Gabriel Almeida I met him, just a bit of context. I met him in the MBA here at MIT two years and we started working together since we both, like, came to school wanting to, like, get into but, like, in a structured way. So we've like, digging together, working together for two years. Like, we recently graduated now in and now we are, like, in this startup incubator from MIT that we got into like, the month of which is. I don't know if you heard an incubator before. juliana sabbatini Yeah, yeah, no, I know what it is. Gabriel Almeida Okay. I think you probably have the right interpretation. It's just like an environment with people trying to, start companies like, resources and a support around them. And we're currently on this thesis you know, you heard about, you spoke a lot which is outsourcing, specifically labor outsourcing. And we're super curious to dig like, how interior design firms, architecture firms, this entire ecosystem that I know is composed of more than interior design and architecture currently sees outsourcing to like, its needs and to see if there's something that we can do there to create value. juliana sabbatini So in my point of view. Well, I've. I've worked for, eight years in and it's completely different since I moved in here. It's been two years now, one year and a half. And I noticed, like, a huge difference, which is in Brazil, the product, everything that you sell, the product it's cheap. I mean, it's very expensive. But labor is cheap. but here in Miami, I feel like every product is very cheap, but labor and services in general, it's super expensive. So it is. Emilio Alvarez When you say the product, you mean whatever you put on the table or. juliana sabbatini Yeah, exactly. Like, a physical product. Like, a T shirt or a computer. Like this. This type of product. a physical one. Something that you except for services. Services here I feel like it's super expensive. And this is for restaurants and also for labor that we work with, like the. The Mill workers, every vendor that we work with, the painters, everything is super expensive. And then we come To. To a point in here that to keep an interior design office I feel like it's super expensive to. To hire everyone. Like, the. The amount of work that we because we go into every little detail. We need to draw things, we need to have renderings. There are a lot of stuff that we need to produce in order to give to the client. juliana sabbatini So this is something that we've been doing for a while. The people who makes the renderings for us, they are in Peru. Gabriel Almeida The 3D renderings, Drew, you're talking juliana sabbatini Yes, the 3D renderings. So they are in Peru. There used to be a girl that worked here from Peru. She had this company, used to make renderings in Peru. She moved in here to be an interior designer. She was an interior designer inside of the company. And she. She, like, kept the relationship between us hiring the renderings for her company. But we knew that it wasn't exactly her. The person that was actually doing the renderings, the images, she like, talking to people back and through. So I like, the. It was a lot cheaper. One problem that we see happening here in the office a lot is that we need people drafting. We need drafters. Gabriel Almeida Yeah. juliana sabbatini Because everything that we're gonna try to make I mean, I'm gonna build this lamp here. Let's do that. I'm gonna do a custom pendant. I need to draw that. I need to have the sizes, everything. This takes so much time from and we need people doing like drafting. Emilio Alvarez And I need something that can be done remotely. Or do you need to be done juliana sabbatini Completely. No, you don't have to be in the office. I like, me being able to explain to you what I need is totally fine. Like, I can hire someone anywhere on the planet to get the drawings for me. I need drawings. I need to explain the project to this person, and this person needs to make the drawings. What I find a little hard like, how we are going to rely on someone to make these drawings for us. Because we have. Every office has different standards of drawings. Gabriel Almeida Yeah. juliana sabbatini How are these people gonna make the drawings? The same way that we do here. Gabriel Almeida Yeah. Same style, right? juliana sabbatini Yeah, exactly. Gabriel Almeida Like, learn your style and all that stuff. juliana sabbatini Yeah. Let's say that we use a certain which is called AutoCAD. Gabriel Almeida Yeah. juliana sabbatini Some other companies use it. They use different ones, Revit, Archicad. There are many different softwares, but on AutoCAD. AutoCAD you can have layers. So here in the office we have a, a, a standard of which layers we. You need to use how you present your drawings. Another company has a different standard. So how is this person going to be able to. To provide me. Yeah, to provide me the exact product. So we have a standard. Gabriel Almeida Yeah. juliana sabbatini I can't, introduce a drawing to one client and have a set of drawing to a different client that is completely different. Like, how are the people going to read I don't think that's a huge problem, but I need. It's something like standards. How. How are these people. Gabriel Almeida That makes sense. juliana sabbatini Yeah. Gabriel Almeida And the training for that drew. Like, we know that there are other interior design firms, just as for I works at the interior design firm that Lara used to work for before she went to Design Solutions. Got it. And for example, Design Solutions and Jagger, we know that they have drawers overseas. Design Solutions has a girl in Brazil. Jagger has two girls in Brazil. And like, I can see the training for them to learn your style of drawing and the amount of layers that you use in AutoCAD like you just described, like, that's probably more challenging if they're overseas. But it's probably doable. juliana sabbatini It's. It is doable. It's not. It's. It's completely doable. It's just that I feel the biggest problem is us being, feeling comfortable with the product that we're buying. But it is super expensive to pay a designer to be here in Miami Drawing. To provide me drawings. Gabriel Almeida Yeah. Emilio Alvarez And so what is going well and what isn't going well right now with the folks that you have in Peru? juliana sabbatini We don't have anyone drafting there. We just have renderings. The problem is lack of communication. Gabriel Almeida Can you say more? juliana sabbatini Do what? Emilio Alvarez Can you say more? juliana sabbatini So I'm going to use the example of the renderings, the images that we do, since we are interior design company. And that being said means that every piece of fabric that I put in my image is something that needs to look right. I have a piece of fabric here in the office and this person back in Peru needs to understand how this piece of fabric is going to look in the image. So it's. Sometimes it's the renderings, they don't look as realistic as they should. I don't know if it's a lack of communication or because the person is far away so she can't understand it doesn't see the mood board. The person is not here. Phys. But honestly, we've been doing this for a long time and it's working. Emilio Alvarez Is it like a language barrier or. juliana sabbatini No, No, I don't think it's a language barrier. It's probably especially Miami. Gabriel Almeida Correct me if I'm wrong, but it's probably like Emilio, like, they don't touch the fabric and see like, how it is exactly to know how they should render it. juliana sabbatini You know, like, hits differently and then the proportions, I mean, it's but it's. Yeah, it works. It works. Gabriel Almeida And then you, what do you do to give them an idea of like, to better render? Should you send them pictures? Like, what sample? Like, how do you. juliana sabbatini That's a problem. for we noticed that even though I, were before were creating a floor plan with the furniture and then were sending, like, this chair is going to look like this. I send the fabric, everything. Well, this wall is going to look like this. That floor is going to look like that. Even though we provided all of the information, it didn't come back nicely. Gabriel Almeida Yeah. juliana sabbatini So what I've been doing now that I feel it's, I mean, I'm not wasting that much time, is I create a 3D modeling because I know how to use the SketchUp. I can model on SketchUp creating, but it's not as realistic. It's you know, sloppy, very poorly done by me. And I can send that program to but I waste my time doing that. Gabriel Almeida Yeah. juliana sabbatini And it needs to be someone that knows how to use that program. luckily I know how to use that program, but it's not ideal, so. I find that I have to waste my time doing this in order for him to provide me a more accurate rendering. Gabriel Almeida but Drew, do you think that, like, that's just like, regardless of how good that guy is, it's just like, it's really hard for him to have an idea or. Because now I'm thinking is maybe the reason you have to do what you're doing now? Which is like taking some time to do a bit of the rendering yourself and sending to him for the product to better? Is it just maybe because this guy isn't that good, or you think that even if he was amazing, like, he would still like, kind of need that to have a good idea of what to Do. juliana sabbatini I don't know. Honestly, I think it's hard. I don't think it's him. I think it's hard. I think. Emilio Alvarez And is from what I'm hearing me from it seems like a lot of the difficulty has to do like, the lack of, like, physical touch and presence of materials to recreate them. Those kinds of things. juliana sabbatini Sense. And sense. Emilio Alvarez I mean, design sense. juliana sabbatini Yes. Gabriel Almeida Okay. juliana sabbatini Because when. When you put a furniture there, sometimes it looks and it's not supposed to look huge. This, for this piece of furniture is not huge. It's the angle of how he plays the view. It's like, it's like a sense of architecture, of design. but that's. Gabriel Almeida But then that's just something that he doesn't have, That he could have. juliana sabbatini Yeah, yeah. I but we. I. We have to keep in mind that not many people have that. Gabriel Almeida Gotcha. juliana sabbatini I can't. I can, like, rely on someone else to have that. Emilio Alvarez What is. What is their background? Do you know? juliana sabbatini In I think they are designers. Gabriel Almeida Okay. juliana sabbatini I think so. Gabriel Almeida correct me if I'm wrong, but, for example, for this chair that you just mentioned, right. Like, before you do your. Your base modeling of the rendering to send to him, are you, like, seeing the chair in person yourself, touching the chair? You're just seeing a link online of it? juliana sabbatini No, most of the times we don't. We don't have the furniture here. Gabriel Almeida Okay. juliana sabbatini So I would just look online. We grab whatever it is and I model something similar to it and I send it to him. But it's how the image comes back to us. It's not showcasing what we want to showcase. Gabriel Almeida Okay, I got you. juliana sabbatini I got you the idea, the concept, but it's okay. And then what happens there? We lose a lot of time back and forth. change this, change and then every change that he's going to make me, it's going to take a year or maybe. I mean, a day or maybe two days. And then he goes back to us. Well, listen, I don't like this. Change that. And then it's also a problem because it's not only them not giving me a perfect product, but it's also us trying to design with him with the images. Because it's always also hard for us to even though we like, professionals at this. Like, this is what we are supposed to do. Seeing a rendering helps us design. juliana sabbatini even though I told him exactly, listen, put this cup on top of a table when it Comes back to me. I hate it. I was like, remove that. And it's going to take two days. So I think it's tricky. There are things that are not working. It takes so much time. Maybe we need to be more patient. Maybe the client needs to understand that he's not going to get an image in a short period of time. Gabriel Almeida But, like, that's super helpful, Zhu. But just to take a step back, the whole point of, like, the 3D rendering thing, and correct me if I'm wrong, it's like, clearly not ideal yet. But like, it's so much more cost efficient for Deborah and the firm like, regardless of its imperfections, it's still better than have the 3D rendering, like, in house. With you guys. Emilio Alvarez Or. Gabriel Almeida Not necessarily. juliana sabbatini I mean. Recently the people told me that we would pay for an image here a thousand six hundred dollars. They can make an image a lot cheaper than that for us. So that means that we can offer more images to the client. Gabriel Almeida Yeah. juliana sabbatini So it is better. When I used to work in Brazil, we used to have a person, one 3D person in the office. She was modeling for us. So we could actually see this person, like, doing the renderings all the time. That was a lot faster. Yeah, that was like, cheaper for us because we didn't have to pay for images for every single image. It's just her salary and that's it. Like, she. She was making images all the time. We don't. We didn't have to go back and forth. So it's her image huh? Emilio Alvarez Your paper image now, per image. Gabriel Almeida but like, do you see you. like, it's very clear to me that, like, what's best for your work and speed and everything ideally is to have this person in your office. But like, do you see Deborah changing the way that it does Because it seems way more cost efficient even though you're paying for it per image to have. juliana sabbatini Yeah. I because in Brazil it was a lot cheaper to have someone in the office as their service is cheaper than here and here it's very expensive for her to keep someone doing this here. And you think would rather have a project manager. Gabriel Almeida Yeah. Emilio Alvarez Do you think Deborah would pay for someone, like, pay premium to have someone that, like, can be more that, like, that has been vetted more that you can speak to more directly like that or. Or how does it work juliana sabbatini Like, what do you mean by image or monthly? Gabriel Almeida It could be in a similar way that you guys pay this person now. But just like, a person that you can have more confidence like, the quality of the training. juliana sabbatini Of course. I mean, it's all about business. We don't love this person. We just need the. The images. Gabriel Almeida You're super satisfied with them. It's just the option you and it's what you do now. juliana sabbatini It is. I mean, sometimes he can't. Like, there's so many images that we need somebody else. Emilio Alvarez And would you rather have someone full time or have, like, a flexible workforce that you can be like, look, we get like, these many hours, these many design hours per month or something like that. juliana sabbatini It could be flexible. Emilio Alvarez What do you think would be more valuable to. To the head Gabriel Almeida Just to explain a little bit more, Drew. It's like, I think what Emilia is asking is, like, would you rather continue to pay the 3D rendering, like, per Or you think you would rather have like, on the payroll in Latin America full time, always there, available for you guys, like, receiving a salary just like you do in the US every month? You know? juliana sabbatini That's a good question. Emilio Alvarez Or combination. juliana sabbatini That's a great question. I think it would be more efficient in the up. Like, if I, like, if I told Deborah what to I would probably tell her to hire someone because we could get more images. Getting more images means that we could be more accurate to the rent to the projects here. Not every client wants to make images because they're expensive. but I feel like if we have a rendering in the beginning of the project and it's approved, we know exactly what to do. I don't need to reach out. Deborah, I have a question on this. Listen, it's the image. Just copy and paste it. Just make that happen. Because it's better for me to have as many images as possible. Gabriel Almeida Yeah, that makes sense. Because from what you and correct me if I'm wrong here, it seems like you guys pass along the cost of the current images to the client, and sometimes the clients are like, I don't want to pay for that. juliana sabbatini Exactly. Gabriel Almeida Okay. juliana sabbatini Sometimes we absorb that into the contract. Contract. And sometimes it's like it comes to a point where. Listen, hey, hey. We don't that many revisions. We don't have that many images. They and they're expensive. Gabriel Almeida Okay, got it. Drew, let me ask you this. We. We spent a lot of time deep into like, 3D rendering, like, yes, you know, segment. But just taking a step back a bit. Could you, like, explain to Us at a high level. Like, what each person of your firm does. Hopefully it's not too many. I don't know how many people you guys have. juliana sabbatini Okay. We. We're almost the designers here. They're almost the same. We have. Well, there's Deborah. She is. She creates but she's also like, into every single project. Gabriel Almeida Okay. juliana sabbatini She's very hands on. Very, very hands on. There is which is the manager. She takes care of, like, contracts us here in the office. Like, she pays our salaries. She. She gets, like, clients payments, billing, procurement. She does a lot of that. Gabriel Almeida But she doesn't participate in the design process. juliana sabbatini No, she doesn't participate on that. Then we have the project managers, which means you have your clients and you have to make it happen. So you like, you contact the client directly. You draw, which. That's my conversation with Deborah. I just had a conversation with her on the phone last week listen, I don't think the project managers should be drawing. I think it's like, you pay us a lot to waste time. Not waste but every single drawing takes so much time. Gabriel Almeida Yeah. juliana sabbatini So I would be sourcing. like, talking to the client, going to the job sites. Gabriel Almeida Yeah. juliana sabbatini Rather than just drawing. So then we have other people. Like, we have project managers, and we have, like. Gabriel Almeida You are a project manager. juliana sabbatini Yes, yes. And then we also have, like, we're hiring two juniors that they're gonna help us in the office with, like, drawings, like, samples, organizing all the samples and So that's more like. And then we have two directors. The creative director, which she helps us with designing everything. And there is the architectural director, where she helps us with Design League. It's. It's what they do. It's pretty much the same thing, but one is like, furniture and all that, and the other one is like, for construction. Gabriel Almeida Okay. Emilio Alvarez And so when you. And to clarify, right, a project manager, basically what it means is that you're responsible for delivering the design vision to the end client. juliana sabbatini And that includes designing and all that stuff includes designing. I design my projects, but what I have to do, I have to deliver the apartment. I have to deliver. Not only did because most of the times, like, this is all design. It's but let's make it happen. So I'm with the client all the way throughout the process. Gabriel Almeida They're responsible like, they're not builders Like, they hire gcs for the remodeling, but they're responsible for delivering the Remodeling to the client, like, not the gc. juliana sabbatini Yeah, yeah, yeah. I mean, I need to go to the job sites, make sure that, like, the mill worker that I hired is doing the job correctly. I need to call, like, my drapery person. Listen, it's not time for you to come here. Gabriel Almeida Yeah. juliana sabbatini Or like, this is done incorrectly. You need to correct it. Gabriel Almeida Okay, I'm a little confused because you mentioned, like, Deborah's roles. Clear. like, it's the same as loose, right. In design solutions, although Deborah seems to be more hands on these days. And then, like, the manager is clear to what she does, right? It's more like administrative stuff. And then you like, the project managers, and you guys are kind of, like, responsible for delivering the project, Right? But you said that you do, like, your own designs. But. So you do. But then what do the. Like, you said that there's like, lead designers like, that do, like, they do the same thing that you do for the design or what's the. juliana sabbatini Yes. Well, I think it's okay. So we have 36 active clients in the office. I'm gonna give you an example. I have a house. I have a client nowadays that we. The house is huge. Huge, Huge. And the level like, detail that we do in every single room like, these clients, it's insane. Like, buying fabrics, like, designing a millwork, designing the bed, designing everything. So everything is so designed that we need everyone in the office design. So I'm responsible for my client. I'm gonna give ideas and everything. Deborah's gonna give her blessing, and she's gonna give her like, listen, this client's like this, let's do this, let's do that. But I need to make it happen. And she's not like, thinking of every single detail. So I need to make it happen, make things work. juliana sabbatini if I don't have, like, Deborah close to me or if I, like, I'm stuck in idea, nothing is like, I can't make this room happen. I'm gonna reach out to the directors, like, listen, I need help with this, And they. They can. It's kind of like they are Deborah. When Deborah's not here. Gabriel Almeida So they're kind of whenever you guys are too stretched or you need more hands, then you reach out to them, right? juliana sabbatini Yeah, yeah, yeah. But they have their own product projects. Gabriel Almeida So they have their own projects. juliana sabbatini Yes, yes, yes. Gabriel Almeida And for their own projects, they do exactly what you do for your product. They manage their own projects. juliana sabbatini Yes, yes. Gabriel Almeida So it's just a title for them to be recognized as a little bit more senior. Like, juliana sabbatini Yes. To help. To help us when we need help. Gabriel Almeida Okay. And then you. juliana sabbatini If it's like, anything bad happens, I'm gonna be like, okay, Valentina approves this. Gabriel Almeida Okay, gotcha. juliana sabbatini I create it. If Deborah didn't see I create. Because if I wait on Deborah to. To give her blessing on every single thing, it's. It's not true. It's never gonna work. Gabriel Almeida Do you know. You know who Andrea was, juliana sabbatini Andrea? Gabriel Almeida Yeah. And that from Design Solutions. I worked with Lara. Do you? juliana sabbatini No, no, no. Gabriel Almeida Because I think that these directors might be similar to, like, what he but he's not there anymore. But anyways. But how many people total in the office now? Because you said the two directors, the manager and how many project managers? juliana sabbatini I think we're 10. Gabriel Almeida Okay. It's a lot bigger than Design Solutions nowadays. juliana sabbatini There was a time that we used to be 13 or 14. Gabriel Almeida Wow. juliana sabbatini Designers. And then we like, he's a junior and she's a junior. So we have two juniors. Gabriel Almeida And the juniors are interns or they're full time. juliana sabbatini They're full time. Gabriel Almeida Okay. And you said that you're going to hire more juniors now or. juliana sabbatini because three people quit recently. Gabriel Almeida Wow. Emilio Alvarez Why would that. juliana sabbatini Yeah, yeah, yeah. Gabriel Almeida And then drew how, like, often is there. Emilio Alvarez What's the percentage? More or less. Gabriel Almeida Thank you. Let me ask you this. So in terms what you guys are outsourcing today, is it just this one 3D rendering service in or are you outsourcing more things as a firm juliana sabbatini Only the 3D, the renderings. Gabriel Almeida Okay. juliana sabbatini But I know, like, when I. Even before I moved in my. To Miami, Deborah called me once. Well, she. so Stephanie used to work here. Stephanie's Lotta's friend. She used to work and she's my best friend. And then one day, Deborah called her and said, listen, we need people drafting. Can some of your friends in Brazil draft for me? This was maybe three years ago. me, she interviewed me over the phone to hire me for. To draft. So she is willing to draft. To hire drafters down there? I don't think there was a point. Maybe she was a little skeptical because she wouldn't like. I know it's something that she's never done actually. Like, hire someone to do the drawings. but it's Something that she considers. Gabriel Almeida Okay, got it. And she's from juliana sabbatini She's Peruvian. Gabriel Almeida She's Peruvian. And do you think that she has a bias to, want to hire off Peru or you think she's open minded to higher conditions? juliana sabbatini No, no. I mean, she would. She likes Brazilians. She likes how we work. She thinks we're hard working and we but she's proving and she would, like, be happy if she could help people there. Gabriel Almeida Okay. juliana sabbatini You know? Gabriel Almeida Gotcha. So, like, when you think about the clear thing that apparently comes to your mind that you guys don't do today are the drafters, right? Because she's thought about doing it. juliana sabbatini Yeah, yeah. Gabriel Almeida What about, like, other things, Drew? That she could be outsourcing? Like, I don't know, accounting, finance. Like, do you think that. Because. juliana sabbatini Wait a second, we have. Well, we don't outsource, maybe. Is that considered outsourcing? We have our hr. Gabriel Almeida Yeah. juliana sabbatini It's a third party. It's a company that we hire. Emilio Alvarez Yeah, they'll be outsourcing you. Gabriel Almeida And what do they do for you guys, Drew? juliana sabbatini They take care of us. They take, every question that we have. Every. Like, if I listen, I'm sick, I need to email them. I'm. I'm not gonna go to work today. And they put that into our calendar. Our PTOs I have, when I want vacation, a day off, I talk to them like, directly. I don't talk to but I talk to them. Of course. Like, I need to talk to her. She needs to know what's happening, that I'm not going to be working today. But they are input all that information in my calendar. They send us the, the holidays that we're gonna have. She explains, like, she helps us with our insurance. She helps like, every loss, like, interesting. Related to the employees of the company. Gabriel Almeida And they're in the U.S. they are. juliana sabbatini In the U.S. Gabriel Almeida And this is like a person or it's a service, a company. juliana sabbatini It is a company. But like, from this company, there are two people assigned to our company. Gabriel Almeida Okay. juliana sabbatini So I, if I need anything, I'm gonna talk to either McKenna or someone else there. Gabriel Almeida And do you know if those two people work only for your firm or you don't? juliana sabbatini No, no, they have. I mean, I think McKenna, this person, I think she has my company like, other companies. Gabriel Almeida Got it. And do they offer you guys, like, a platform that's like, from their company to use online or it's just like, Literally texting these people. Like. Like, do they have a. That they give? No, I don't think so. juliana sabbatini If they do. If they do it, the only person that would access it would be our manager. I don't have access to that. Gabriel Almeida Okay. And do they like, your payroll Like your. juliana sabbatini What do you mean? Like, are they saying I need a raise or I want to raise? Gabriel Almeida No, no. Like, basically a raise. I know you go straight to but I. I imagine. juliana sabbatini But yes and no. Like, if I want to raise, I need to talk to Deborah and them. But who pays my. because it's. They know how the. The companies is structured. So they know there are directors, project. Project managers, and they try to help Deborah, like, to. To be more. How do I say this? Gabriel Almeida Yeah. More structured. juliana sabbatini So I believe that. But she. They don't do my payment. Who does my. Who makes my payment? Everyone's payment here is Anaisa, the manager. Gabriel Almeida Okay. So they. They seem to not touch, like, payroll disbursement, like. juliana sabbatini No, no. Gabriel Almeida Okay. And do they handle, the benefits for you, health insurance, like, things like juliana sabbatini Yes, yes. Gabriel Almeida Interesting. Interesting. Okay, cool. I never heard of that before. That's cool. juliana sabbatini I think it's called puzzle. Hr. Puzzle. Gabriel Almeida Hr Puzzle. juliana sabbatini Yeah. Google it. Gabriel Almeida Great, great. And then. Okay, let me ask you this. Are there. Does that what I or do you guys have like, personal assistance or executive assistance, like, in the office or outside of the office? juliana sabbatini We don't. Bushy hires apr. Gabriel Almeida She hires a PR to do marketing. And this person is in the US or. juliana sabbatini Yes, yes, yes. Gabriel Almeida Okay. And then for sales, how's it It's just that without getting projects and. juliana sabbatini Clients, she's the great. Like, she's the best at this. She's amazing. But the PR also helps us. Gabriel Almeida Right, Right. Have you ever heard her saying that she wants more help there to get more clients? You guys have plenty project volume. Like. juliana sabbatini No. She's always prospecting. Gabriel Almeida She's always perspective. juliana sabbatini She's always. well, you always need clients. Gabriel Almeida but. But one of the things we're thinking, is like, there seems to be like. It seems to me that you guys, interior designers, could be getting a lot more business if there was like, outsourced professional sales that focus and specialize on getting your project instead of like, the owner. Owner of your firm spending so much time. juliana sabbatini That's true. And most of the times they partner with realtors. Gabriel Almeida Realtors. Got it. Yeah, got it. Okay, cool. I guess we got to hear from but. Because if she's getting enough. If enough projects through the channels that she already has maybe she wouldn't be interested in. juliana sabbatini I'm gonna connect you guys with her. She. I think she would, like, be so super helpful, and she's totally fine with talking. Talking to you. She would be too. Gabriel Almeida Yeah. What like, Drew? That's something that your manager does, juliana sabbatini Yes, yes, yes, she does. The manager does that. Emilio Alvarez Is that something that she enjoys? juliana sabbatini She does. She's actually going to school for accounting. Gabriel Almeida Okay. juliana sabbatini I but that's. That's her. I don't think other people would. I would hate her to do that. Gabriel Almeida So she does accounting. She distributes the payroll for you guys. And then she probably manages contracts. Contracts, juliana sabbatini I mean, if we need to buy a coffee, she's the one. Gabriel Almeida Got it. juliana sabbatini If we need toilet paper, she's the one. Gabriel Almeida You think it would make sense to, take some of those, like, like, out from her? juliana sabbatini And, like, of course, she's super easy. Emilio Alvarez Okay, which one specifically? juliana sabbatini I think. I think it's. I don't know. It's hard. I don't know. I mean, maybe it's super hard because it makes sense to me that it's. you know, everything that I need, I just call her. Yeah, it makes sense to me. Gabriel Almeida And at the same time, honestly, at. juliana sabbatini The same time, I don't think she likes. I don't need to know anything about, like, the contracts. Gabriel Almeida Yeah, the. So the tricky part about that, you. I'm thinking it's if we take some things out of her that should be just an extra cost for but. like, she's probably not gonna fire this. This woman. She's not going to be and then she's gonna pay her and then us on top, you know? juliana sabbatini Yes. Emilio Alvarez Although she can be more productive, which could lead to more revenue or whatever. Gabriel Almeida Could be. Could be. Emilio Alvarez But that's a two step. Gabriel Almeida Do you think you could connect us to this manager, and she potentially could be willing to, talk to us? juliana sabbatini Yes, yes. Gabriel Almeida Okay. juliana sabbatini Super nice. Gabriel Almeida Thank you. I wanted to ask you one. So the other thing is, so she's a manager, but she's not like, a personal assistant to that. But juliana sabbatini No, she's always here. She doesn't go out with Deborah. Like, I. I worked in a company where I used to work for a Brazilian, like, very famous architect. And she an assistant. She would always be with her. She would be the second, like, face to the company. So I think it's great because if she's out of town, the clients can rely on her. The problem that I see a lot interior design companies, especially if it carries your name, like Deborah, the clients want her and if there's no second, like, as strong image. Gabriel Almeida Yeah. juliana sabbatini They, they get like, is she out of Is she not taking care of my project? So Anais, she's not this person that's going to be with her all the time. Like her, like, right hand. Yeah, she's not the right hand. She's the person that's gonna keep this office running. Gabriel Almeida But what I meant with assistant, you. I meant more like secretary, you know? juliana sabbatini Well, sort of. Gabriel Almeida your manager currently? juliana sabbatini Yes, yes, yes. Gabriel Almeida Got it. juliana sabbatini Yes. Gabriel Almeida The other thing, the reason why we're asking this was another idea we had and we don't know how usual it would is to have offer maybe part time, remote assistance, right? an executive assistant or a personal assistant to help debit or you guys like, solve like, I don't know, logistic problems, book stuff like manage the calendar, like, I don't you know, things that, like, secretaries, like. juliana sabbatini Do maybe smaller companies. Gabriel Almeida Smaller companies, right. juliana sabbatini in Brazil, before I came here, I. I opened my own company and it was me, and I was hiring other people because I didn't have the money to. To have my employees. So I would hire other people. That would be but in a place that it's solidified. How to say? solid or like. Gabriel Almeida Yeah, structured. a lot of structured. juliana sabbatini Like this. I don't think it's got you. I don't see that happening. Gabriel Almeida Got it. What about like, do you think that Deborah could be interested? You think it would be valuable, you to have a part time business consultant that went like, I don't know, once a month. Month. Once a quarter, Every three months. juliana sabbatini For sure. sure, for sure. We need it. Gabriel Almeida Okay. juliana sabbatini Especially because you see how many people are yeah, quitting. Gabriel Almeida what would you see that person do that you think would be valuable that people don't do there There's no one with the skills to do that today there. juliana sabbatini We need a, A project manager for the office telling us how to operate. Gabriel Almeida Okay. juliana sabbatini We work so hard, but we're not efficient. Gabriel Almeida Okay. juliana sabbatini I need someone listen, you do this, you do that, how to structure the office. very. Gabriel Almeida Yeah, an operations Person that's like, business knowledge. But this person, like, how, like this. Do you think that they need to have a design background or an architect, like, architecture background? juliana sabbatini I don't think so. I don't think so. I have an MBA on interior design companies. Gabriel Almeida Okay. juliana sabbatini I. I don't think but they think so. They think. Gabriel Almeida Okay. juliana sabbatini Everyone else here in the office. Gabriel Almeida so let me see if I got everything. Like, it's been super helpful. But we heard from you basically like, you do the outsourcing, the rendering, Peru. The 3D. And there's issues with but you don't see that changing because it's just like, so much more, like, economical. juliana sabbatini Yeah. Gabriel Almeida But you would be willing to potentially swap that service because you don't see it as a great service, right? You don't. juliana sabbatini That's true. Gabriel Almeida And then you've seen Appetite from Deborah before to, like, have more drawers. So potentially that would be super interesting offshore in an economic, like, you know, good way. But it would be a challenge to train them, right, to understand, like, your style. But you would want to have, like, these cards or these people on hand to activate when stuff gets really busy. And then we also heard that accounting, you guys seem to be well served with the person that you're there. Hr, interestingly enough, you guys hire, like, a firm in the US to do, like, HR related stuff for you, right? juliana sabbatini Yeah. Gabriel Almeida Pr, you seem to be well served with this firm in the U.S. deborah seems to like, happy with them. And you could be potentially interested in these, business consultants to help you guys, operate as a business better that come once in one. juliana sabbatini For sure. Gabriel Almeida And you don't really see the need for your firm for like, remote assistance or remote, like, like, somewhere else. juliana sabbatini No. Yeah, that's accurate. Gabriel Almeida Okay. Amazing. It's early. It's still kind of early in the morning, but we're. We're listening. juliana sabbatini To the point. Gabriel Almeida Thank you so much for your time and your generation. juliana sabbatini Thank you. And I'm gonna try to connect you with Deborah and Anaisa. Gabriel Almeida I appreciate it. juliana sabbatini They're gonna be very helpful. Gabriel Almeida I'm sure they will. Thank you so much. juliana sabbatini Thank you, guys. Have a good day. Bye.