Gabriel Almeida Jessica. Jessica Jaegger Gouvea Vieira No. Emilio Alvarez Yeah, I only understand some Portuguese. Jessica Jaegger Gouvea Vieira That's fine. We could do it in English. Emilio Alvarez Thank you. Appreciate the flexibility. Jessica Jaegger Gouvea Vieira No problem. Gabriel Almeida Jessica, we'll jump right into it because I know you're super busy. Just to give you. Just to give you some quick context, we recently graduated from our MBA at mit and we're exploring. Jessica Jaegger Gouvea Vieira Congratulations. Gabriel Almeida Thank you. Thank you. the. The chill life is. Is and now we need to go back to working. So it's. It's but it's bittersweet. Jessica Jaegger Gouvea Vieira I know, It's part of the process, guys. Gabriel Almeida It is. It is, it is. Well, we got to. We got to enjoy a lot in the two years, but, Jessica, now we're actually part like, a. a startup incubator or a startup accelerator here at and we're currently exploring, a thesis to start a business around outsourcing. Specifically, we're looking into outsourcing for interior design and construction, like, firms within that ecosystem system. So at the moment, like, we're in research phase, right? We're trying to understand like, there's like, a need here or, like, a play to be had. That's what brings us to speak to you today. So it would be great to, start off just to get like, perspective like, outsourcing for interior design at the moment and, you know, how you see it for your firm and how you see it for the industry. Jessica Jaegger Gouvea Vieira Okay. So the way that I see this nowadays is that it's growing a lot. I see a lot of people just letting go of, you know, regular employees to outsource, especially for when it comes like, construction documents, renderings. I'm talking you know, my business specifically. What I see people. What I see people doing. In my case, I do not outsource. Like, I don't do but I have two girls working just for our company from Brazil. so they work. Hold one second, guys. Gabriel Almeida Yep. Jessica Jaegger Gouvea Vieira So these girls, one. One is in Sao Paulo, the other one is in and they both work for my company, financially speaking. To it's a great deal because they do all the architectural drawings, they do all the renderings. And the girls that I keep in the office are the girls that can go to job sites, you know, can do supervision. The people that I need to really be here. Yeah, that's basically. That's basically the experience that I have. I see like, outsourcing from, like, this place, like, Fiverr, you know? Gabriel Almeida Okay, yeah. Jessica Jaegger Gouvea Vieira that website called Fiverr that. You Know, I see a lot of people outsourcing there. I also see, I have some colleagues that they hired, real architectural companies located in you know, so these are like, they have their offices in but then they just prefer to go to them when it comes to interior design drawings. Architectural drawings. Gabriel Almeida Got it. Emilio Alvarez Curious. And do you know where they like, going to Colombia? Jessica Jaegger Gouvea Vieira In Bogota. Emilio Alvarez but do you know why? Jessica Jaegger Gouvea Vieira I don't necessarily. I don't understand, like, why those people specifically. But that came to me because a friend of mine said that she's using these people. Apparently they're really good, and she was recommending them to another architectural company that they're like my neighbors here. And then she was recommending to me as well. I never felt the need to use but I. I keep them there you know, like, they're real professional people that they have offices and everything. Gabriel Almeida Yeah. And why haven't you used like, for example, that you brought up Jessica? Jessica Jaegger Gouvea Vieira Because. Because I don't. I don't need to. I have. So, I have this girl, Gabriella, the one that is in. In Fortaleza. She's been working for me for four years. She's an architect. She used to work for a very big and then she went back to living For and then she just started working for me. She cost me less than $2,000 a month. I mean, actually around which is a pretty decent salary for her sitting in you know, in her desk, in her house. She doesn't need to drive, she doesn't need to get dressed. She doesn't do anything. She just draws. Gabriel Almeida Yeah. Jessica Jaegger Gouvea Vieira You so she gets paid And I have somebody working for you know, from nine to so I don't. I just don't have. I don't see the need. I. I haven't had that volume of work. Gabriel Almeida Yeah. Jessica Jaegger Gouvea Vieira That. That made me go look for these people whenever. So after her, then I hire another one who's in Sao Paulo also doing the same thing. These girls, she only works sketchup and layout for and she. She works in many different projects that we have. When I. one thing that I see is that when you outsource these people, let's say, Fiverr, Okay. Usually they charge around eighty to a hundred dollars per rendering. Gabriel Almeida Okay. Jessica Jaegger Gouvea Vieira And then to makes no sense you know, I can pay $2,000 and have the girls make, I don't know, 40, 50 renderings. Gabriel Almeida Yeah. Jessica Jaegger Gouvea Vieira You know what I mean? So being Quite honest with you. Like, even though they're cheaper than having someone working locally, working in my office here in they're still more expensive if I hire somebody full time from a different country. Gabriel Almeida Got it, Got it. And then you said you have one more girl doing something similar to you in Brazil. Jessica Jaegger Gouvea Vieira so I have one in Fortaleza and I have one in Sao Paulo. So when. When we created more volume of work, instead of outsourcing in places like that, I decided to go with what? So this is a girl that used to go to school with and then she put me in contact with and she wanted to do the same thing, so I hire her as well. So they're both like maize, you know? Gabriel Almeida Got it. And you paid the other one around 2000 as well? Jessica Jaegger Gouvea Vieira Yep. Gabriel Almeida Okay. And how long have they been working with you, Jessica? Jessica Jaegger Gouvea Vieira So Gabrielle has been working with me for four years. Caroline is working with me for around five months. Gabriel Almeida Five months. And then do you see yourself scaling and needing more people, or you think you're just going to stay at this. Jessica Jaegger Gouvea Vieira Scale at the moment because of the situation here in the US I don't see me hiring someone else. There's another thing involved in this whole scenario, which is we try to keep consistency when it comes to drawing, the way that we present things to clients. I don't like to have one type of rendering today and then hire someone else from the Philippines tomorrow and have a completely different type of rendering. So that consistency is. Is kept and it goes like Gabriela, she's the one who teaches all the other girls that start working remotely for us. So I've had people before that I. I worked and then I, you know, for whatever reason, I don't work with them anymore. I have Gabriela and Caroline. They both draw the same way. So I'm talking about consistency. Jessica Jaegger Gouvea Vieira I'm talking about, like, keeping the line weights the same, keeping the renderings with the light, you know, everything the same. So since it does take time for you also to print you know, that consistency, to have the same stamp in all the projects that you deliver to me makes no sense to be outsourcing. you know, if I like, an interior designer working from home and one project here. One project. I will like, find someone. But since I do have my office and I like to get that nicely done in the same way all the time, I prefer to have people working for me. Gabriel Almeida Got it. No, that makes sense. That makes sense. And then how much of a problem, Jessica, like, turnover at your firm, Like, people leaving the job or you having to fire Like, because from what we understand the interior design, construction industry, there's a good amount of turnover. like, above average. So is that something that you've experienced at your firm or. Jessica Jaegger Gouvea Vieira Yeah, I. I try to avoid this as much as I can. Because it takes time for you to train your people. So even though there is, like, that fluctuation, you know, throughout the year, even though when we are in the downside, I try to keep my people with me. Like, I had to. I had to fire a girl about four. Four months but it was for a different reason. If. And that I was thinking, you know, by the time I was thinking, like, should I fire her? you know, I. I took so long to train her. Gabriel Almeida Yeah. Jessica Jaegger Gouvea Vieira And now I want to have to fire her. But then it got like, to a point that nobody was. That it was more to a personal, you know, sorry. So I had to fire her. But I don't. I. I try not to do it. Like, my team in the office, they tend to be with me for at least three, four years at least. I really try to avoid that because it takes time for you to train like, to get to know. This is about when it comes to architecture and interior design. Construction, not so much, but when it's architecture and interior design, there's aesthetics involved. So sometimes you hire someone that is very technical, but the aesthetics go very far from what you try to sell. Jessica Jaegger Gouvea Vieira in order for you to bring that person to follow your guidelines, what you you know, the aesthetics of the office, it takes time. And in order for you to do that and then let that person go because you're. You're in a downside for, like, I don't know, six months to me. Makes no sense, of course. Gabriel Almeida But what about them wanting to leave on their own? Jessica? Like, we see a lot people, leaving in other firms that we spoke to. Like, it's every year a lot of people leave. Jessica Jaegger Gouvea Vieira No, no, no. I mean, not with me, guys. I don't know about. Maybe in the. In other offices. Gabriel Almeida Okay. Jessica Jaegger Gouvea Vieira Yeah. I mean, we're. We're small, a boutique office. You know, we're six people right now. We're not that many people so that makes sense. Gabriel Almeida And then whenever you need to hire someone new, Jessica. And I know it's not something that you do often based on what you said. Like, how easy is it to find that kind of junior talent, someone good you know, is going to be a good fit. Like, because you did. Jessica Jaegger Gouvea Vieira It's not. No, it's never easy because a junior is never good. Gabriel Almeida Okay. Jessica Jaegger Gouvea Vieira A you know, whoever comes stray from university, they can have a master, they can have whatever. They, they come very raw. Gabriel Almeida But does it take a lot of time for you to find someone that you want to take a shot? Jessica Jaegger Gouvea Vieira No, no, no, it doesn't take a lot of time. I usually. Emilio Alvarez How do you find them? Jessica Jaegger Gouvea Vieira Emilio Alvarez How do you find them? Jessica Jaegger Gouvea Vieira Usually, usually I talk to my colleagues or I go to you yeah, I have chats with interior designers and architects here in Miami. Gabriel Almeida Okay. Jessica Jaegger Gouvea Vieira And then we, we exchange a lot there, a lot of information when it comes to employees, when it comes to vendors. So. Gabriel Almeida Interesting. And then how do you like. so I find that super interesting, because we spoke to other designers in Miami and they did talk about these chats. But like, I don't know, when like, learn about business and do business, like, I find like, counterintuitive in a way because I don't know if you guys are friends or like, you guys are competitors, But you're competitors that help each other. Jessica Jaegger Gouvea Vieira Listen, I, yes, we are in a way, but I, I, I, to be very honest, I see a lot of good exchanges there. of you know, there are some certain things you try to keep for yourself. what? for you don't want to share with a group of 50 designers. the great carpenter that you found they've been working with for so long because the guy is going to start taking over all these jobs and then suddenly he's going to raise his prices and he's not going to be available for you. So that's one thing. Now we change a lot about, we exchange a lot about feedback. Feedback. So we talk about quality of work, you know, those things. Or hey, have you heard about this company? Are they good? Jessica Jaegger Gouvea Vieira You are they more expensive than these? And this is what we exchange And then sometimes there is also someone looking for an employee and they, they put the job description there and they ask like, do you have, you guys have in the file someone who fit in this requirements So this is something I don't mind sharing. Of course there are a bunch of designers that don't share absolutely nothing. I'm not that so I don't care. Gabriel Almeida Okay, got it. So, but you said you basically use the chat for two things. One, it's like when you found a new partner, like, I don't know, like a carpenter or. Or a firm that you're going to, like, potentially deploy one of your projects. And you want to know if anyone knows them, if they're good or not. That's. The second is to see, if anyone can refer you to talent, if you're an idiom. Jessica Jaegger Gouvea Vieira Correct. Gabriel Almeida Okay, cool. Is there any other purpose for that chat? Like, do you use it for anything else or. Jessica Jaegger Gouvea Vieira Listen, I see some girls asking for advice. For example, that. That just happened. One girl, she was like, guys, I have this type of client here. She wants to do and that. How would you But I first of all, I think that in order for you to charge something, it all depends you know, how big your company is or the fixed, you know, the things that you have to pay every month. You know, I think there's so much involved and experience. you know, what I charge is not necessarily what everybody else will because it all depends on the scale of clients that you have, the amount of experience that you have, how big your staff is, how big your company is. So all of to me, should be involved. Gabriel Almeida Of course. I know that makes a lot of. Jessica Jaegger Gouvea Vieira Sense, but I see people asking for advice. Oh, would you charge here by the hour? Would you charge by square footage? Gabriel Almeida Mm. Okay, cool. Jessica, let me tell like, what we're and I think it would super helpful for you to tell us, like, if you think that would be interesting for you or not. Because ultimately, we're explo. We're still doing only research, but we're exploring a thesis where, like, for example, would be a potential customer in the future. So for us, it really matters to hear, like, if you think this would be valuable or not. Because if then there's nothing for us to do here. What we're envisioning specifically, is to create, like, a business process outsourcing firm that's basically like a staffing firm in Latin America serving interior design firms in the US like yourself. So instead like, you hiring your two girls in Brazil on the side, Gabriel Almeida You would tell like, hey, I want a drafter in Brazil at this price. This type of person, I want her to have, I don't know, X, Y and Z skill. We would, like, find those candidates for you so you don't have to spend time doing that. We would screen them for, like, their drafting skill. We have some ideas on how to do that with, like, the way hackathons work for, like, software developers. We're thinking of doing something similar like draftathons to these people to screen them for the technical talent. And then you would pay us as a company, they would be our employees, but they would be dedicated to you full time. And then if for some reason you weren't happy with that person, then that's not your problem. It's our problem to solve. Gabriel Almeida So we would be responsible to find you a replacement within a week, for example. Is that something that is interesting to you at all or No? Jessica Jaegger Gouvea Vieira I mean, it but it all comes back to what I was just mentioning to you. Like, how do we keep You know? Is that something that you guys are going to transfer to them? Because what I can do like, I can put together a job description. I can show you guys maybe a set of ID drawings you know, it's the standard that comes out of my office. But how would you transfer all of that information to them? So it's, I'm also talking about small details. Like, okay, we have a file of all the sofas that we use, all the brands that we like, all the chairs that we like, all, you know, the combinations that we like. How do you train those people as fast as Jessica Jaegger Gouvea Vieira Because what I see is that if I am gonna call you guys is because I have a project, right, just that I just signed and I need help with and I need that to be quick. So how do you guarantee to me that I'm gonna have the same type of drawings that I have that they're gonna send? Think aesthetically the same way that we think. That's my, that's my only concern. But I think it's a great idea that, yeah, that will be my only concern. Gabriel Almeida So let's, like, if you allow me to, like, if you took a step back, imagine that, like, you didn't have these two girls, and you needed two girls full time, and you just didn't have them as you do Would you rather take a shot and affirm? Jessica Jaegger Gouvea Vieira Like, absolutely. If I don't have my backup, I, I would definitely take, you take a shot. Gabriel Almeida Better than trying to find these girls yourself. Jessica Jaegger Gouvea Vieira Yeah, I, I, I would give you guys a try and see if that would work for me. you know, you'll be the way to go, you instead like, getting a new girl again and training that person, you know, then yes. And of course it needs to make. To make sense, financially speaking. Of course, of course. Emilio Alvarez And to you. What, what, would make sense financially? Like, would Paying something like $2,500 per month makes sense? Jessica Jaegger Gouvea Vieira Yeah, totally. Gabriel Almeida But, but let me understand, Jessica. Like, what is it about, our envisioned service that you find more attractive than you going on your own and finding these girls? And is it that you don't have to, dedicate the time to find them? Jessica Jaegger Gouvea Vieira Yep, basically, yeah. Gabriel Almeida Okay. And like, what about the notion of, like, if they're not a good fit, we can just find other people for you? Is that also valuable to you or. No, like, that you don't really, you know what I'm saying? Jessica Jaegger Gouvea Vieira It is, it is. The, the only thing will be how many you Gabriel Almeida Yeah. Until you get someone that's. Jessica Jaegger Gouvea Vieira Yeah, yeah, I got you. Gabriel Almeida Now we got to. Jessica Jaegger Gouvea Vieira You find someone that doesn't work for me. But then the second time you bring me someone that works perfectly. Okay, I'm fine. But if you keep on sending people and we're like, out of like, five trials and it's still not a good fit, then I see that I'm wasting my time. I would prefer to then finally find someone and then train to really work for me. Gabriel Almeida But let me see if I. If I'm getting this right, Jessica, you're basically saying and I understand it depends how much that premium is. But you would be willing to pay a premium if you didn't have these two girls to hire a firm like ours, a staffing firm like ours. Because with us, if you pay that premium, you don't have to spend time recruiting. You don't need to worry about if these girls, like, quit. Like, who's going to, like, find that? You don't have to spend your time finding them. Maybe we can do, like, a faster job at training them and it's less time on your end. Jessica Jaegger Gouvea Vieira That is correct. Gabriel Almeida That's basically it. Emilio Alvarez And would you only and just double check, would you be interested like, having someone who's working with you full time or only like, on that hoc basis? Jessica Jaegger Gouvea Vieira Full time. Full time. Because we are like, you know, going from one project to the other and coming back to. For example, today I'll give you like, a basic example. Today we had a big presentation for a client, a house that we designed almost a year ago. And now the house is finally being Finished. And we are about to make decisions on many things that we need to purchase. They sat down with me and they changes. For example, the boy's room. They like, a small son that now four years old. So it doesn't make any sense. Like, the bedroom that we had before for the boy, now it's not making sense for him anymore. Jessica Jaegger Gouvea Vieira Because the construction of the house was delayed and the boy kept on and the design was still for, like, almost a nursery. So we need to change that now. Gabriella was the one who helped me with that project. She's going to have to go back to that project, you and then go back to what she was doing before. You know what I mean? We have to do this many times. Especially when it comes to residential design, there is a more, like, psychological side to the design involved. When you're dealing with it's boom, Right. It's fast. People want to just move forward. When it's. Residential design is a completely different monster. You know, people, they get more sentimental. They go back and forth. You know, they change their minds, blah, Jessica Jaegger Gouvea Vieira So you have sometimes to revisit designs 1, 2, 3 different times. Of course you're going to charge for but still, you're going to have to revisit. Gabriel Almeida Yeah. Jessica Jaegger Gouvea Vieira So. Gabriel Almeida So I guess what you're saying like, you would want those people full time because you need that person to be able to go back and work in a project that was supposed to be familiar with that project. Jessica Jaegger Gouvea Vieira Mm. So at least one. Of course I can outsource and have someone, like, new, let's say, from your company, help me work on a project right now, because all my other girls are busy doing something else. But at least one person in the office I need to have as a full time, because that person is gonna and she's gonna be able to go back and forth on different projects. Gabriel Almeida No, that's super helpful. But, like, where you are today, it seems like you're well served with these two girls in Brazil, Right? Like, what would it take for you? And it doesn't seem like you're. like, thinking about scaling and growing at the moment. So what would it take with your current setup for you to want to take a shot with Would it take one of these girls quitting? Jessica Jaegger Gouvea Vieira Oh, yeah. In my case, Because we don't take many projects at a time. What we do is that we are very selective on the type of project that we bring In. So we don't take for example, a two bedroom apartment, you know what I mean? Like, usually the houses that we they're big houses. So. So the average of projects that we have is between eight to ten projects a year. We don't have many more projects than that. Gabriel Almeida No, that makes sense. That makes sense. Emilio Alvarez And out of curiosity, what is the. Your average ticket price per Jessica Jaegger Gouvea Vieira It all depends. like, it depends on the budget that the client wants to spend on different things like construct. Some. Some people are more involved with construction and less than with furniture. Some people are more into the furniture and doesn't. Don't want to do. Don't want to invest so much in construction. What I would say something between 2 and $3 million. That's the average total budget for my clients in. In project. Emilio Alvarez Including the house and everything. Jessica Jaegger Gouvea Vieira Including construction? Yeah, construction runs between $1.52 million and then another million for you know, accessories. Gabriel Almeida But these are remodel, full gut remodeling, Jessica. Jessica Jaegger Gouvea Vieira These are remodeling. Gabriel Almeida Remodeling. Jessica Jaegger Gouvea Vieira Yeah. Gabriel Almeida Okay. And then one of the things that we're envisioning, Jessica, is we want to introduce digital tools with our service. If we go ahead with this to make the collaboration between the drafters and your lead designers, more efficient. So one of the things that we're thinking, what we're hearing basically is that you guys nowadays, you exchange drawings and notes with these people that you have overseas, in your case these girls in Brazil, I don't know, seven versions with notes and sometimes mistakes are made like, it's hard to keep track and it's messy through email or WhatsApp, Gabriel Almeida were thinking of creating a very basic software to start off where upload versions of the drawings, either AutoCAD files or PDF files and notes and comments can be traced in a organized manner and in that way hopefully making your interactions more productive, more. Less error prone. Jessica Jaegger Gouvea Vieira Yeah, this is great. Gabriel Almeida This is something you would be interested in. Jessica Jaegger Gouvea Vieira Yeah. Gabriel Almeida Okay. Emilio Alvarez God, the idea. Have you ever used Figma or heard of Figma Sigma? Yeah, it's like, a lot by designers Gotcha, gotcha. Jessica Jaegger Gouvea Vieira The ones that I know, like Performa Studio Designer, those are the softwares that I know. IV Got you, got you. Gabriel Almeida Let me, ask you this. Jessica is there. We talked a lot about drafting and rendering, right? Like, is there? So if we're a firm overseas that can do services with good quality talent. yourself, the talent in Brazil is great. I'm from there. And I'm sure they're you know, I know that it's awesome too. we could do things for your firm that are beyond drafting or rendering. You're interested in outsourcing them. Is there anything else about your business in your operation? I don't know if it's like a remote assistant. I don't know if it's accounting or billing. Like, is there anything that you don't outsource today that you would potentially like to outsource? a firm that we're envisioning on creating? Jessica Jaegger Gouvea Vieira So I don't outsource nothing. But I. Many times I get people writing me emails offering me procurement services, project management. There are many companies specializing in procurement. Specifically project management, not so much. But I mean, you know, you have people, what, I can become a project manager for you. Just for specific projects. Gabriel Almeida Yep. Jessica Jaegger Gouvea Vieira So it's something that I see the offering. I just, I'm not the one that is hiring them. But. Gabriel Almeida Yeah, you're just not interested? Jessica Jaegger Gouvea Vieira Not right now. Because I have a girl in the office that only does but she. Gabriel Almeida You could be paying half for what you pay her if she was based in Brazil, Jessica Jaegger Gouvea Vieira Yes. But here comes the other thing. So these one that I have in the office doing she's also the one who helps me doing staging. you know, it's not. Since I am. I have a small company, I try to combine different things one personly sometimes I'm not gonna have procurement services to give to her. So we need to combine you know, other things. Gabriel Almeida I hear you. Jessica Jaegger Gouvea Vieira I'm not playing. Gabriel Almeida I hear you. And do you have an assistant or. Jessica Jaegger Gouvea Vieira No, I don't have an assistant. Gabriel Almeida Okay. And would you be interested in potentially a remote assistant in Brazil or you don't see the need for that? Jessica Jaegger Gouvea Vieira not in br. I don't know, maybe not in Brazil. so this is another thing that I see in the Philippines there is a lot of you know, companies like people that are offering, you know, assistance. They all speak great English. They, you know, these people, they're gonna deal with whoever and it's price wise. I don't know if this is worth for you guys, to be honest. Like, I see a lot of people here dealing with these girls from the Philippines specifically. They're very polite, they know how to write they know how to speak good English and not kidding. They're paying $7 in the hour. You know, that's. Gabriel Almeida That makes sense. Jessica Jaegger Gouvea Vieira But, so I don't know if in Brazil somebody will be interested in getting paid that much to do that type of work. Gabriel Almeida Right. No, that makes sense. That makes sense then, Jessica, just like, broadly. And thank you. This has been so helpful. Do you think that, like, there should be a lot of demand? Because this industry, like, so well. Like, we know nothing. We know but we know nothing about your world. We're trying to learn. do you think that what we're envisioning and does your gut tell you that there should be a lot of demand for it and, like, value to be created or you're not so certain, you're skeptical? Jessica Jaegger Gouvea Vieira No, I, I, I think there is demand. There is demand. I have seen what you guys are doing. I have seen because there are people offering this very often. You know, I get emails every other week you know, we offer architectural services, interior design. So I don't know if the whole, the full scope of what you guys are offering is something a lot broader than what they are offering but I've seen this before. That's the only thing that I have to say. Of course, if you guys come. For what you mentioned that you want to also develop a software that you could download all the drawings there, you can make notes, you can put pictures, whatever, then you making something special. Jessica Jaegger Gouvea Vieira There's a differentiation between you and them, and I'm not even sure because I have never tried so I don't know if they would also have that same thing. What I am saying is just that I've seen what you guys are trying to develop. I have seen before. Gabriel Almeida Specifically outsourced drafting. Jessica Jaegger Gouvea Vieira Correct. Gabriel Almeida Okay. Emilio Alvarez There's a quick question. It's not asking too much. Sorry, I don't. Would you mind, next time you get an email from them, would you mind forwarding it to Jessica Jaegger Gouvea Vieira Sure, not a problem. Gabriel Almeida Thank you, Jessica. That'd be super helpful. We want to be respectful of your time too. You did ask for just 30. Jessica, we're a little over. I'm sorry about that. Jessica Jaegger Gouvea Vieira Let's go. No problem. Gabriel Almeida Would you be willing, Jessica, we're trying to have as many conversations as we can now. We're just trying to learn. Would you be willing to introduce us to some of your friends just so we can learn more and have more of these chats? basically, like, anyone within interior design, like mill worker, carpenter, gc. Like, anyone that you think would be potentially interested like, drafting, outsourcing, or outsourcing shop drawings. Because we only interior designers, like, any that would be super productive for us to, talk to. Jessica Jaegger Gouvea Vieira Sure. You want. What do you. What do you need? Their contacts? Gabriel Almeida Yeah, just their contacts. And, like, if it's okay for us mention your name that we got your contact through for or. Yeah, excuse me. Jessica Jaegger Gouvea Vieira No problem. Gabriel Almeida That'd be awesome. I'll drop you a note as a reminder. So no need to, you give us names but this has been super helpful for us. Jessica, thank you so much for your time and your generation. Jessica Jaegger Gouvea Vieira You're welcome, guys. Gabriel Almeida And talking to us. Jessica Jaegger Gouvea Vieira You're welcome. I wish all the luck. Emilio Alvarez Thank you. Jessica Jaegger Gouvea Vieira And I hope this goes very well. So eventually, when I need your services, you guys are there and doing great work. Gabriel Almeida We hope that's the case, too. Thank you, Jessica. Emilio Alvarez Thanks, Jessica. Jessica Jaegger Gouvea Vieira Thank you. Bye. Bye. Gabriel Almeida Bye.