

The Great Company Adventures • Book 40 of 50

LVMH

THE SUITCASE THAT CONQUERED THE WORLD

seven doors, twelve mental models, and the wooden travel trunk that grew into a family of ancient workshops.

"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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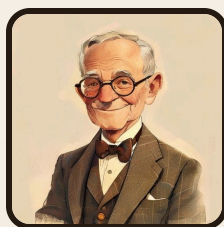
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MEET THE CHARACTERS



SIRI



BEN



WARREN



CHARLIE



COLETTE

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 TRUNK UNDER THE DUST SHEET

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

TIK-TIK

It spun. Locked. Pointing straight up the attic stairs.

SPIN

Wait. Seriously?

Downstairs: a suitcase by the door. A backpack. A tote. A lunch bag. Four boxes holding a family's life.

We carry our stuff everywhere. And never wonder how.

It's never done THIS before.



Under the dust sheet: a flat-topped travel trunk. Older than everyone in the house.



The diary flipped open by itself. Fresh ink.

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

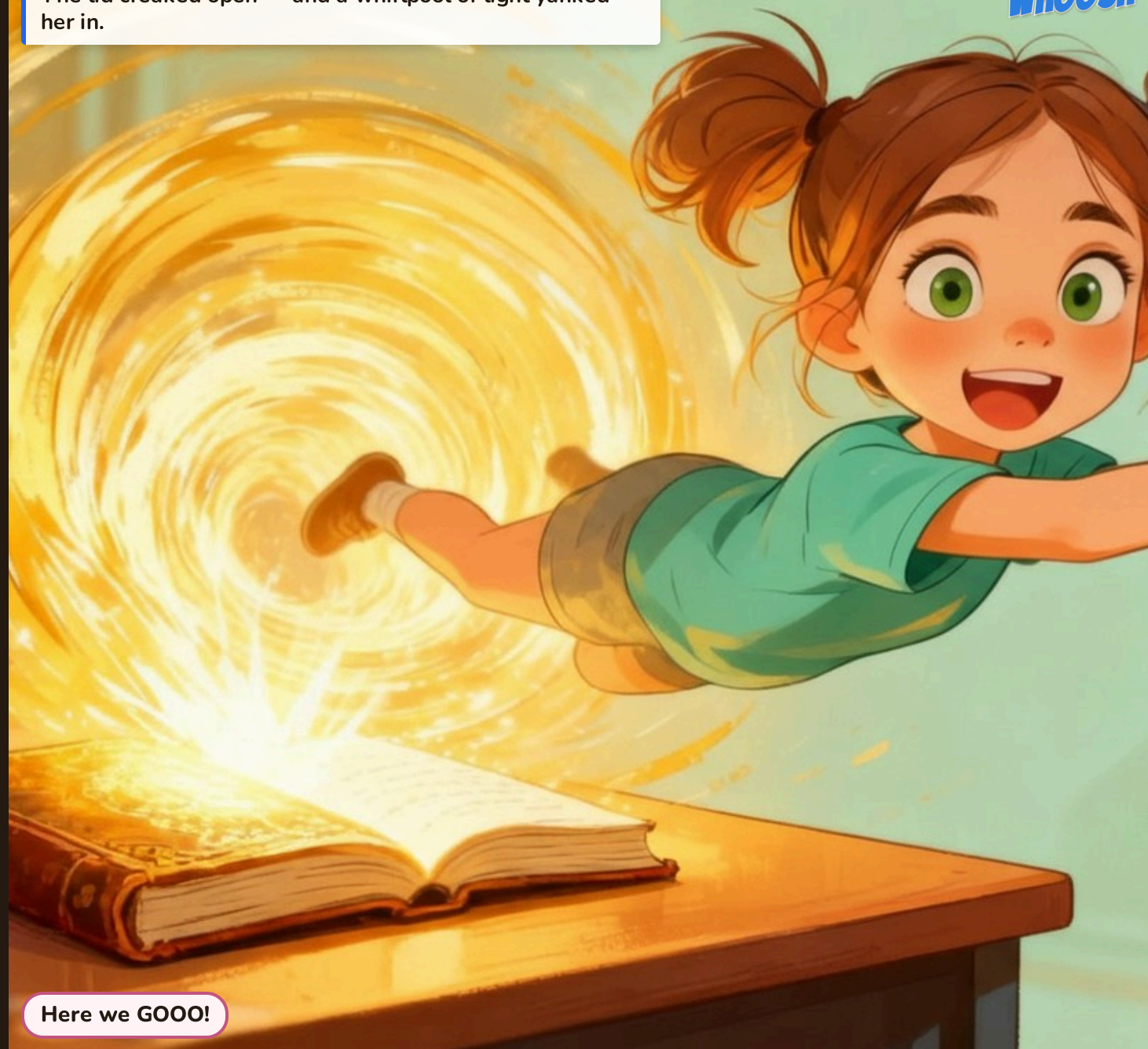
"Time to meet the businesses that built the modern world, little one. Start with the box in your own attic. The suitcase that conquered the world."

★ WORTH REMEMBERING

Really look at it. Wood over a hundred years old. A lid that still shuts sweetly. Brass corners still bright. It crossed oceans before airplanes existed. Tonight's mystery: **how do you build a box that outlives everyone who packs it?**

The lid creaked open — and a whirlpool of light yanked her in.

WHOOSH



Here we GOOO!



SIRI'S SECRET NOTEBOOK

Biggest mystery yet 🗝️

- ① How is a wooden box this old still this strong?
- ② Grandpa says it built one of the world's greatest companies. Prove it, compass.

THE PUZZLE OF A HUNDRED PIECES



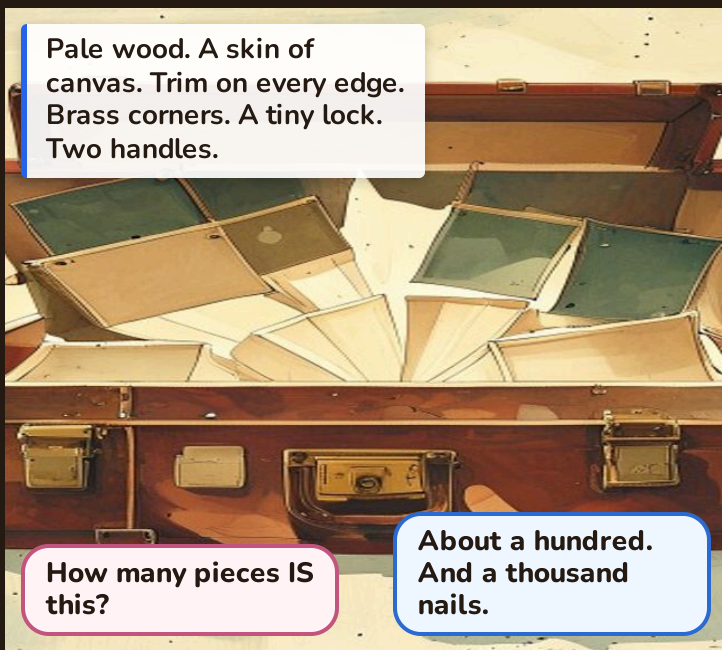
She landed in a workshop where a trunk floated in pieces. A hundred pieces. A frozen explosion.

It's a GALAXY of little parts!



A young trunk-maker plucked a nail smaller than a bee out of the air. *"I'm Colette. I build travel for a living."*

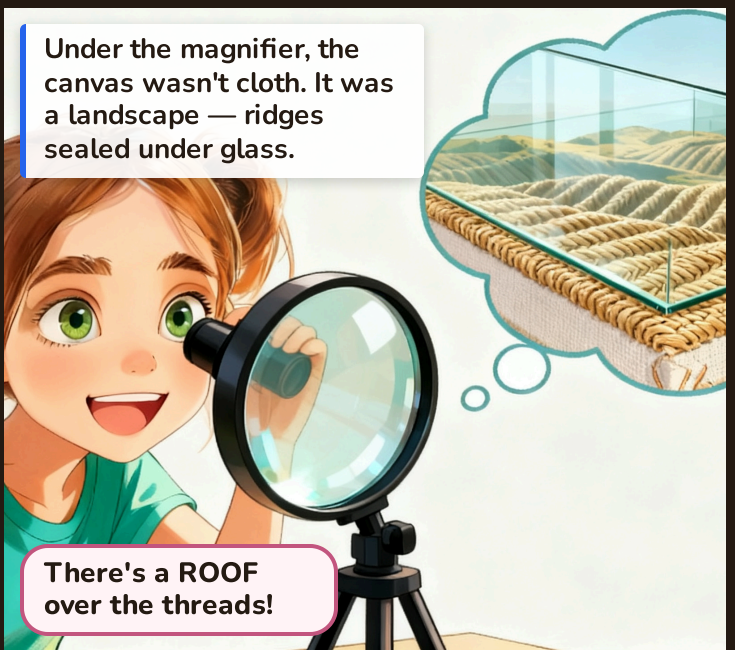
Best. Job. EVER.



Pale wood. A skin of canvas. Trim on every edge. Brass corners. A tiny lock. Two handles.

How many pieces IS this?

About a hundred. And a thousand nails.



Under the magnifier, the canvas wasn't cloth. It was a landscape — ridges sealed under glass.

There's a ROOF over the threads!

★ WORTH REMEMBERING

A trunk is not one invention. It is a stack of small ones: **light wood**, **waterproof skin**, **armored edges**, a **stubborn lock**. Remove any single one and the box dies young. 🗝️

Colette unrolled a map. Seven glowing doors. *“Seven secrets. Open them all and you’ll know this box better than most grown-ups.”*



Seven doors. Deal.



SIRI'S SECRET NOTEBOOK · THE QUEST MAP

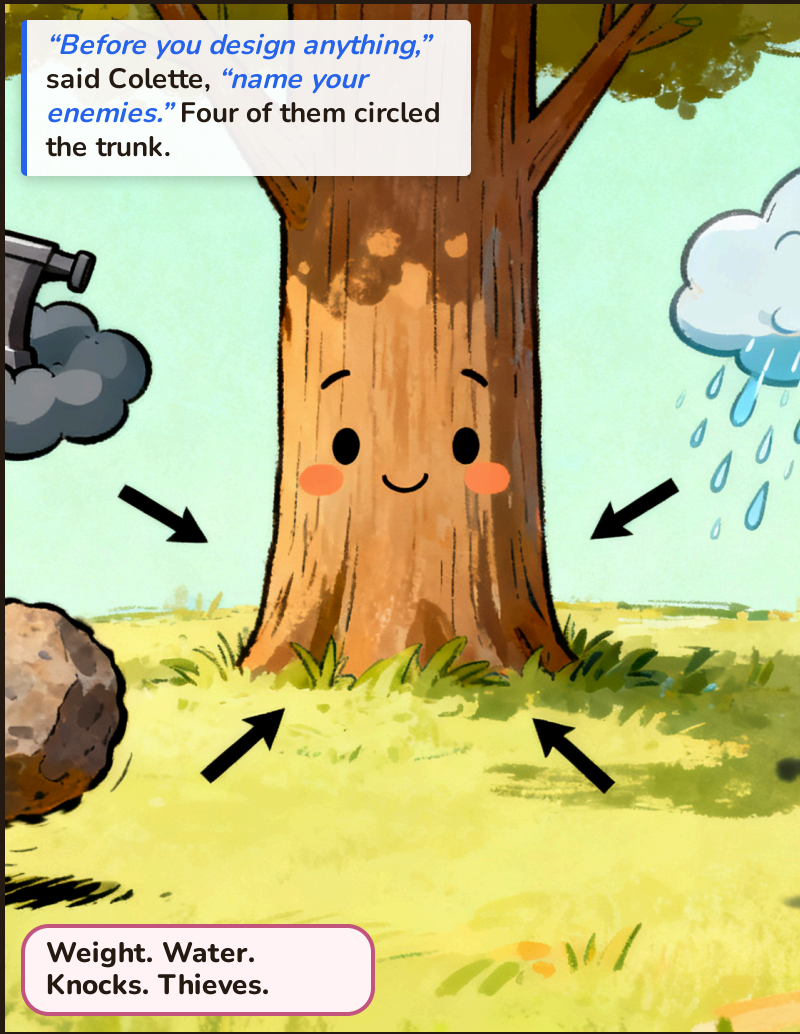
- 1 THE ENEMIES — what actually kills a trunk?
- 2 THE BONES — why THIS wood?
- 3 THE LID — why flat?
- 4 THE SKIN — cloth that laughs at rain?
- 5 THE ARMOR — corners, trim, nails
- 6 THE LOCK — five little teeth
- 7 THE FAMILY — who makes all this... and

WHY? Let's GO 

THE FOUR ENEMIES

3a Door One: what kills a trunk?

"Before you design anything," said Colette, *"name your enemies."* Four of them circled the trunk.



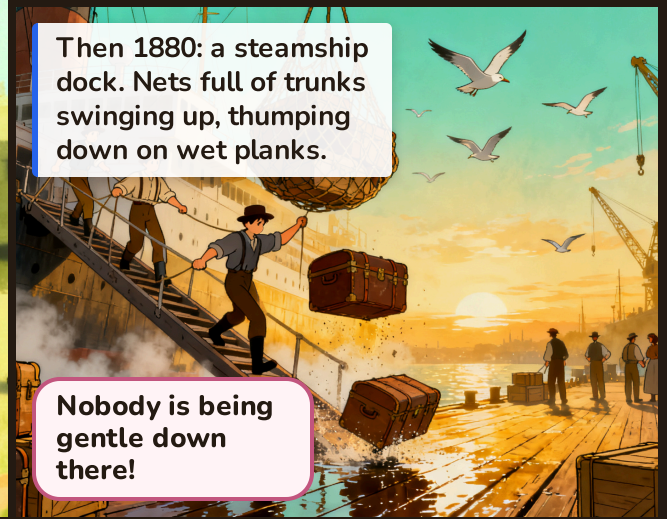
Weight. Water.
Knocks. Thieves.

Door one opened onto 1835: a coach on a muddy road, trunks roped to the roof in the rain.



One bad rut and
your clothes are
RUINED.

Then 1880: a steamship dock. Nets full of trunks swinging up, thumping down on wet planks.



Nobody is being
gentle down
there!

★ WORTH REMEMBERING

Notice what just happened. The **trunk didn't change because fashion changed** — it changed because travel changed. Coaches, then railways, then steamships. Solve the journey and you solve the box. 🚂

📖 SIRI'S SECRET NOTEBOOK • DOOR 1 OPEN

Four enemies: WEIGHT · WATER · KNOCKS · THIEVES. And the biggest clue already: design for the JOURNEY, not the object. Every door from here fights one enemy. 🔑

BONES OF POPLAR

4a Door Two: enemy one is weight

Door two led to a grove of tall slender trees with silver-green leaves.



We start in a FOREST?

Every trunk starts as a tree that grew fast.

★ WORTH REMEMBERING

Poplar grows quickly, which makes it **light** — and light wood is strong **for its weight**. A steel box would never crack. It would also never be lifted. Strength you cannot carry is useless. 🪵

"And it takes a nail without splitting. Dense wood cracks. This one closes around the nail."



The wood HUGS it!

In the yard, boards waited on spacers so air could walk between them. For years.

You dry it for YEARS?

Rushed wood twists later. We refuse to be rushed.

Then Colette lifted a whole finished trunk with one hand while Siri wrestled a small crate.

THAT'S the point of poplar!



 SIRI'S SECRET NOTEBOOK · DOOR 2 UNLOCKED

Poplar: fast-growing → light → strong for its weight → doesn't split when nailed → dried for YEARS on spacers. Enemy 'weight' defeated by choosing the right tree. 🪵

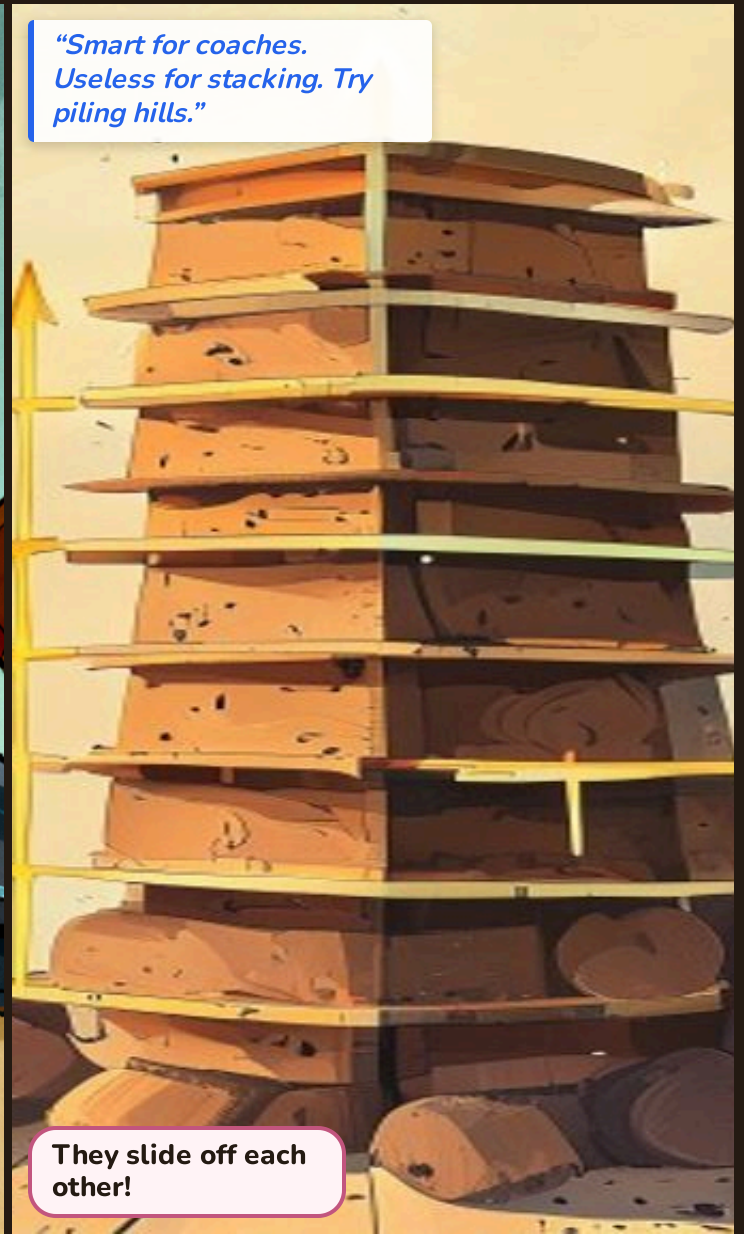
THE LID THAT CHANGED TRAVEL

5a Door Three: why flat?

Door three: a rainy carriage roof. Every old trunk had a DOMED lid, shedding water like a little hill.



*"Smart for coaches.
Useless for stacking. Try
piling hills."*



★ WORTH REMEMBERING

A flat lid turns luggage into **architecture**. The weight above runs straight down through the side walls to the floor. Domes push sideways — and sideways is how towers fall. 📦

Then railways arrived.
Luggage vans measured in
cubic feet. Flat trunks filled
every inch.



Space became
MONEY.

And ocean liners. Holds
stacked to the beams,
columns of flat lids all the
way up.



The lid shape
follows the SHIP!

★ WORTH REMEMBERING

This is a first-principles lesson worth keeping: **the best design depends on the world around it**. Domes won when trunks rode in rain. Flats won when trunks rode in stacks. Same box, new physics. ⚖️

📖 SIRI'S SECRET NOTEBOOK • DOOR 3 UNLOCKED

Domed lid = good in RAIN, terrible in STACKS. Flat lid = weight straight down, fills trains and ship holds. The winner changed because TRAVEL changed. 📦 🚂

THE SKIN THAT SHEDS RAIN

6a Door Four: enemy two is water



Door four: a loom drawing a broad sheet of strong cotton canvas out of hundreds of tight threads.



"Bare cloth is a net of thirsty threads. Water climbs right in. So we close every gap."

A roof for the threads!



Test time. Two squares under a shower. One soaked and sagged. One stayed bone dry.

Cloth? For the OUTSIDE?

Same cloth. One wears a coat!

★ WORTH REMEMBERING

Waterproof is not a material — it is a **surface**. Seal the gaps and drops have nowhere to climb, so they bead and roll away. Coated canvas is also far lighter than leather, and it does not swell when wet. 💧

Next door: a quiet tannery, hides resting in pits of amber liquor made from oak bark.



Why the tree soup?

It turns raw skin into something that lasts.

★ WORTH REMEMBERING

Tanning is real chemistry: plant tannins **lock the skin's collagen fibres together**, so they stop rotting and start behaving like a tough, breathable fabric. Handles and straps get leather. The big surfaces get canvas. Right material, right job. 🍷

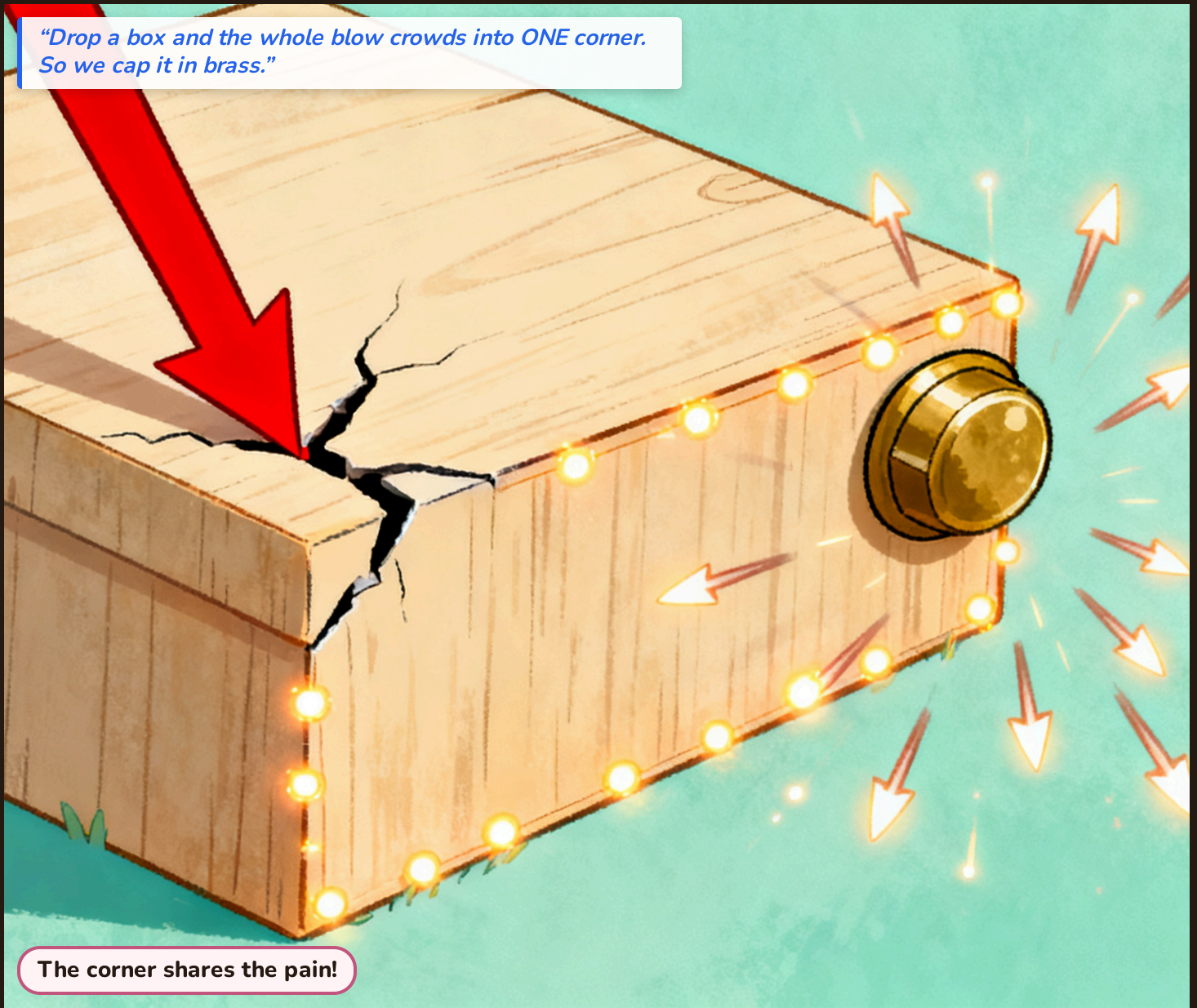
📖 SIRI'S SECRET NOTEBOOK · DOOR 4 UNLOCKED

Coating = waterproof by SURFACE 💧. Canvas beats leather for big panels: lighter, doesn't swell. Tanning locks collagen so hide lasts. Handles = leather. Enemy 'water' defeated.

CORNERS, TRIM AND A THOUSAND NAILS

7a Door Five: enemy three is knocks

"Drop a box and the whole blow crowds into ONE corner. So we cap it in brass."



The corner shares the pain!

★ WORTH REMEMBERING

Force behaves like water: it flows into the smallest place first. A brass cap gives it **somewhere bigger to go**, spreading one sharp blow along the whole edge. Same idea as a helmet, or a snowshoe. 🛡️



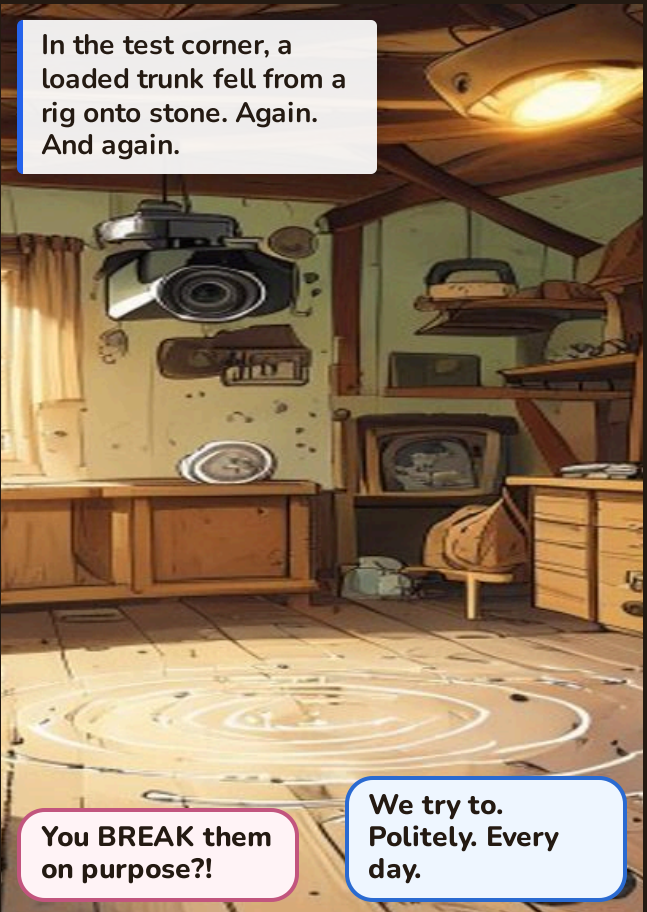
Then a slim tough trim strip,
bent all the way round every
edge and pinned down flat.



Siri counted the nail
heads. Identical. Flush.
In a perfect line. A
thousand of them.

How long does
the row take?

Longer than
anyone would
believe.



In the test corner, a
loaded trunk fell from a
rig onto stone. Again.
And again.

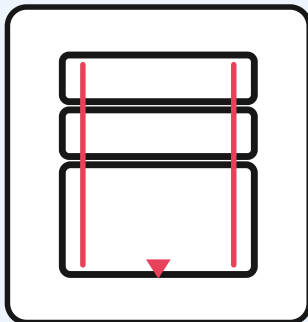
Armor for the SEAMS.

You **BREAK** them
on purpose?!

We try to.
Politely. Every
day.



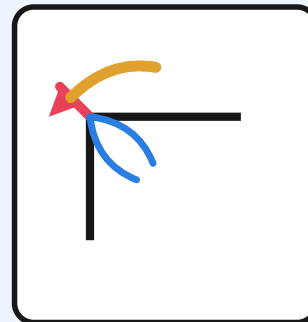
WHY A TRUNK SURVIVES



FLAT TOPS STACK
weight runs straight down



COATED SKIN
rain rolls off the top



BRASS CORNERS
one blow, shared wide



SIRI'S SECRET NOTEBOOK · DOOR 5 UNLOCKED

Corners take the whole blow → brass caps
SPREAD it . Trim armors the seams. 1,000
hand-hammered nails, all flush. Then they
throw the finished trunk at a stone floor.
Respect.

FIVE LITTLE TEETH

8a Door Six: enemy four is thieves

Door six was small and brass and shining. A lock plate the size of a matchbox.

Inside: five spring-loaded teeth, every one a different height, every one in the way of the bolt.

This tiny thing guards EVERYTHING?

Five little gatekeepers!

★ WORTH REMEMBERING

A key is not a magic wand. It is a **height chart**. Its notches lift each tooth to exactly the right line at exactly the same moment, and only then can the bolt slide. Wrong key: one tooth too high, one too low, nothing moves. 

Siri held her own key up to the light and finally saw it: the notches WERE the answer.



The key is the
ANSWER SHEET!

And in the archive: a ledger and a wall of numbered hooks. Every trunk's key, remembered for a century.



Lose your key in
1935?

Write to us. We
still have the
number.

★ WORTH REMEMBERING

Notice what that ledger really is: a promise to people **not yet born**. Systems like that cost money every year and earn nothing this year. They are how trust is actually built. 📖

📖 SIRI'S SECRET NOTEBOOK • DOOR 6 UNLOCKED

Lock = 5 teeth of different heights; the key is a HEIGHT CHART. Every lock numbered, every number kept forever. Enemy 'thieves' defeated. Six doors down. One to go 📖

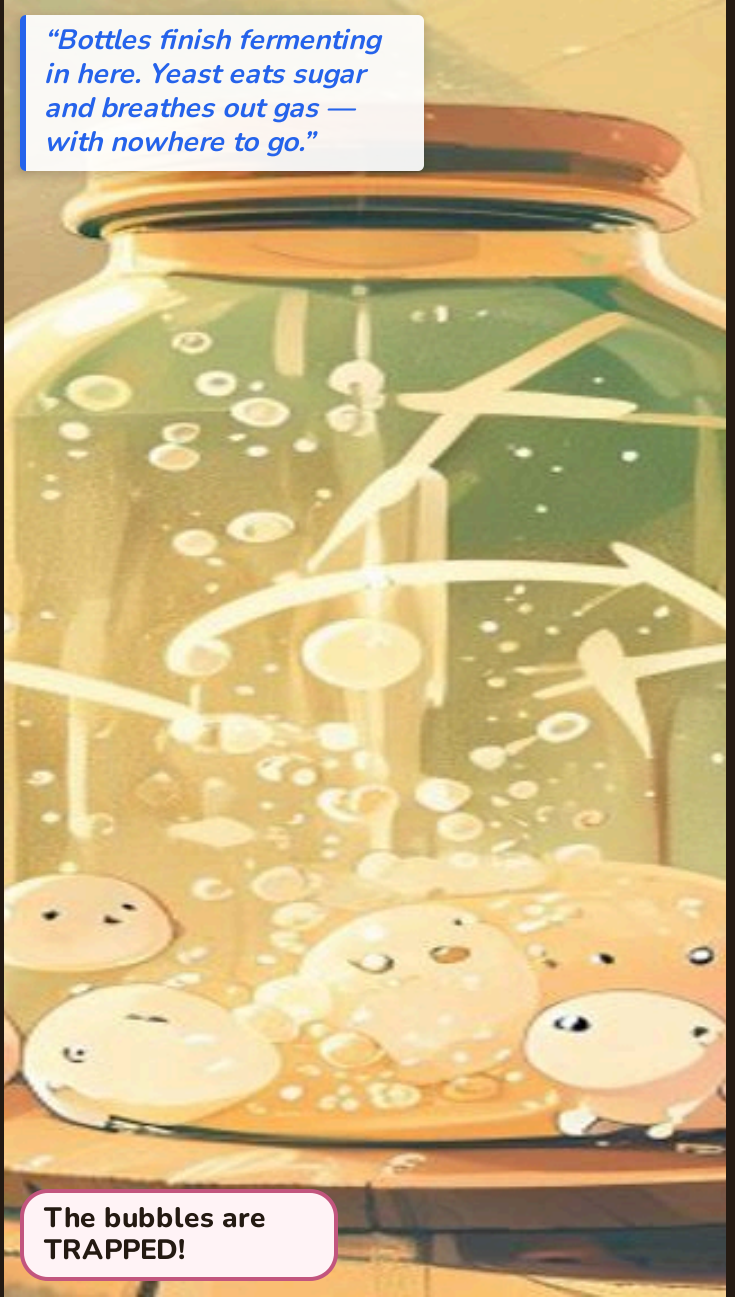
THE BUBBLES AND THE BARREL

Door seven began strangely — not in a workshop, but deep underground in a tunnel of white chalk.



This is NOT trunks.

"Bottles finish fermenting in here. Yeast eats sugar and breathes out gas — with nowhere to go."



The bubbles are TRAPPED!

★ WORTH REMEMBERING

A sealed champagne bottle holds around **six times normal air pressure** — about triple a car tyre. That is why the glass is heavy and the cork is caged. Every bubble was once yeast breathing in the dark. 🫧

Along the tunnel: copper kettles, swan-neck pipes, gentle steam. A different craft entirely.



Then the barrel cellar, golden vapour drifting up to a dark bloom on the beams.



Why is a TRUNK company here?

Ask that again in one chapter.

What's escaping?

We call it the angels' share.

★ WORTH REMEMBERING

Distilling separates by **boiling point**: alcohol leaves the liquid before water does, so the vapour is stronger than what you started with. Then oak barrels lend colour and flavour for decades — while about **2% a year** evaporates away. ⌚

📖 SIRI'S SECRET NOTEBOOK

Champagne = trapped yeast-breath at ~6 atmospheres 🌬️. Cognac = boil, catch the vapour, then WAIT in oak while 2% a year floats off to the angels. Same habit as the trunks: patience.

THE INVISIBLE NOTE

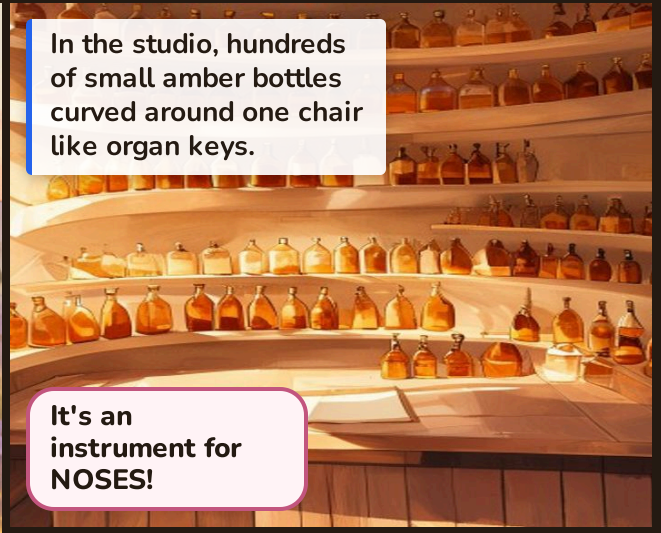
Next: a field of roses and lavender at sunrise, harvested before the sun grew hot.



Why so EARLY?

Scent evaporates. We race the sun.

In the studio, hundreds of small amber bottles curved around one chair like organ keys.



It's an instrument for NOSES!

"Light molecules leap off first. Heavier ones linger for hours. That's why a perfume changes on you."



It's a song with three verses!

★ WORTH REMEMBERING

The science is simple and gorgeous: molecules that **evaporate fast** reach your nose first (top notes), medium ones follow (heart), and heavy ones cling for hours (base). One bottle, played in order, like music. 🎵

📖 SIRI'S SECRET NOTEBOOK

Flowers picked at dawn because scent RUNS AWAY. Perfume = light molecules first, heavy last. Wood, canvas, bubbles, barrels, petals... what do these all have in common?!

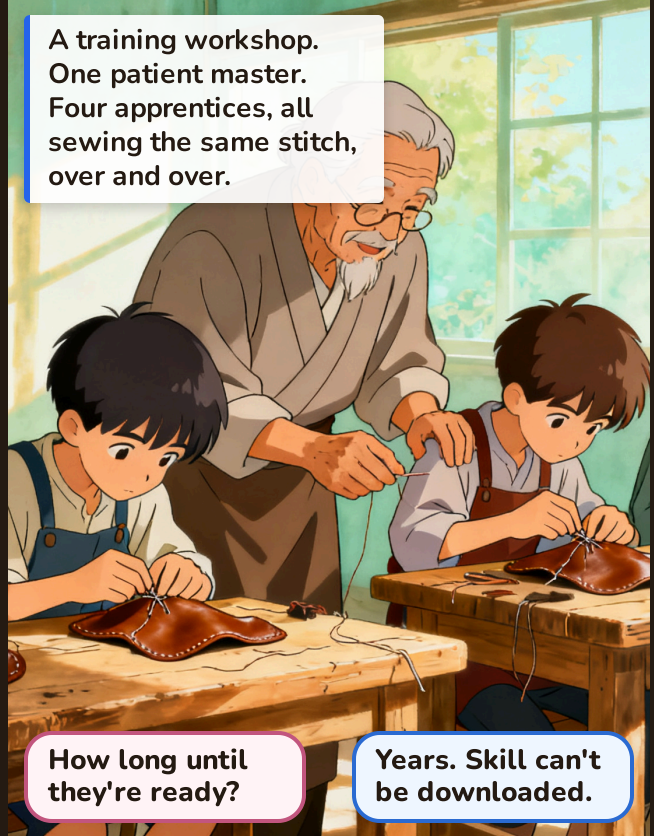


A THOUSAND HANDS

Door seven filled the whole wall. Behind it: no machine at all. Just... people.



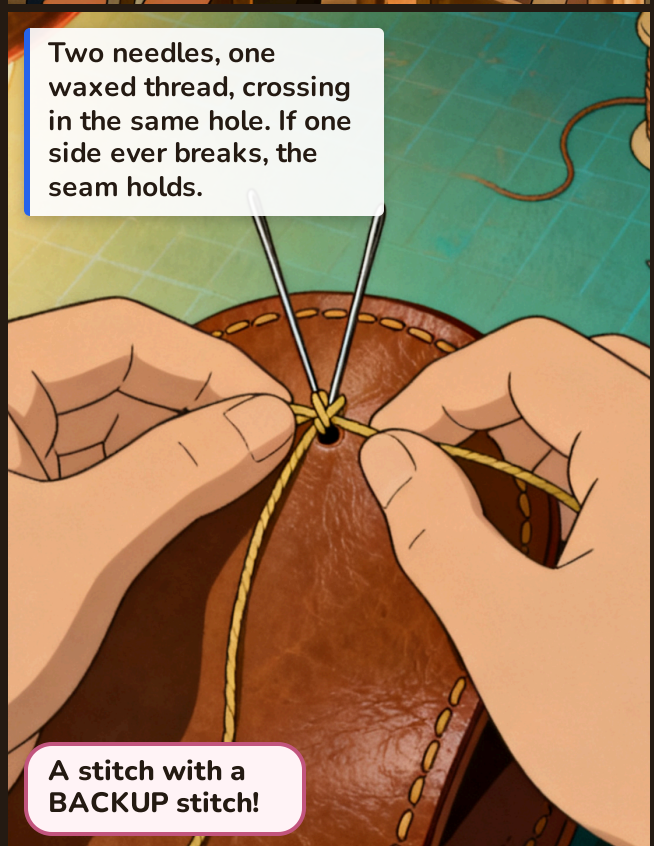
A training workshop. One patient master. Four apprentices, all sewing the same stitch, over and over.



How long until they're ready?

Years. Skill can't be downloaded.

Two needles, one waxed thread, crossing in the same hole. If one side ever breaks, the seam holds.



A stitch with a **BACKUP** stitch!

The seventh secret is **PEOPLE?**

Then a green-ironwork workshop beside a slow river, working since the 1850s.



People have been making things here for 170 years?

The sawyer. The coater. The stitcher. The cellar keeper. The harvester. The apprentice. All said the same shy sentence: *"I only do my small part."*



But NOBODY does the whole thing?!

★ WORTH REMEMBERING

Sit with that: **nobody on Earth makes a trunk alone.** Each person masters one sliver, and someone conducts a thousand slivers into one object that still shuts sweetly a century later. The conducting is the real invention. 🎵

📖 SIRI'S SECRET NOTEBOOK · DOOR 7, PART ONE

Apprentices train for YEARS. Saddle stitch has a built-in backup. Same riverside workshop since the 1850s. Nobody knows the whole recipe — so WHO'S THE CONDUCTOR? 🎵

THE ROOM WHERE TRUNKS ARE TORTURED

Behind the last door: the torture room. A loaded trunk dropped onto stone, over and over.



You **DROWN** them too?!

Wait until you see the rain rig.

A mechanical arm yanked a handle up and down. Five thousand times. Then five thousand more.



That's a whole **LIFETIME** of packing!

Next: a lamp brighter than desert noon, baking a canvas panel to see if its colour would flinch.

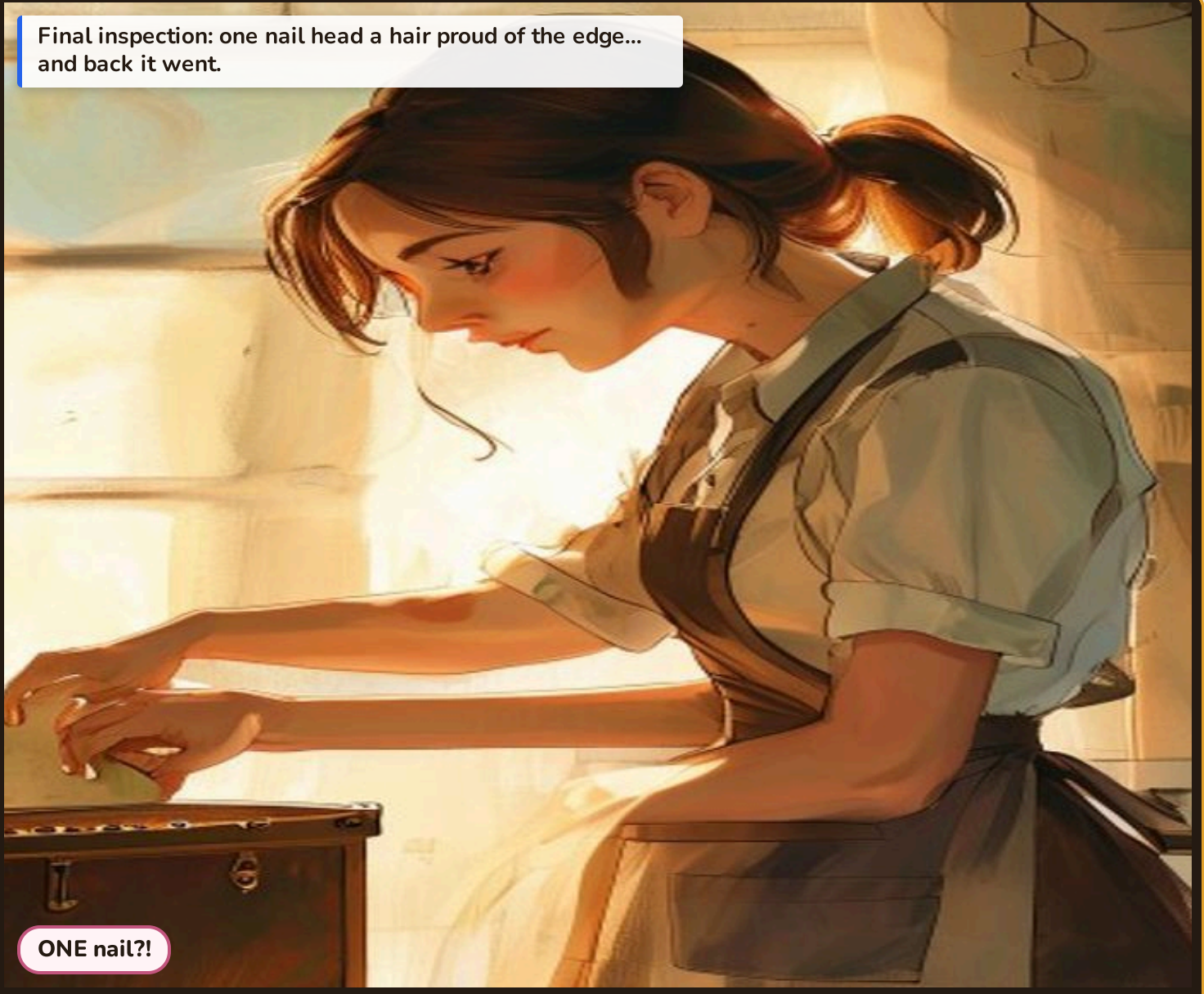


You **sunburn** it **ON PURPOSE**?

★ WORTH REMEMBERING

Testing is **buying information**. Every trunk broken here is a trunk that does not break on somebody's holiday — and the thing that would actually break is not the wood. It is the **promise**. 🎯

Final inspection: one nail head a hair proud of the edge... and back it went.



ONE nail?!

★ WORTH REMEMBERING

Workshop rule, business secret: **quality is cheapest at the source**. Fix it at the bench: minutes. Fix it at inspection: hours. Fix it in a customer's hands: years of trust. Remember this room — we meet it again at the castle.

📖 SIRI'S SECRET NOTEBOOK · DOOR 7 UNLOCKED

Drop rig, handle robot, sunburn lamp, rain rig. One proud nail = rejected. They spend money to find their own mistakes FIRST. All 7 doors OPEN. Now someone wants to meet me 💰

WHY PEOPLE SAY YES

13a Siri's question Flips

The repair atelier: a hundred-year-old trunk getting a fresh handle. Not a farewell. A tune-up.



You **FIX** things this old?!

Every one. Forever, if we can.

A grandmother lifted a lid and showed a child the initials her own mother painted on it.

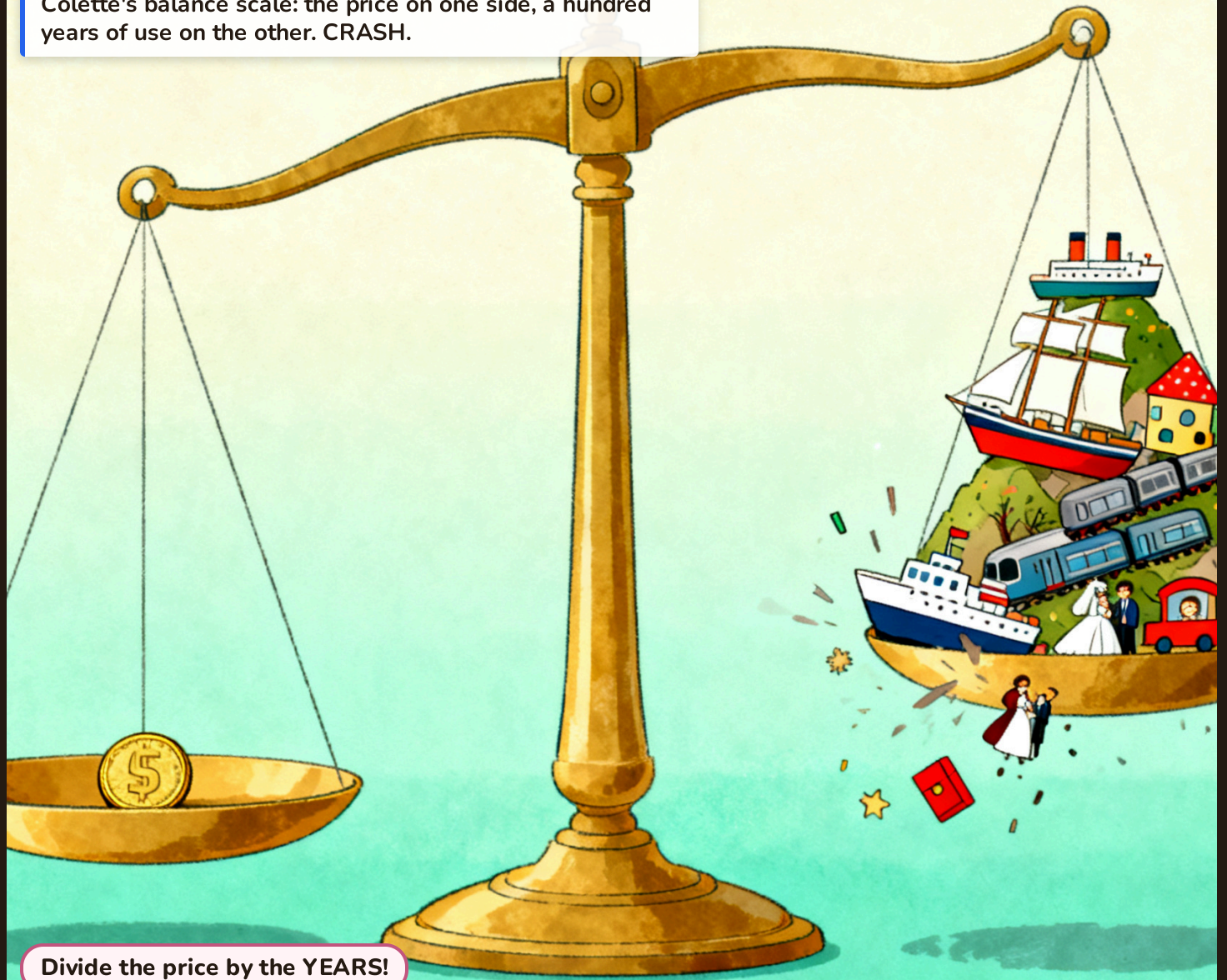


Nobody hands down a paper bag...

★ WORTH REMEMBERING

Two reasons people say yes. ① It **keeps working**, and it can always be repaired. ② It carries a **story**: a first voyage, a wedding, a grandmother. Objects wear out. Meanings don't. 💛

Colette's balance scale: the price on one side, a hundred years of use on the other. CRASH.



★ WORTH REMEMBERING

Warren's favourite riddle: **price is what you pay, value is what you get**. A thing used for eighty years and then handed on is a very strange purchase — it barely counts as spending. ⚖️

📖 SIRI'S SECRET NOTEBOOK

My question flipped: not 'how is it made' → 'WHY would anyone pay?' Answer #1: it outlives you and can always be mended. Price ÷ years = surprisingly small. 🤖

THE CIRCLE OF DESIRE



Answer #2 was written on a workshop wall as a rule: never make more than you can make well.



In a shop window, one object on a plain stand. Not a hundred. One.

When it's rare, you LOOK harder.



"And we do not discount. Ever. A price that falls in December was never honest in June."

Making LESS on purpose?

Whoa. That's a rule with TEETH.

★ WORTH REMEMBERING

This is the strangest business idea in the book: **scarcity by choice**. Sell to everyone and the thing becomes ordinary; ordinary things get discounted; discounted things get abandoned. Making less can be how you last longer.



But Colette was honest: *"Desire is a fire. Fires warm you or burn you. This one needs watching."*



So it's a wall AND a risk?

 SIRI'S SECRET NOTEBOOK

Answer #2: SCARCITY ON PURPOSE. Never more than they can make well. Never discount. Risky — if people stop wanting it, there's no sale to hide behind. Filing under CRACKS 🤖

THE PRICE OF TRUST

Answer #3 had its own building: a calm shop of stone and light where nobody hurried you.

It feels like a museum you can touch.

Behind glass, an artisan sewed by hand in front of everyone. Nothing hidden. Nothing rushed.

They **SHOW** you the slow part!

Siri tried a small bag. A helper knelt to her eye level and explained the stitching. To a kid.

Nobody talked down to me!

That's the whole job, actually.

On the studio wall: dozens of crossed-out designs. One survivor, glowing under a lamp.

Saying **NO** is the secret weapon?!

★ WORTH REMEMBERING

Answer #3: **trust, built on purpose**. Owning its own shops means the last five feet — the moment a person meets the object — is never handed to a stranger. And the trust comes from the NO's: every killed design is a deposit into the promise.

📖 SIRI'S SECRET NOTEBOOK

Answer #3: TRUST. Own the shops = own the last five feet 📏. Show the slow craft instead of hiding it. Built from a thousand no's. Value → scarcity → trust. Now WHO built all this? 🕒

THE BOY WHO WALKED TO PARIS

The compass dragged them along a river at sunrise — to a workshop with trunks in every window. Siri knew the pattern.

"Born 1821, in a village in the Jura in eastern France. At thirteen he left home. On foot."

He WALKED to Paris?

It took him about two years.

"He learned a trade nobody remembers: packer. Rich families paid experts to pack their belongings properly."

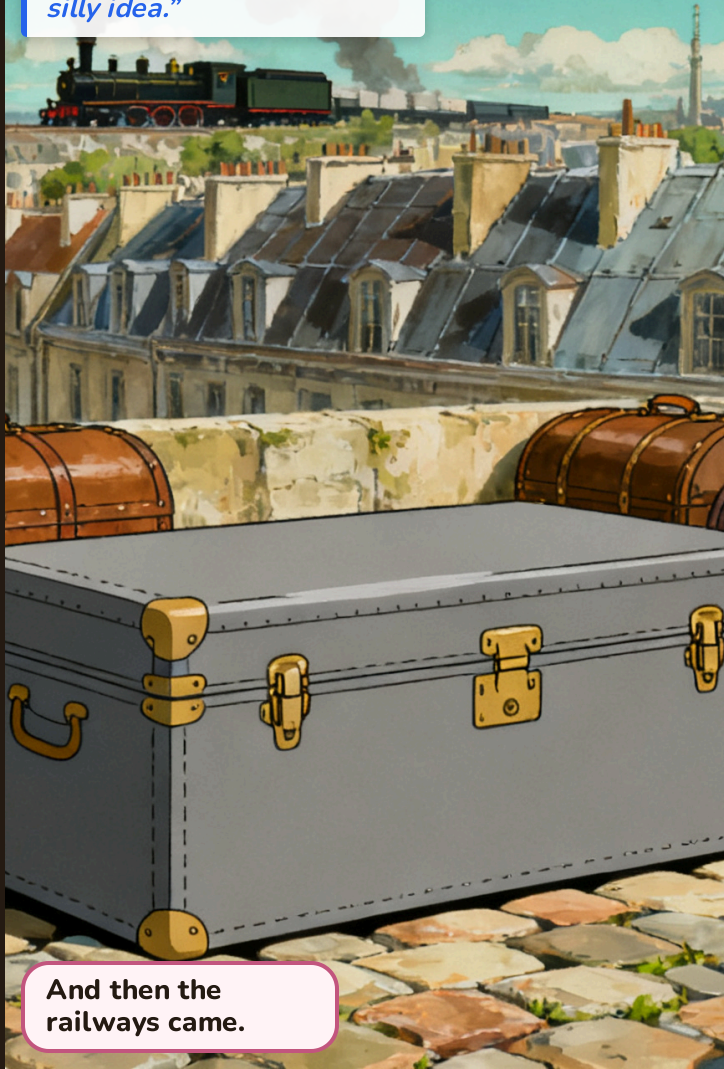
Packing was a JOB?!

LOUIS VUITTON! It's a real PERSON!

★ WORTH REMEMBERING

He was so good at it he packed for an empress. Think about what a packer really learns: **what breaks, what crushes, what shifts at sea.** He spent twenty years studying the problem before he ever solved it. 📦

*"1854: his own workshop.
1858: the flat grey trunk.
The trade thought it was a
silly idea."*



And then the
railways came.

*"Success brought copycats
within months. Whole
streets of fakes."*



How do you fight
COPYING?

★ WORTH REMEMBERING

The answer was clever: patterns hard to reproduce cheaply — a checkerboard in 1888, then flowers and stars in 1896, drawn by his son Georges. A pattern that is **expensive to fake** is a lock made of design. 🎨

📖 SIRI'S SECRET NOTEBOOK · THE REVEAL

A 13-year-old WALKED to Paris → learned PACKING → 20 years studying what breaks → 1854 his own shop → 1858 the flat trunk → fakes → uncopiable patterns. I actually gasped. But where's the rest of the empire?!

THE HOUSE OF HOUSES

His son Georges took the workshop worldwide — catalogues, exhibitions, a lock with five little teeth.

The son didn't coast. He BUILT.

"Meanwhile, other families had been busy far longer. A champagne house from 1743. A cognac house from 1765."

Older than the United States!

"In 1971 those two joined. In 1987 they merged with the trunk-makers. That merger is LVMH."

THAT'S why we saw the cellars!

Colette drew a tree. Trunk, leather, silk, watches, jewels, perfume, wine — around 75 branches.

Seventy-five HOUSES?

★ WORTH REMEMBERING

Here is the actual idea: keep each old house's **name, workshop and stubborn habits** — but share the backstage. Leather sourcing, shipping, training, shop leases, patient money. Small houses get big-house muscles without becoming one grey blob. 🏛️



THE STORY IN TIME

1743

Champagne house Moët is founded in France.

1765

Cognac house Hennessy is founded.

1821

Louis Vuitton is born in the Jura, eastern France.

1835

He leaves home as a boy and walks toward Paris.

1854

He opens his own trunk workshop in Paris.

1858

The flat-topped trunk in light grey canvas — luggage you can stack.

1859

Workshops move to Asnières, beside the river. Still working today.

1888

A checkerboard canvas, designed to be hard to copy.

1896

Georges Vuitton designs the flower-and-star canvas.

1971

Moët and Hennessy join together.

1987

Moët Hennessy merges with Louis Vuitton. LVMH is born.

Today

Around 75 houses across leather, wine, watches, jewels and perfume. 🏛️



SIRI'S SECRET NOTEBOOK

Georges took it worldwide. Then 1743 + 1765 + 1854 all ended up under one roof in 1987. ~75 houses, each keeping its own name and habits, sharing the backstage. A COLLECTION of castles. 🏛️

THE CASTLE OF CANVAS

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

On a bench by the river, the two old friends let her lay out the walls, one by one.

The only question that matters for a hundred years: what keeps invaders OUT?

Walls! I've been collecting them ALL BOOK!

Scarier than any school quiz. A hundred times more fun.



THE CASTLE WALLS • WHY RIVALS CAN'T COPY IT



Wall One: Time Itself

You cannot found a house in 1743 today. A rival can copy a bag by Friday and a shop by Christmas. Nobody can copy two hundred years of kept promises.



Wall Two: The Hands

Its own tanneries, vineyards, workshops and schools. The skill is grown inside over years — so it cannot simply be hired away.



Wall Three: The Last Five Feet

It owns the shops. The final moment, when a person meets the object, is never handed to a stranger who does not care.



Wall Four: The House of Houses

Dozens of maisons sharing one backstage: sourcing, logistics, training, prime storefronts, patient money. Small houses get big-house muscles.

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: Fashion Changes Its Mind

Desire is weather. What everyone wants this decade can feel tired the next, and no wall stops boredom.



Crack Two: Hard Times

When money gets tight, beautiful extras are cut first. This castle feels every wobble in the world economy.



Crack Three: The Fakes

Counterfeits chase any famous name, stealing sales and, worse, blurring what the name is supposed to mean.



Crack Four: Too Many Houses

Seventy-five workshops is a lot to look after. Grow careless with one and you teach customers to doubt them all.



★ WORTH REMEMBERING

Charlie's checklist for ruining a luxury house: sell to absolutely everybody. Discount to hit a number. Cheapen the leather where nobody looks. Let the marketing grow louder than the workshop. Now — **just never do those.** Inversion turns worry into a checklist.

Warren raised his cola. *"What I admire is a promise old people made that young people still keep. That's rarer than gold."*



The treasure was never the trunk!

 SIRI'S SECRET NOTEBOOK · THE CASTLE

WALLS: time 🕒 hands 🖐️ own shops 🏠 house of houses 🏛️. CRACKS:
fashion 👗 hard times 📉 fakes 🕸️ too many houses 🏛️. Charlie: INVERT.
Warren: kept promises beat clever tricks. 🏰

THE JUDGE'S QUESTIONS

Then Warren built a tiny courtroom by the river — and put the TRUNK on the witness stand.

TOK TOK

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



Order in the court!



Question one, witness: will people still need you in thirty years?



★ WORTH REMEMBERING

The Owner's Court:  Enduring need? —
'People have carried, poured and perfumed for
thousands of years.'  Trust earned? — 'Ask
the ledger. We still know your great-
grandmother's key number.'  Reinvesting
wisely? — 'New workshops, new schools, old
vines replanted for growers not yet born.' 
Copyable with money? — 'My canvas, by Friday.
My two hundred years, never.'  What breaks
you? — 'Only my keepers, if they get greedy or
bored.' Court adjourned for lemonade.

Last exhibit: a painting of 2056. A traveller with a bag. Different shape. Same errand.



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 mere money? ⑤ what breaks it? Works on trunks, railways, red fizzy cans — anything. He never once mentioned a price. ⚖️

THE NEXT THIRTY YEARS

*"Last question," said Colette.
"What is craft in thirty years?"*

First: hides tanned with plants, not harsh chemicals.



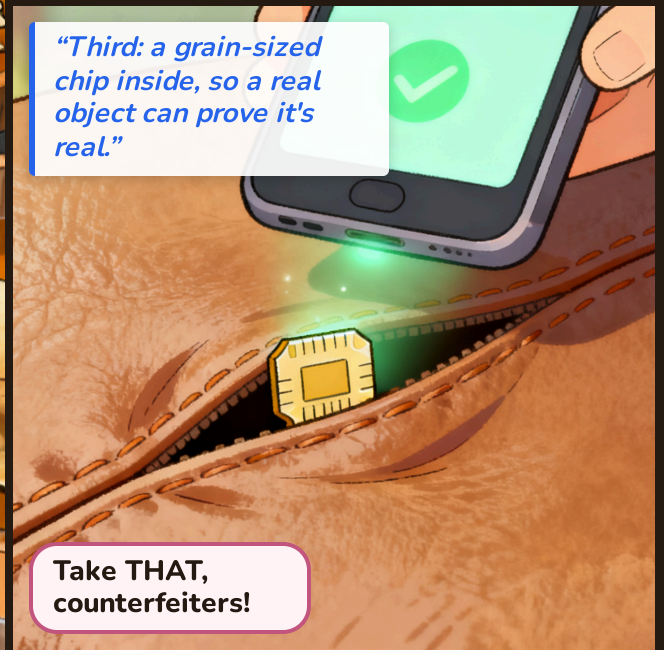
Old chemistry, new reason!

"Second: objects repaired and resold instead of thrown away. A second life. Then a third."



Second-hand becomes second CHANCE.

"Third: a grain-sized chip inside, so a real object can prove it's real."



Take THAT, counterfeiters!

★ WORTH REMEMBERING

No crystal balls — just visible currents: gentler tanning, repair-and-resell, proof-of-real chips, machines doing the boring cuts so humans do the judging. Siri's rooftop rule: **don't bet on the object — bet on the needs.** 🌟

On a rooftop at dusk, she added the honest last line:
beautiful things are servants, not scoreboards.



Nice to own. Terrible to be owned BY.

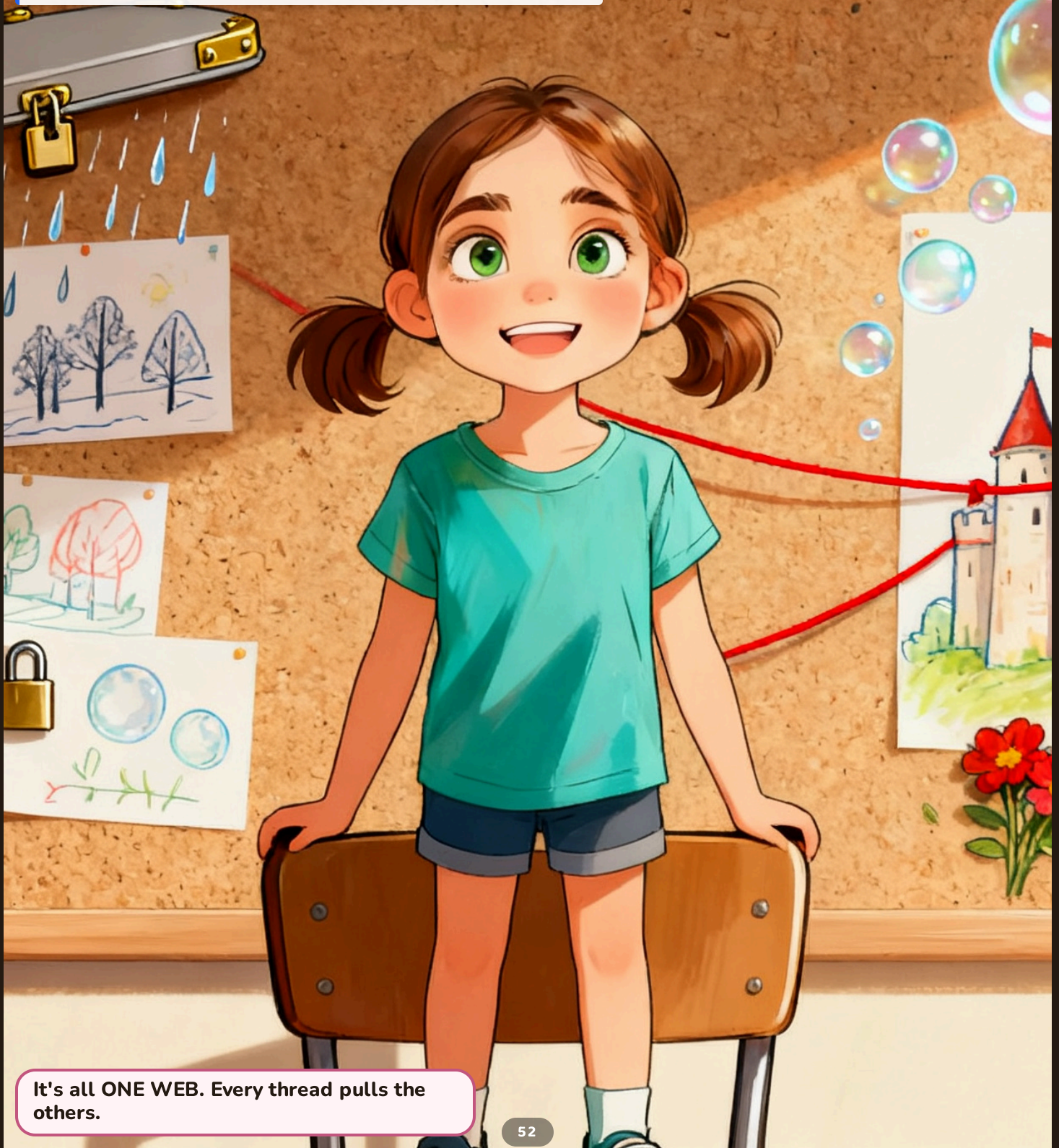


SIRI'S SECRET NOTEBOOK

2056 watchlist: plant tanning, repair-and-resell, anti-fake chips, robots for the boring cuts. Rules: bet on needs, not shapes · trust is the crown · own your things, don't let them own you. 🌟

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: fast-growing poplar is light and won't split → a flat lid sends weight straight down → a sealed coating makes cloth shrug off rain → tannins lock hide into leather → brass corners share a blow → five teeth of different heights guard the lid → trapped yeast-breath makes bubbles → boiling points separate spirits → light molecules reach your nose first. **Ordinary physics, stacked extraordinarily.**



★ WORTH REMEMBERING

The Business Web, one breath: value that outlives you → scarcity chosen on purpose → trust owned all the way to the last five feet → a castle of time, hands, shops and houses, patrolled with Charlie's inversion and judged in Warren's court. And underneath it all: a thousand strangers, conducted into one object.

The true test: she retold the whole thing to her little cousin. With a shoebox and sticky tape. He got it.



If you can't build it from a shoebox, you don't know it yet.



SIRI'S SECRET NOTEBOOK · THE LATTICEWORK

Charlie's word for my string-wall: a
LATTICEWORK of mental models. Twelve from
ONE box: design-for-the-journey · strong-for-
its-weight · load-path · surface-not-material ·
spread-the-blow · nobody-knows-the-recipe ·
price-vs-years · scarcity-by-choice ·
brand=promise · own-the-last-five-feet · invert ·
the owner's court. 

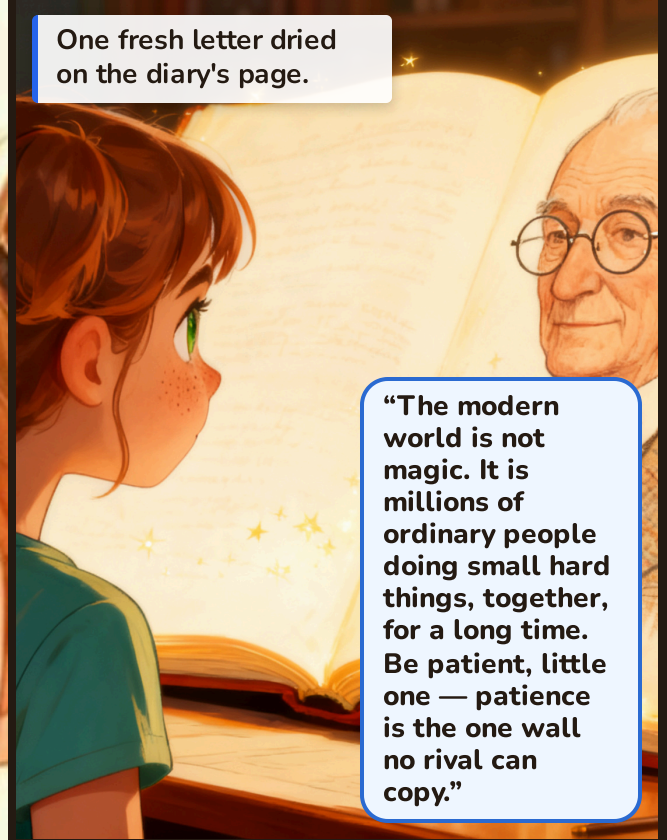
COMING HOME

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



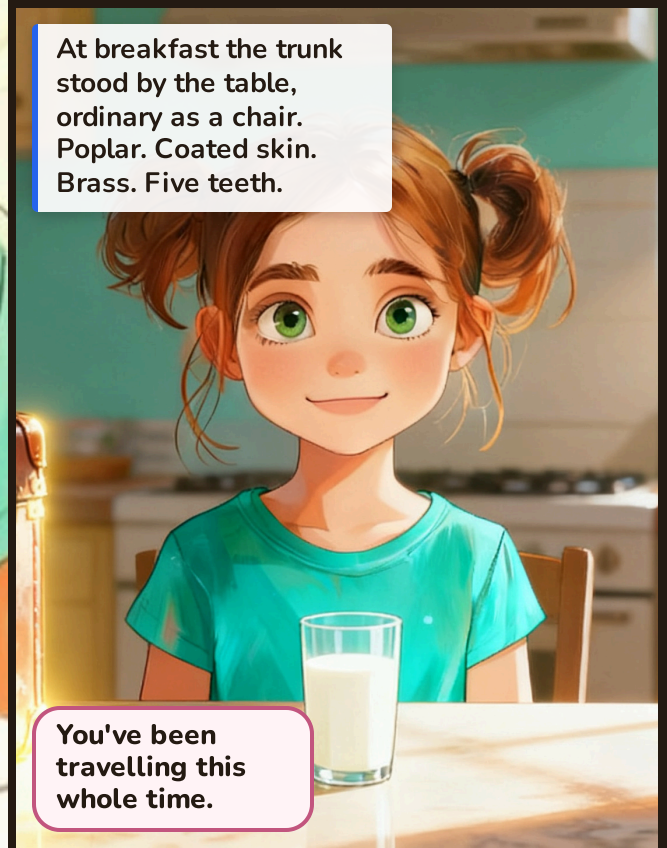
Was it real? It FELT real...

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 the trunk stood by the table, ordinary as a chair. Poplar. Coated skin. Brass. Five teeth.



You've been travelling this whole time.

She packed it for a weekend trip — and left her tablet on the shelf.



Servant, not master. MY rules now.

She hugged the diary tight. Somewhere far away, a river workshop caught the morning sun.



Show me the next one, Grandpa. 🧡

★ WORTH REMEMBERING

Next time you lift a bag, feel it: wood chosen for lightness, a coating that closes every thread, corners that share a blow, five teeth that argue with thieves, two centuries of stubborn promises. **Nothing, from now on, is just anything.**

📖 SIRI'S SECRET NOTEBOOK · VOLUME FORTY, CLOSED

Seven doors. Twelve mental models. One castle of canvas. One boy who walked to Paris. But the compass is twitching toward my desk... something dark... something made of SAND... and Warren is already grinning. Next volume. 🌀📱



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 suitcase that conquered the world. But the compass is twitching again — toward her desk, where a slab of dark glass lies asleep. It knows every song ever recorded. And it is made of sand.

NEXT ADVENTURE · The Glass That Thinks →