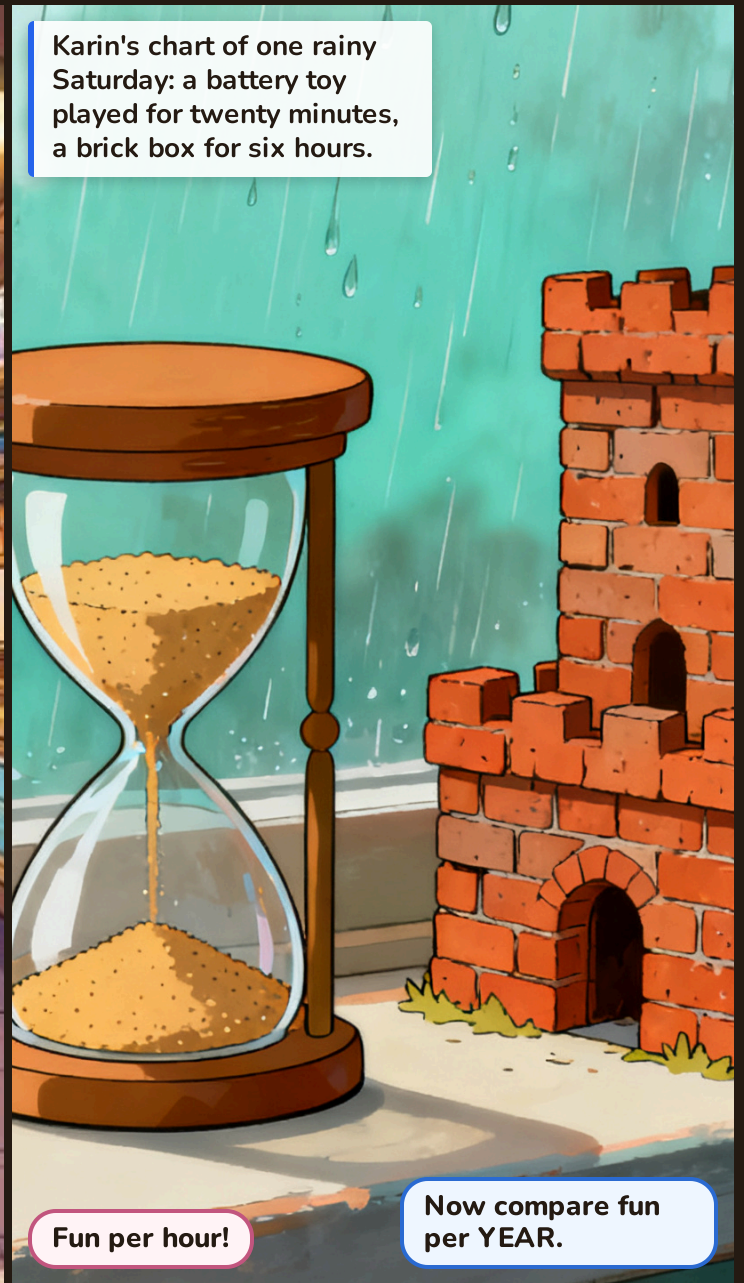
13a Siri's question Flips

A toy shop wall: flashing gadgets, batteries, screens. And one quiet aisle of plain brick boxes.



Why does the BORING aisle win?

Karin's chart of one rainy Saturday: a battery toy played for twenty minutes, a brick box for six hours.



Fun per hour!

Now compare fun per YEAR.

★ WORTH REMEMBERING

The bricks do nothing by themselves, which is exactly why they never finish. A toy that plays for you gets boring; a toy you play *with* keeps changing. 🎯

A balance scale: the price on one side, ten years of rebuilding on the other. CRASH.



People don't buy the plastic. They buy the YEARS!

★ WORTH REMEMBERING

Warren's old riddle: price is what you pay, value is what you get. When value crushes price, customers do not feel clever — they feel **grateful**. 🍷

📖 SIRI'S SECRET NOTEBOOK

My question flipped: not 'how is it made' → 'why do millions BUY it?' Because it never finishes. 20 minutes vs 6 hours vs 10 years. Value >> price = happy yes'es.

THE PARTY THAT GROWS



Karin opened a door onto a hall of grown-ups building cathedrals, harbours and dragons out of bricks.

"Some of them design sets we actually sell. Fans vote; the best ideas become real boxes."

Customers can **INVENT** the product?

In an online corner, strangers shared building instructions they'd invented and given away for free.

Grown-ups?! Playing?!

We call them the fans. They're fearless.

Nobody paid them to do that!

★ WORTH REMEMBERING

Every new builder makes the system more worth designing for; every new creation makes the bricks more worth owning. That circle is what grown-ups call a **network effect**. 🏰

A convention hall roared: families, teenagers, engineers, a 90-year-old with a brick windmill.



A rival can copy a brick. They can't copy THIS.

SIRI'S SECRET NOTEBOOK

Fans build cathedrals 🤖 Some fan designs become real sets. Free instructions everywhere. The product isn't the brick — it's the whole PARTY around it. 🎉

THE PRICE OF TRUST

In a shop, a father read a box and put it in the basket without hesitating. Two seconds. No worry.

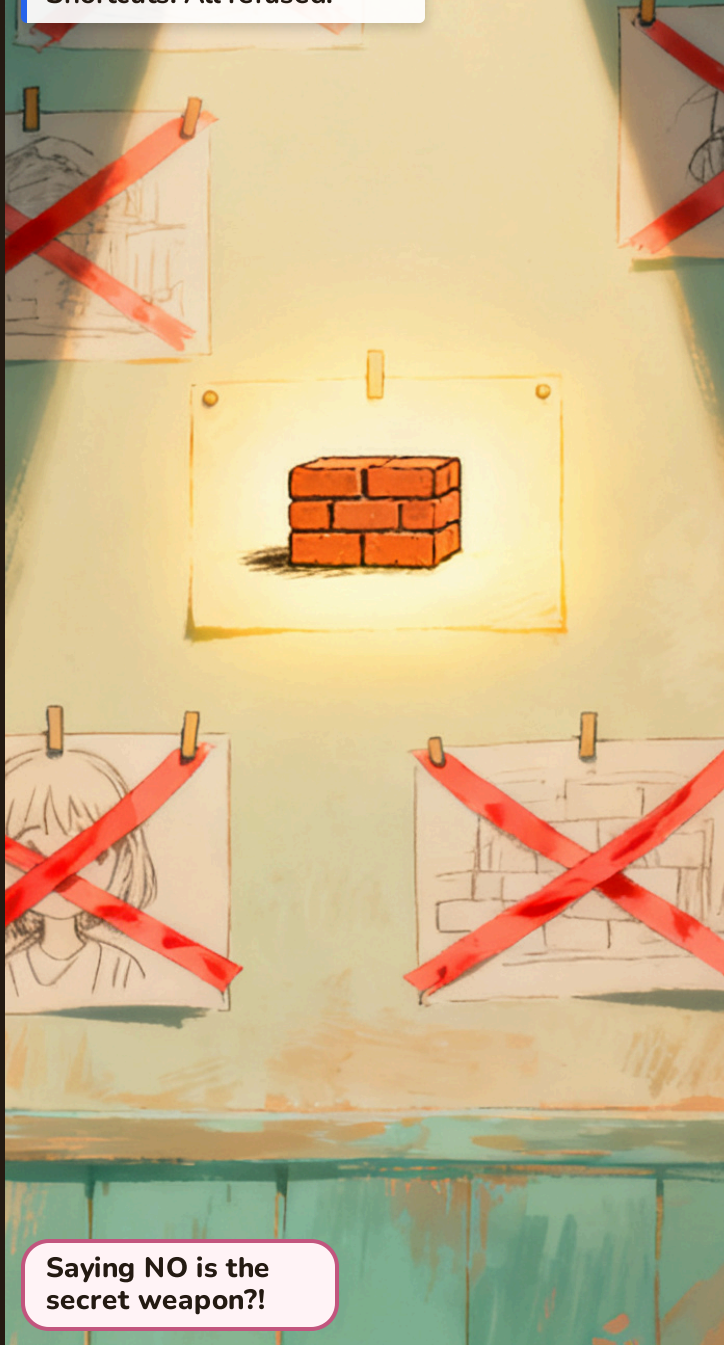


He didn't even CHECK anything.

★ WORTH REMEMBERING

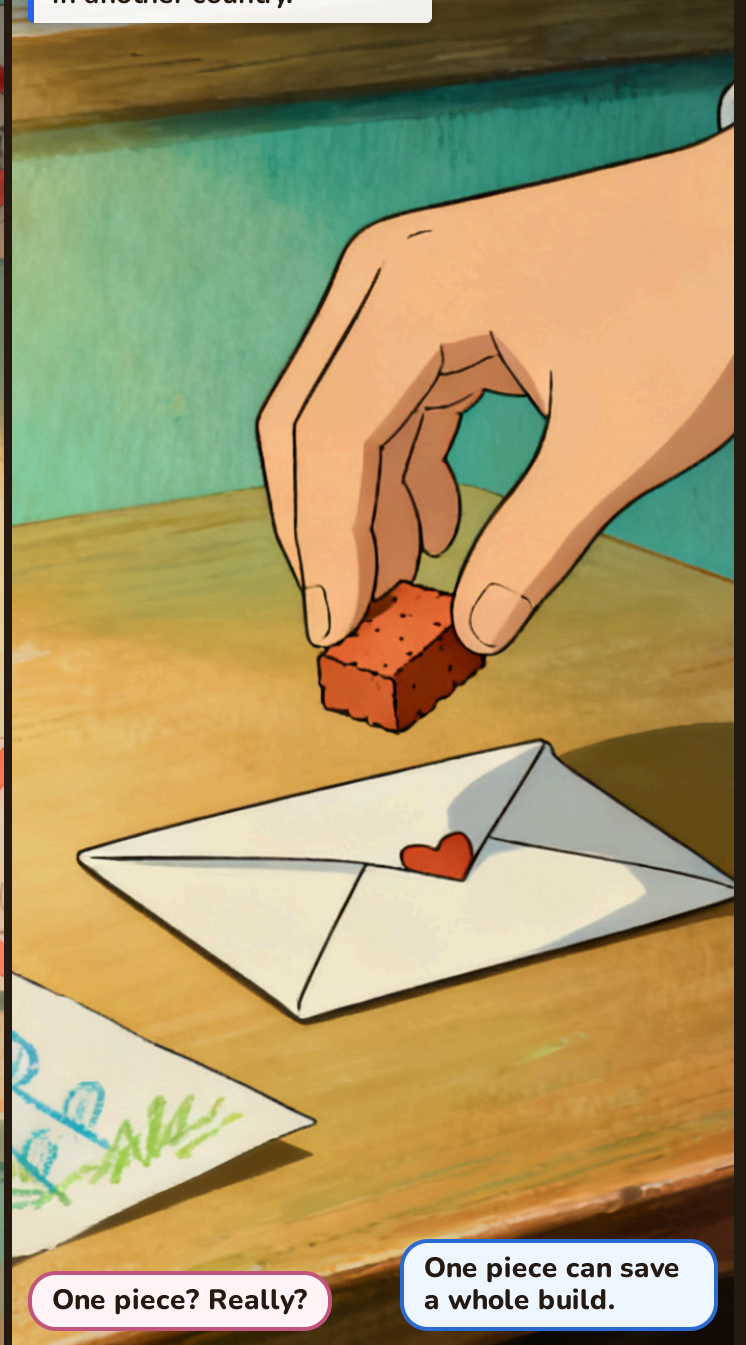
That two-second calm is a **brand**: a promise kept so often that checking feels unnecessary. It is earned slowly and spent instantly. 🤝

Back at the studio, a wall of crossed-out ideas. Sound chips. Screens. Shortcuts. All refused.



Saying NO is the secret weapon?!

A tiny desk answered letters: a missing piece posted out, free, to a child in another country.



One piece? Really?

One piece can save a whole build.

★ WORTH REMEMBERING

Sending a free brick costs almost nothing and buys something priceless. Trust is built in small, unglamorous moments nobody is watching. 📧



SIRI'S SECRET NOTEBOOK

Trust = a parent not needing to check 

They say NO to shortcuts on purpose.

They mail ONE missing brick, free.

Now — who invented all this?! Compass is
spinning 

THE CARPENTER OF BILLUND

The compass dragged them past birch trees to a building made of giant bricks. Siri knew the name. Every child does.

"It began in 1932. In this Danish village. A carpenter named Ole Kirk Kristiansen, out of work, carving toys."

A CARPENTER started this?

Wooden ducks. Little trucks. Sold to farmers who had almost no money. Business was terrible for years.

This nearly never happened at ALL.

LEGO! The brick that builds anything!

★ WORTH REMEMBERING

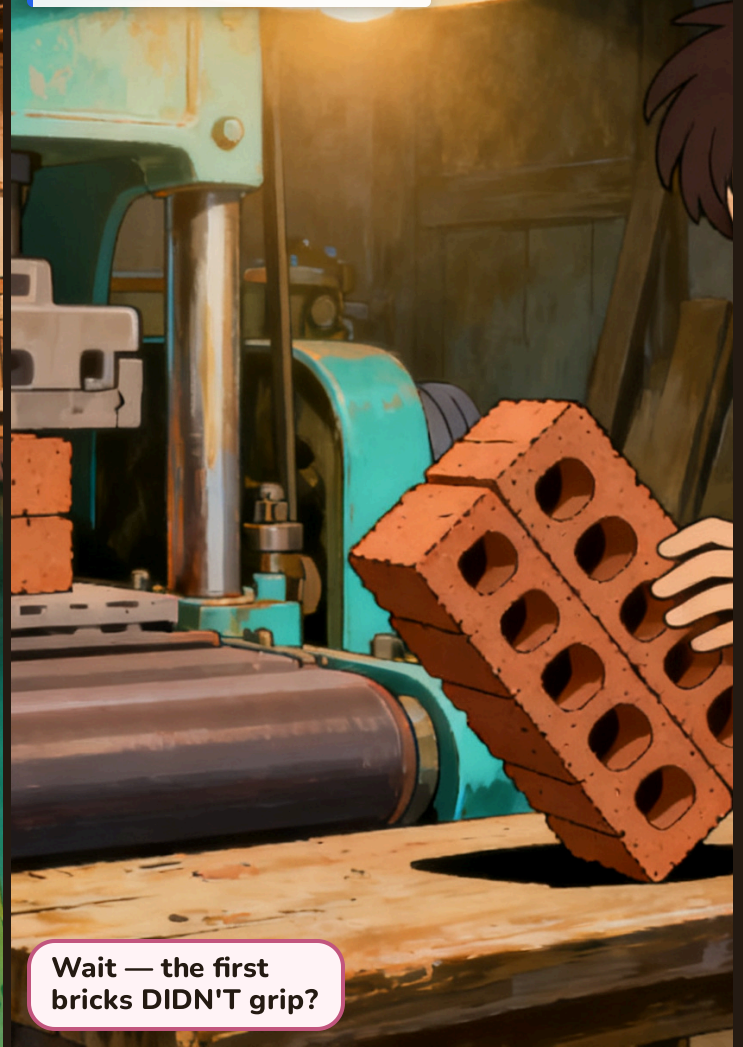
In 1934 he named the firm from two Danish words, *leg godt* — “play well.” The name came fifteen years before the first plastic brick. The idea was always play. 🦆

Then fire took the workshop. He rebuilt. Years later, fire took it again. He rebuilt again.



How many times
can one man start
over?

1949: an odd new machine
squirted hot plastic into
steel. Out came hollow
bricks that stacked... and
fell over.



Wait — the first
bricks DIDN'T grip?

★ WORTH REMEMBERING

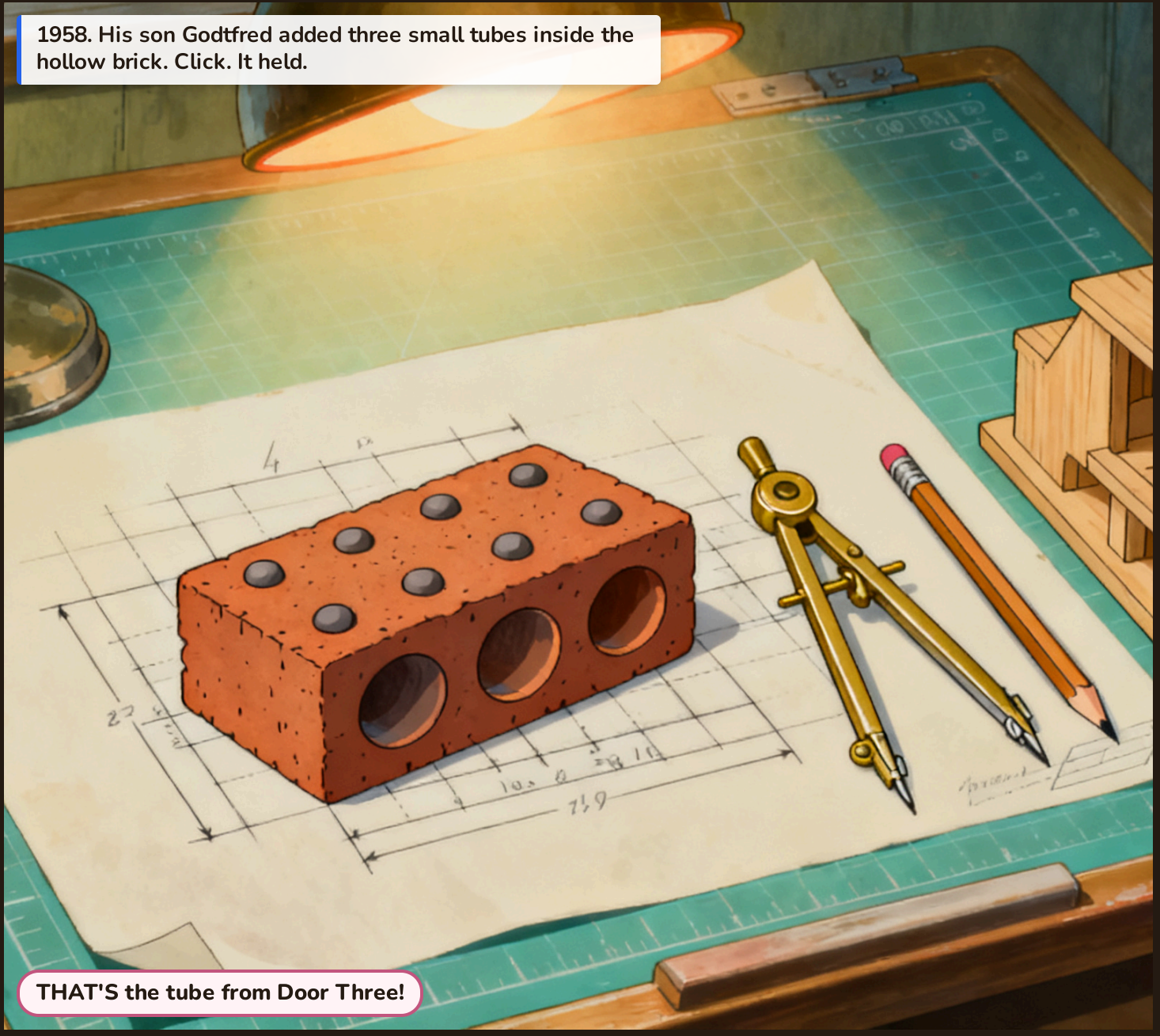
They stacked but did not hold, and shops sent them back. Plastic toys were widely mistrusted then. The idea nearly died before it worked. 🧱

📖 SIRI'S SECRET NOTEBOOK · THE REVEAL

LEGO! Denmark, 1932. Carpenter → wooden ducks → fire → fire again → 1949 plastic bricks that WOBBLE. Name = PLAY WELL. I actually gasped. What fixed the wobble?!
TURN THE PAGE.

THE TUBE THAT SAVED EVERYTHING

1958. His son Godtfred added three small tubes inside the hollow brick. Click. It held.

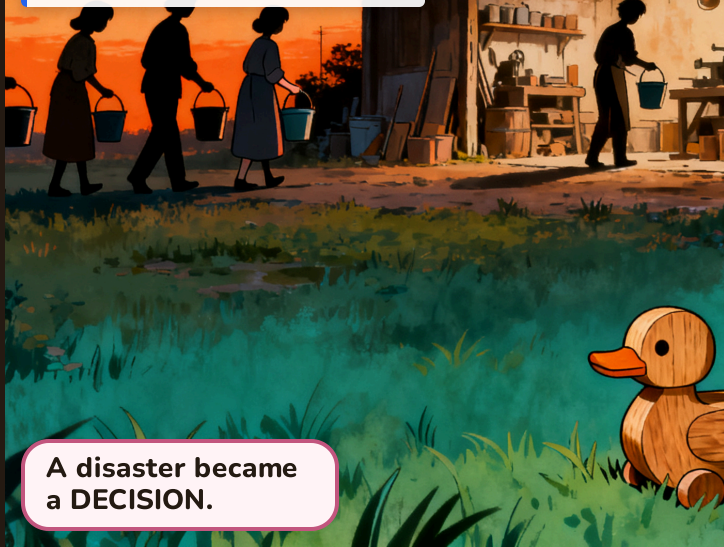


THAT'S the tube from Door Three!

★ WORTH REMEMBERING

That patent is the moment the toy became a system. Bricks moulded on 28 January 1958 still grip bricks moulded today — the shape has never been allowed to drift. 🔒

1960: a warehouse fire destroyed the wooden toys. The family chose not to replace them. Plastic only, from then on.



A disaster became a **DECISION**.

1978: a small yellow figure with a friendly face arrived — and suddenly every build had a hero.



Now the castle needs somebody to **LIVE** in it!

Then the hard chapter. Theme parks, clothes, watches, video games, a hundred new directions at once.



They forgot the brick, didn't they?

2004: the company was losing money badly. A young new leader cut back — hard — to the thing it did best.



Almost gone. Saved by **SUBTRACTION**.

★ **WORTH REMEMBERING**

The rescue was mostly saying no: fewer new shapes, fewer side businesses, back to the brick. Focus is not a slogan here — it was survival. ✂



THE STORY IN TIME

1932

An out-of-work Danish carpenter starts making wooden toys.

1934

The firm is named from “leg godt” — play well.

1947

A plastic injection-moulding machine arrives in Billund.

1949

Automatic Binding Bricks: they stack, but slip apart.

1958

The stud-and-tube patent — real clutch power at last.

1960

A warehouse fire ends the wooden toys for good.

1963

ABS plastic: tougher, brighter, safer.

1968

The first brick-built park opens in Billund.

1978

The minifigure gives every build a hero.

1998

Programmable brick robots reach classrooms.

2004

Near collapse. A new leader cuts back to the brick.

Today

The largest toy company in the world. 



SIRI'S SECRET NOTEBOOK

1958 TUBE = the whole system. 1960 fire = plastic forever. 1978 minifigure. Then too many directions → nearly bankrupt in 2004 → saved by SUBTRACTING. Focus is a survival skill 🚀

THE CASTLE OF BRICKS

A warm glow. A whiff of cherry cola. Warren and Charlie, the partners from Omaha, before a shining castle.

Under a birch tree the two old friends let her lay out the walls, one by one. Nodding. Chuckling. Correcting.

One question matters for a hundred years: what keeps invaders OUT?

Walls! I've been collecting them ALL BOOK!

Scarier than any school quiz. And far more fun.



THE CASTLE WALLS • WHY RIVALS CAN'T COPY IT



Wall One: Everything Still Fits

Bricks from 1958 grip bricks from today. Every set a family already owns makes the next one more useful. A rival starts from an empty carpet.



Wall Two: A Parent's Trust

Safe, tested, no batteries, and it survives being trodden on. Copying a shape takes a week; copying decades of trust takes a generation.



Wall Three: Ridiculous Precision

Five thousandths of a millimetre, tens of billions of times a year. The moulds, machines and skills took sixty years to assemble.



Wall Four: The Party of Builders

Fans, clubs, conventions, free instructions, fan-designed sets. A rival would have to build the bricks AND the community at once.

Charlie tapped his thick glasses. *"Turn the telescope around. Don't ask how it wins — ask what would DESTROY it. Invert, always invert."*



Find every way to LOSE... then don't go there!



THE CASTLE WALLS · WHY RIVALS CAN'T COPY IT



Crack One: The Glowing Rectangle

Every hour a child spends on a screen is an hour not spent on the carpet. Attention is the real competitor.



Crack Two: Borrowed Stories

Some best-selling sets rent characters owned by film studios. Rented walls can be taken back.



Crack Three: The Oil Problem

The bricks are still made from oil. Families increasingly mind, and a greener recipe must not break the click.



Crack Four: Copycats

Patents expire. Cheaper look-alike bricks exist. The defence is precision and trust, not law.



★ WORTH REMEMBERING

Charlie's ruin-it checklist: let the tolerance slip, chase every fashion, rent more stories than you own, forget the customer is a child. Now simply never do those. Inversion turns worry into a to-do list. 🧠

Warren raised his cola. *"It's family-owned, so I can't buy a share of it. But those walls? I'd study them all afternoon."*



The treasure was never the plastic!

 SIRI'S SECRET NOTEBOOK · THE CASTLE

WALLS: everything fits  trust  precision  the party 

CRACKS: screens  borrowed stories  oil  copycats 

Charlie: INVERT. Warren: admire walls, not toys. 

THE JUDGE'S QUESTIONS

Warren built a tiny courtroom in the garden and put the BRICK on the witness stand.

TOK TOK

Siri banged the little gavel and fired Warren's five eternal questions at the witness.



Order in the court!



Question one: will children still need you in thirty years?



★ WORTH REMEMBERING

The Owner's Court: ⚖️ Enduring need? —
“Children have built things for ten thousand
years.” ⚖️ Trust earned? — “Parents buy me
without reading the box.” ⚖️ Reinvests wisely?
— “New moulds, new materials, same click.” ⚖️
Copyable with money? — “My shape, yes. My
sixty years of fitting, no.” ⚖️ What breaks me?
— “Only carelessness by my keepers.”

Last exhibit: a painting of 2056. A child on a floor, building something — with bricks that fit the ones in Siri's box today.



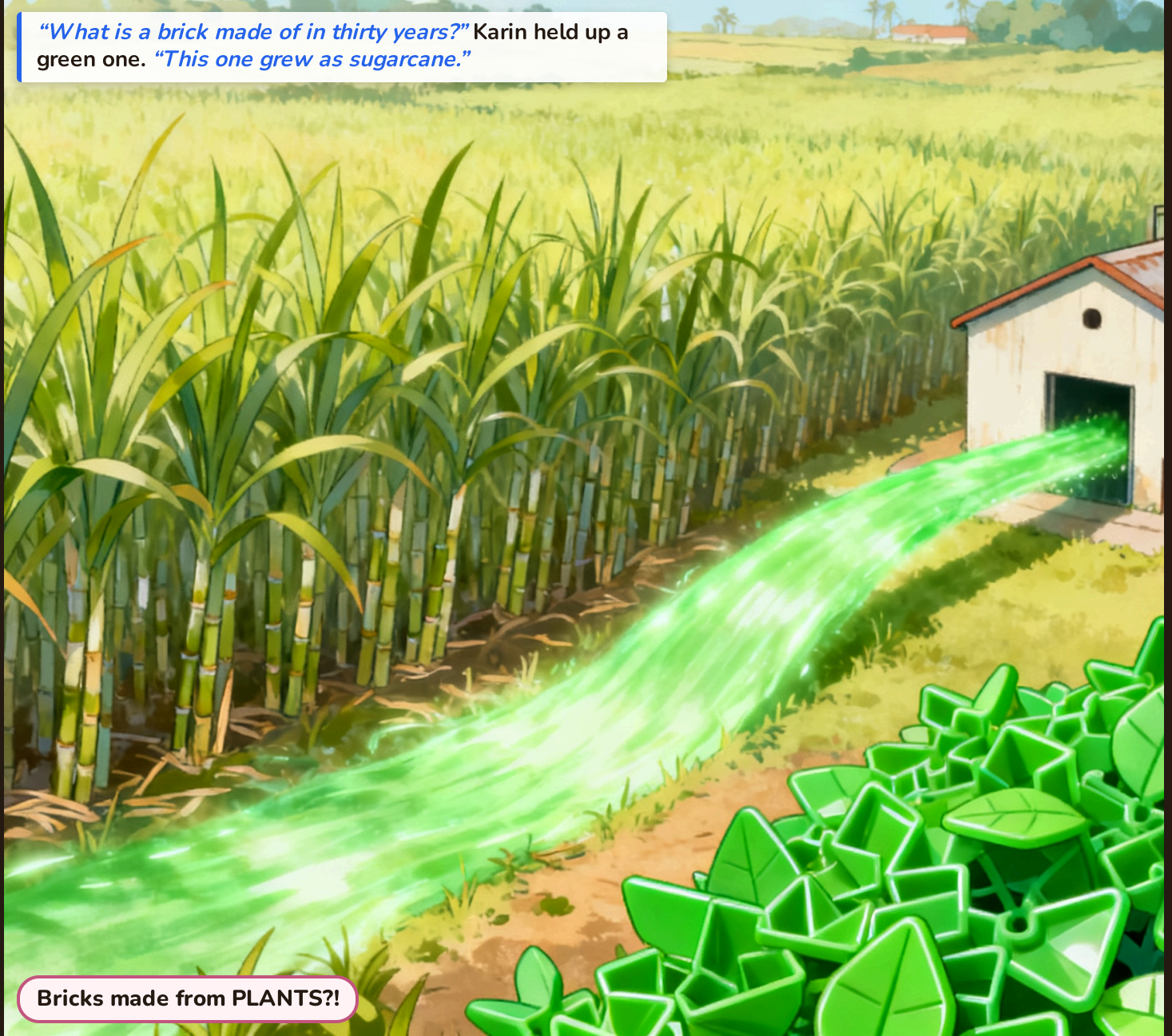
The SHAPE changes. The NEED never does.

 SIRI'S SECRET NOTEBOOK · JUDGE ANY BUSINESS

Warren's five: ① enduring need? ② trust earned? ③ reinvests wisely? ④ copyable with money? ⑤ what breaks it? Works on toys, trains, fizzy drinks — anything. He never mentioned a price. ⚖️

THE NEXT THIRTY YEARS

"What is a brick made of in thirty years?" Karin held up a green one. "This one grew as sugarcane."

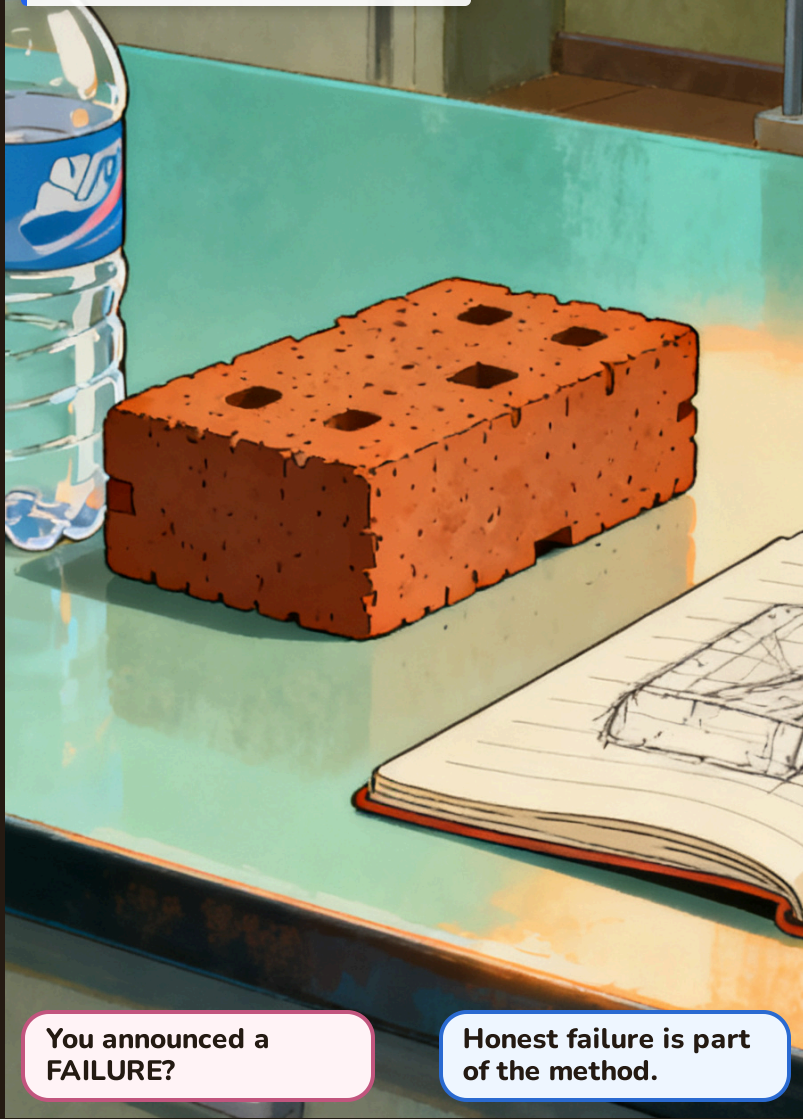


Bricks made from PLANTS?!

★ WORTH REMEMBERING

Some soft pieces — leaves, bushes — are already moulded from plant-based plastic. Harder bricks are far tougher to change, because the click must survive the new recipe. 🌱

"We tried a brick made from old drinks bottles. It worked... and still wasn't good enough. So we said so, publicly."



You announced a FAILURE?

Honest failure is part of the method.

In a classroom of tomorrow, children programmed brick machines that rolled, gripped and sorted.



Toys teaching kids to build ROBOTS!

Elsewhere, a gentle machine washed and sorted second-hand bricks so they could start a second childhood.



Bricks with two lifetimes!

★ WORTH REMEMBERING

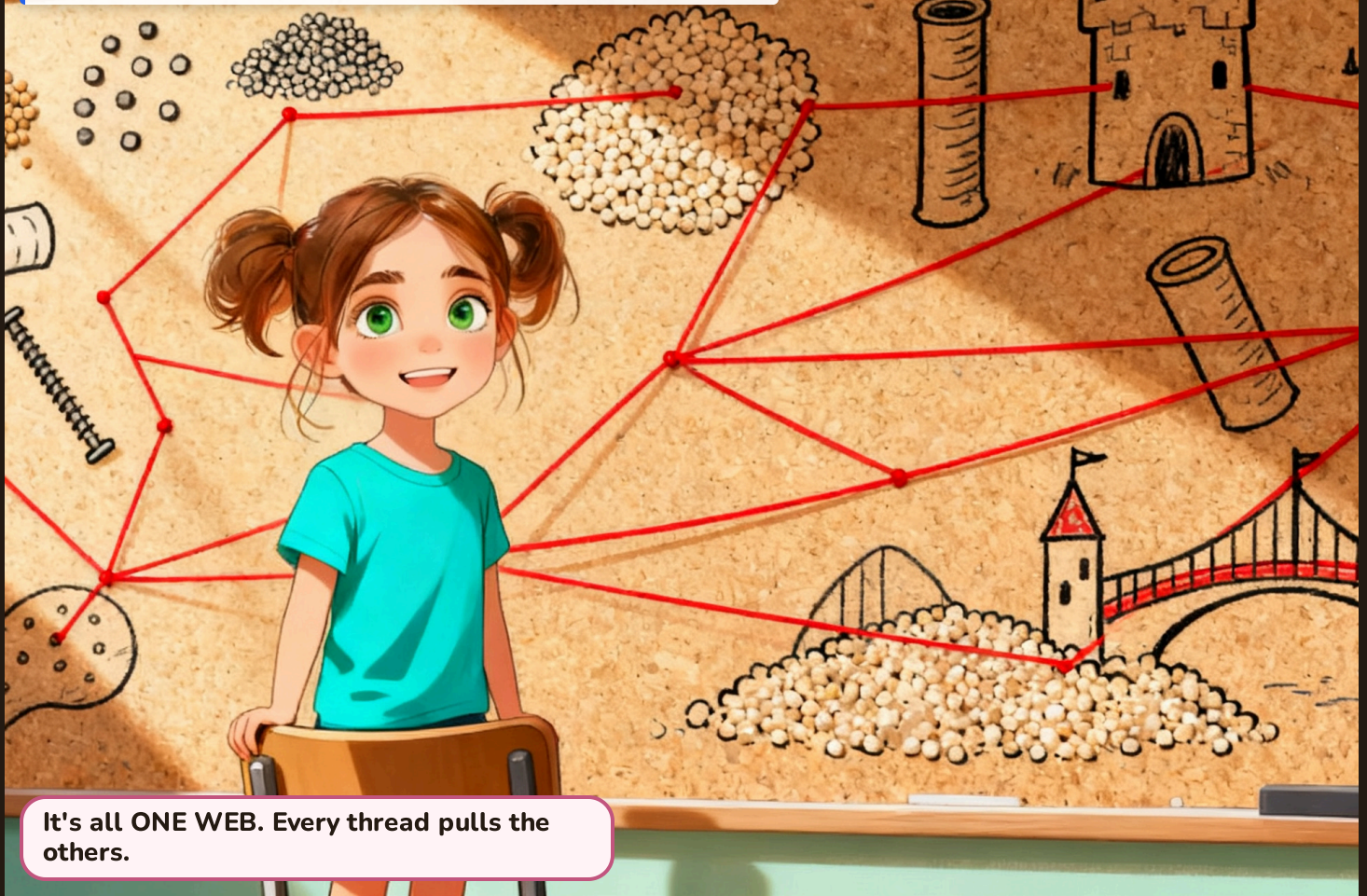
The visible currents: plant-based and recycled materials, brick robots in classrooms, second-hand play. Siri's rooftop rule: **don't bet on the plastic — bet on play.** 🌟

📖 SIRI'S SECRET NOTEBOOK

2056 watchlist: sugarcane bricks, recycled bricks, classroom robots, second-hand bricks. Rule: the material may change — the CLICK must not. 🌱

THE SECRET NOTEBOOK

Home stretch. Siri pinned every discovery to her wall and joined them with red string.



It's all ONE WEB. Every thread pulls the others.

★ WORTH REMEMBERING

The Science Web, one breath: oil becomes molecule chains → chains melt and are squirted into steel → cooling shrinks them a known amount → a stud a whisker too fat grips by friction → one shared grid makes every piece speak the same language. 🕸

★ WORTH REMEMBERING

The Business Web, one breath: a toy that never finishes creates value → everything fitting forever makes old bricks worth more → careful safety builds a parent's two-second trust → fans turn a product into a party → and four walls guard the lot.

The real test: she explained the whole thing to her little cousin. With six bricks. He got it.



If six bricks can't explain it, I don't understand it yet.

SIRI'S SECRET NOTEBOOK • THE LATTICEWORK

Charlie's word for my string wall: a LATTICEWORK. Ten models from ONE brick: polymers · shrink-compensation · friction-not-locks · shared grid · tolerance · quality-at-source · price-vs-value · network effects · brand=promise · invert. ✨

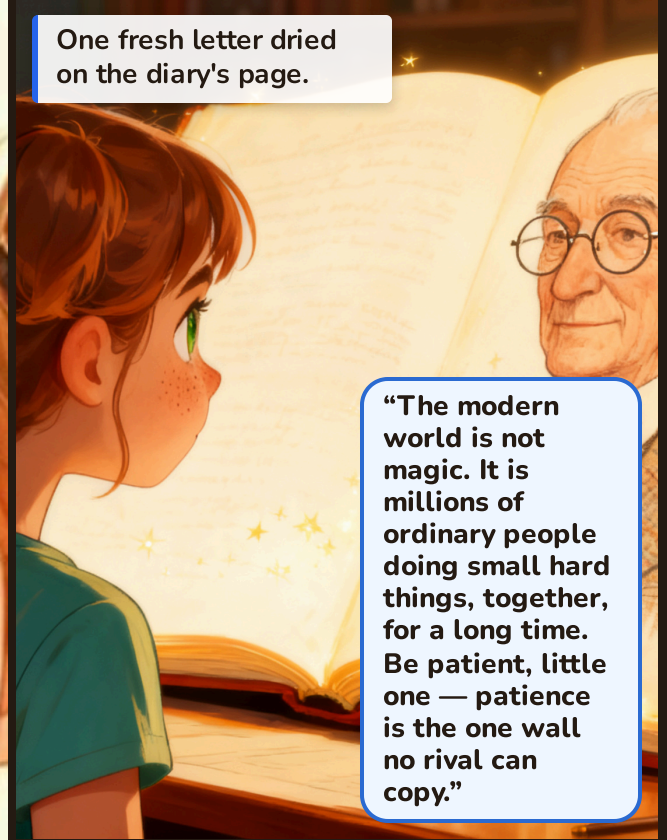
COMING HOME

Her own bed. Morning. The compass: quiet. The house: lit differently, somehow.



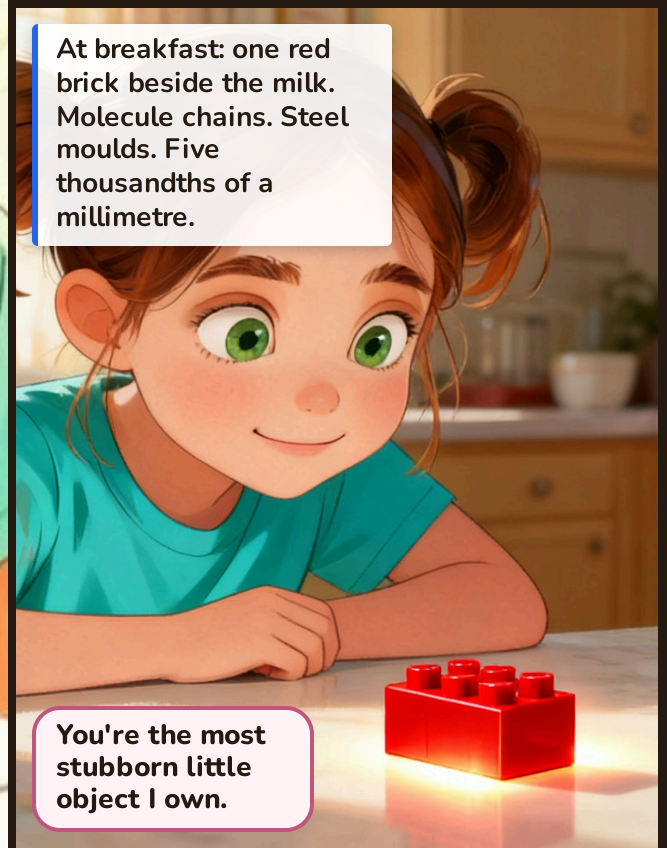
Was it real? It FELT real...

One fresh letter dried on the diary's page.



"The modern world is not magic. It is millions of ordinary people doing small hard things, together, for a long time. Be patient, little one — patience is the one wall no rival can copy."

At breakfast: one red brick beside the milk. Molecule chains. Steel moulds. Five thousandths of a millimetre.



You're the most stubborn little object I own.

Then she tipped the whole box onto the rug and built something silly with her family, laughing.



Understanding it made it MORE fun. Weird.

She hugged the diary tight. Somewhere far away, a small Danish town glowed in the morning sun.



Show me the next one, Grandpa. 🧡

★ WORTH REMEMBERING

Feel the unlock: oil turned to chains, chains squirted into steel, chilled to a hair's precision, gripping by friction alone, fitting bricks older than your parents. **Nothing, from now on, is just anything.**

📖 SIRI'S SECRET NOTEBOOK · VOLUME CLOSED

Seven doors. Ten mental models. One castle. One carpenter. Two fires. One tiny tube that changed everything. But the compass is twitching toward a drawer... something with tangled headphones... and Grandpa is already grinning. 🧭🎧



OUR PHILOSOPHY

We believe the greatest gift we can give a child is the ability to think.

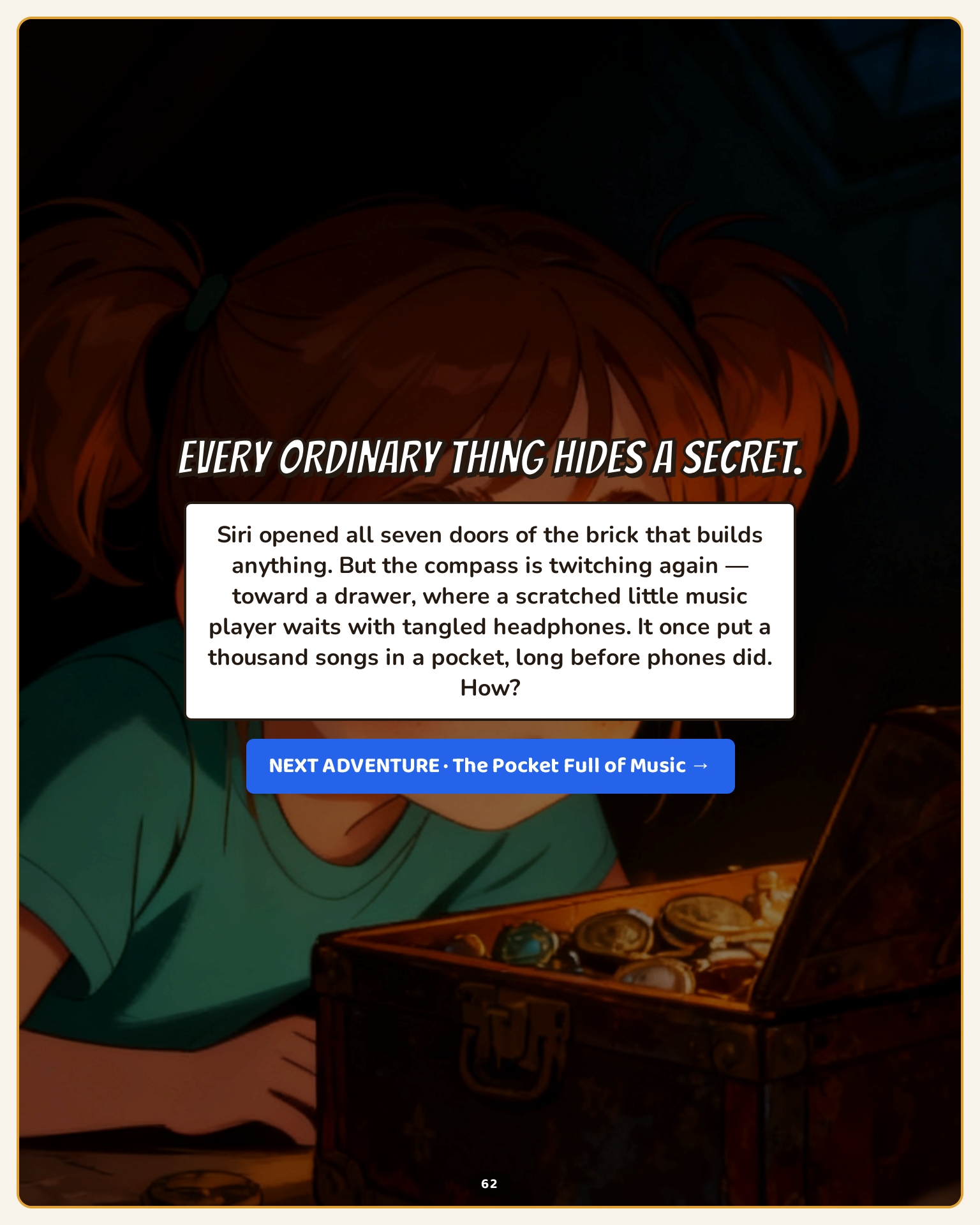
Inspired by the multidisciplinary thinking of [Charlie Munger](#) and the rational, long-term philosophy of [Warren Buffett](#), our comics connect science, technology, business, history, and human behavior to show how the real world works.

Every story begins with a scientific idea and follows its journey into innovation, industry, and the businesses that create value for society. Along the way, children learn that great companies are built on curiosity, experimentation, integrity, and long-term thinking.

Our goal is not to teach children how to invest, but to help them build the mental models needed to understand the world, ask better questions, and think independently.

The companies featured in *The Great Company Adventures* are educational case studies—not investment recommendations. They show how knowledge, innovation, and perseverance turn ideas into products, services, and enduring businesses.

LEARN THE SCIENCE. • UNDERSTAND THE BUSINESS. • THINK FOR LIFE.



EVERY ORDINARY THING HIDES A SECRET.

Siri opened all seven doors of the brick that builds anything. But the compass is twitching again — toward a drawer, where a scratched little music player waits with tangled headphones. It once put a thousand songs in a pocket, long before phones did. How?

NEXT ADVENTURE • The Pocket Full of Music →