# Audio file

[Brooklinen Vicki and Rich Fulop.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:00:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Hey really quick before we start the show, you've probably been hearing me talk about our new live video series we're doing on Facebook and you can see old ones. If you go to facebook.com/how, I built this anyway. All this week, we are focused entirely on food and every day starting Monday, April 20th through Friday, April 24th.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:00:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I'll be hosting a live video chat with a different chef or restaurant owner each day to talk about how they're dealing with the current economic and health crisis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:00:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And our guests this week are amazing. We'll have Jose Andres, Christina Tosi of Milk Bar, Alice Waters semi, Nusrat and Michelin 3 star chef Daniel Humm, and Kyle Connaughton. And they'll all talk about how they're using the power of food to help solve big problems, including the ones we're facing right now. So join me live.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:00:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Every single day this week, from April 20th to the 24th at noon Eastern Time on facebook.com/how, I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:01:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[This is like amateur hour here. Like we had no bar codes on the boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:01:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So you didn't even know what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:01:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Was in there? No, we were just tear open boxes and hope it, you know, check to see which both sides and to be climbing all over this whole room was filled essentially to the ceiling like packed to the gills with boxes and pallets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:01:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And we're literally climbing on top of these mountains of boxes, tearing them open and hoping that it's the right size and color in there. It was just a comedy of errors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:01:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:01:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I'm Guy Raz, and on today's show, how what happened in Vegas did not stay in Vegas. When Rich and Vicki Fulop got inspired to sell high end sheets and grew that idea into Brooklyn and a $100 million brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:02:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So a not insignificant number of stories we've told on this show started around the time of the Great Recession of 2008, and that's because lots of people couldn't find jobs, so they had to create their own. And while the situation now is somewhat different, I have no doubt that in five years from now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:02:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We'll be featuring a lot of stories about ideas that were hatched in the middle of the pandemic because think about it. When have you ever spent so much time in your home?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:02:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[For most.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:02:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Us never. Normally we get up. We do our morning routine. We leave for work. We spend the day out, we come home evening routine and sleep. And so these days you might be coming up with ideas for things around your house that could make your life better. And some of those things might turn into the next great business story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:02:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Now it didn't take a pandemic for Rich and Vicky full up to try and figure out how to make their bed more comfortable. It actually took a trip to Las Vegas. They stayed at a hotel with amazing bed linens, but turns out they couldn't afford to buy them. And even if they could have afforded them, they realized they had no idea why they were so expensive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:03:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And we can all probably relate to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:03:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That right? Because if you're like me, you go to target or TJ Maxx or Marshalls and browse the pedal in the aisle for the best red count at the best price. But there's a super high thread count really matter, actually, not really. And what's better? Satine per kale? Flannel twill?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:03:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Who knows. So after spending some time researching the industry, rich and Vicki decided to launch their own brand of direct to consumer sheets. As good as you'd find in a high end hotel. But at a fraction of the price, basically, as rich will explain, Warby Parker. But for bed linen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:03:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And that brand they launched in 2014, Brooklyn initially couldn't get a single investor interested. But last year Rich and Vicky sold over $100 million worth of bed linens and they've expanded way beyond sheets and pillowcases to furniture and art and lots more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:04:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[But of course, like everyone else, like all of you listening, they're trying to figure out what the next few months could mean for their business when we sat down to talk, I was in my home studio in Oakland, CA, and Rich and Vicky set up some microphones we sent out to them at their apartment in Manhattan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:04:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I am in our bedroom and I have this mic and boom hooked up to our night table and Vicki is in our living room with the Mike go hooked up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:04:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:04:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:04:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And and are you up high like when you look out the windows, what do you what do you see on the streets in New York?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:04:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We are 14 floors high, but to be honest you don't see much these days. It's kind of like a like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:04:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[A ghost town? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:04:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yes, it's dead silent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:00](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, but on a typical work day, it could be pretty loud. Down here, there's just a lot of activity, but not in this climate situation moment. I don't know what the, what the correct word is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Not in this moment, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That's our dog.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Sorry, it's OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[He's done. He's done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[By the way, what's your? What's the dog?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Ducks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Dog's name is Duke.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Ducks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[He's named after a character.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[By the way, miraculously, Dukes only barked that one time during our entire interview anyway, Rich grew up in Northern New Jersey. His dad ran a deli and convenience store, and his mom ran a photo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:05:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Development Shop and Vicki was born in the former Soviet Union in Belarus. Her parents were both doctors, who eventually settled down in Rhode Island, and both Vicki and Rich wound up going to college at the same time to the same school, NYU. But they didn't actually meet there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:06:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We actually never met at school, believe it or not. So same class. Same year actually had many common friends and we were kind of interconnected and very much in and around each other. But we never met until about 6 months after graduated. We found ourselves living in the same apartment building at at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:06:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Oh wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:06:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:06:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We met there through a mutual friend that was actually visiting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:06:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So a friend of ours said to me, my friend Rich lives in the building. His power is out, you know? Can he come have dinner with us? And we said yes. And then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:06:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That was how we met. I remember it specifically my my roommate at the time forgot he was responsible for the power bill, didn't didn't pay it. I ordered some Chinese food delivery.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:06:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[After work and there I was eating my Chinese food in the dark in my farm. It's got a sad story. And yeah, a mutual friend said, hey, I'm in your building. Do you want to come join? And clearly I was. I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:06:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Up for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:06:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, what's to say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:06:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And and this is I guess what around 2007?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[This is January 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Eight, 2008 and and did you start dating right away? I mean, did you did either of you call each other or text each other something and say hey?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Or or was this kind of a slow burn?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I think that's are you dating, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Away. Yeah. After that meeting in her apartment. Coincidentally, we shared the elevator the next morning in our building. It was rather big building, so it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It's like an almost immediate reunion, and I kind of took my my 20 seconds in the elevator to make my move with her, and I would say it was the fastest dating experience you could possibly do because, you know, it was like, beat you in the lobby at 8:00. It was kind of the the planning process and things moved quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[There.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And at the time when you started dating, what? What were the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Two of you doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I was working for an online over the counter, currency and commodities broker called gain capital.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And Vicki, what were?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:07:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I believe I was a paralegal and I was studying for my LSAT. Or maybe I had just taken it and I was already applying to schools.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:08:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Got it. So your your goal was to get?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:08:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[A lot of degree, right. OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:08:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The two of you, I guess a couple of years later, I guess you did get married in 2010 and when you got married, I guess you were about to get your law degree. Vicky and Rich you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:08:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:08:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You were sort of doing a bunch of different jobs, a lot of jobs around I guess marketing related stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:08:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Sort of. At that moment I actually just chose to restart my career and I was a sports fanatic and my dream was to be Jerry Maguire growing up so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:08:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[To be an agent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:08:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yes. So I actually got an opportunity through a mutual friend after I got laid off to work at Creative Artists, Agency, CIA and their sports division.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:08:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yep, and I was touring around the country with Manchester United and FC Barcelona.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:09:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Wow. Yeah. So it was a joint venture between CA and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:09:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Major League Soccer. OK well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:09:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Alright, OK, gotcha.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:09:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So so I was where I had my dream job. The only problem was I wasn't making any money. It was an internship and I was, what, 2526, at the time. So I was making, you know, a few bucks an hour, but I really took that opportunity to reset my career and really follow my passion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:09:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And. And, Vicky, when you graduated from law school, did you go and work for a law firm or apply for, for jobs at firms?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:09:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I didn't, so I would say probably by my second year. I felt deeply that I really didn't want to practice law. I knew in my bones I really didn't want to practice, and it wasn't right for me, and I wasn't going to work as hard at that as maybe I would doing something else. I really wanted to creative outlet, so I started interning during my third year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:09:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Kind of. And I I landed an internship at Tory Burch in public relations while I was in school. That kind of was what opened the door to me to work in public relations, which is what I ended up doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:10:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[After law school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:10:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You went on to get a job in a TAP.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:10:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Agency, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:10:09 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[PR agency that's correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:10:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Got it. Which I guess at at at a certain point you, I mean you're you're doing work, you're involved with Major League Soccer and kind of pursuing this thing that you're passionate about and you decide to apply to Business School. Why? Why, why did you decide to do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:10:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I mean, I came from a family of entrepreneurs, you know, albeit small businesses. So I very much had the itch to do that. I always was kind of in business. I remember in middle school and high school I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:10:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Buying and selling concert tickets and sporting event tickets. These were in early days of, like eBay and and whatnot. I was always trying to trying to make a little money, always had a job, but I was just trying to find my path really and it just I thought I would take my GMAT and kind of see where I could land after that and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:11:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Be a worthwhile path to pursue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:11:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It's interesting because I grew up. My parents had a a jewelry store. They're on small business entrepreneurs and I saw them struggle. Even though they eventually did OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:11:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And works so hard and that actually I the opposite reaction. I didn't want to do that because of all the the struggle and the uncertainty that went along with it. But in your mind, you always thought I think I want to do something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:11:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[MHMM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:11:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Always, always. My parents never had a boss. They were their own boss always. So that's the structure that I always was familiar with growing up and I really like that freedom of controlling their own destiny.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:11:33](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:11:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And that really inspired me, and I learned a lot. My father would leave at 4:00 in the morning every day to go to the deli because he had to wait for the newspaper deliveries so they wouldn't get stolen. It was in Newark, NJ, was where his deli was, and he would close at 6:00 PM be home by 637 o'clock.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:12:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And to be honest, he'd be in bed by by 8. Yeah, 8:30. So. So it wasn't a lot of time to spend with him every day, but he worked hard. And, I mean, we weren't the richest people, but that was a very, very happy kid. And you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:12:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Know my my parents definitely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:12:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Made it happen. Yeah. And. And Vicky, your parents were doctors, did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:12:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Was there anything in your mind about entrepreneurship, about doing something like your own thing or or were you not quite really thinking about that at that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:12:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:12:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I think I've always had maybe a far off dream of making something out of nothing. I can't say that it even was fully fledged as I'm going to be an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:12:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I had always wanted to design things and kind of make things that might make people happy to make something out of nothing, but I didn't really think that it would become a reality, to be honest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:12:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, yeah. She to add to to what we both just said, I hadn't found what my business is, but I've always been kicking around. So I had some really, you know, in hindsight, stupid ideas that that she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[She parted wisely, talked me out of. I had a a puppy portraits business that I was trying to pursue, and I was also, I was really passionate about these European style hot dogs that you eat vertically in, like a baguette that I experience when I traveled. And I wanted to really start like the next, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Oh yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[McDonald's, based on those those vertical hot dogs, also did not go very far with that. But you know, I was always kicking around ideas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You go off to Business School at NYU, so you're still in New York, Rich and Vicki, you're working at the PR agency.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[But I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Before you started Business School, the two of you took a trip to Las Vegas. For what? For fun or for work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[No, not just just for fun. It was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It was about two weeks before it was August 2012, so it was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You look to Las Vegas in August.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Couple weeks before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, well, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:13:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I had this. Yeah, we had a small window we wanted to do something fun. Yeah, probably not the wisest choice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It's like it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Of 110.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Degrees like going. It's like it's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Going to a Winnipeg.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And yeah, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Probably got some package deal that was pretty cheap.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[All right, so you're in Las Vegas in August, probably just walking through air conditioned tunnels from one casino to the next and you stay, where did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We stay at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The win and from from what I understand, this is the kind of beginning of what would become your business. Tell me what happens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. So we we check in, we're tired. We just traveled, we put our stuff down in the room and we both kind of just sat on the bed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And we both had this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Weird moment where we both had our hands on the bed and we're like, oh, these sheets are really nice. It was a very strange thing to like, have a meeting of the minds about. But we both kind of did it the same exact time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:14:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, they were really cool and crisp and soft, which seems contradictory, but it wasn't kind of like when you get nice cheese for the first time and you slip.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Into bed and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You're like like this is a good. This is nice. That was it was just kind of that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Feeling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yep, and we were not textile people. We didn't know. You know anything about this. We knew if something felt good or it didn't feel good at the at the time. And this this definitely stood out to us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And just curious did did you have a conversation pretty soon after and say we should maybe get these sheets for our apartment like we should find out what they are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yes, literally in the room we were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[OK, I got you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Let's get these sheets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And interestingly, the win sells everything in the room, so they have a store in the lobby where you can buy the lamps. You can bring, you can get the carpeting from the rim at your house if you so choose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So you go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[To the shop and and you find the sheets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:15:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We found them and we were so excited that we found them going to bring them home and this is another important moment to note that I was unemployed at the time and she was the breadwinner, working as a PR assistant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:16:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:16:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So when we took a look at the sheets and the sheet set was $450, the debate cover was about $350.00 and the pillowcases to match were about 150 bucks. So we put that all together. You know, we're just under $1000 for that set of sheets, which, yeah, we put them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:16:19](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:16:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Back on the shelf and was it like 500 thread count?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:16:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[What? Why were they so expensive? I mean, obviously there's a branding, the thing there and but presumably they must have been, you know, well made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:16:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Presumably, but, but we didn't know anything. It just felt good to us and to be honest, at that time we're like up. The higher the thread count, the better, which you know, now we know is a bit of a fallacy. Yeah. But at that point, that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:16:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[All we knew right. All right, so you have this experience. Lots of people have had this experience at hotels.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:16:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Great sheets or great bedding or a great pillow, and you go back to New York. And did you keep thinking about those sheets?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:17:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I did, yeah, I am very persistent on that kind of thing. So I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:17:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Digging deep to figure out who the manufacturer is, where they come from, why are they so great? I found myself in in forums and on these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:17:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Like Internet chat rooms, Internet chat room type situations because you were looking to buy the sheets. What, like in a cheaper way? Yeah, kind of, you know, see if a see if a set fell off the truck somewhere or something. I don't know. You know, just kind of trying to to work around, you know, to get those $1000 sheets. And to be honest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:17:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The most surprising thing at the time was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:17:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I found out I wasn't crazy. There was dozens, if not hundreds of people on these threads all talking about the same thing trying to do the same thing and chatting and strategizing about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:17:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[About these sheets at the Wynn Hotel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:17:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:17:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, I remember. That was part of why it eventually led to during the business was in riches, deep research. I was like, why can't you just get them from the manufacturer? And that's where you kind of we were like, why can't you just get sheets from the manufacturer? That seems so much smarter. Why doesn't that exist?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:18:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Meantime, Rich you start Business School and and do you continue to think about cheats when you get to Business School or do you kind of hunker down and do the Business School thing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:18:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[A little bit of both.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:18:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Another thing happened at the time that that kind of got my gears turning as I was preparing for recruiting and interviews and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:18:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[In the school I got myself a new suit and someone referred me to this custom suit manufacturer in the city and it was a great experience. You go up into the showroom, they show you all the fabrics, you choose, what type of fabric, the design and they they custom fit it to you. And I never had that experience before. So then, you know, I circled back to the sheet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:18:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Idea and you know, was thinking about a new sheet concept where you can customize your own bedding ensemble. And that was like really where I thought, OK, maybe there's some sort of interesting business idea around that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:19:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I thought it was a good opportunity to kind of put pen to paper, but the turning point was January 2013 when I was on my winter break between my first and 2nd semester, I was home with Vicki, and I remember telling her that I was kicking around this idea for the first time. Actually, like I'd heard for years. That's a stupid idea. That's a stupid idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:19:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[This one, she was kind of like you should just go for it. That's actually a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:19:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Really good idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:19:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And what was the idea you were you were talking to about custom sheets? Yes. So custom sheets. People could order the bed sheets said they wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:19:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:19:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:19:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Choose your fabric. Choose your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:19:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Designs made made for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:19:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Got it. A key piece actually was also was was I wanted something that was gender neutral because I felt like every presentation and photography and marketing only spoke to a female customer and I felt very underserved. So I really wanted to to position this where it was accessible and appealing to to men as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Which was something that was really not being done there and it was. It was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Different component of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And. And, Vicky, you thought you thought this was kind of a cool idea. Maybe. Yeah, maybe there's something to custom bed sheets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, I thought it was a great idea. Yeah, I will say I also, I think I was pretty supportive of the hot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Dog idea too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, good idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I get hot dogs, so you get the sort of seal of approval from Vicky. But what do you do? Like, what was your?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[What was the next step that you took to actually learn more about this, this this possibility?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Well, we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[At the time, as far as what we were aware of and like direct to consumer and direct to consumer brands that are, you know, born online was very, very new. So I'd worn glasses my whole life and I just changed to Warby Parker and you know I'd gone to LensCrafters at the mall prior to that, but Warby Park was a very, very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:20:57 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[MHM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:21:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Interesting. Focused offering. Yeah, it was a cool brand that seemed like we focused on this product, made it better. We don't care about the other stuff. We're just concentrating on this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:21:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So you were. You were inspired by Warby Parker and those are direct to consumer models thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:21:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Hey, here's a category where most people just go to target and just buy like Ralph Lauren Sheets or, you know or actually branded sheets or whatever. And they're probably all made in the same factory in China and they don't really, people don't really aren't really getting what they think they're getting. And I can do a better job. That was sort of your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:21:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:21:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Set.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:21:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. And I felt like those brands and channels never stopped talking to my mom and never considered that I'm now a customer potentially, and they need to appeal to to me as a 20 something year old guy that. And so I thought there was an opportunity for reinvention there that can speak to the, to the more millennial customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:21:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:22:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That ultimately cares about different things than than my parents might have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:22:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, I cared a lot about the the quality. I really wanted those nice designer sheets so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:22:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It was like if you can figure out the supply chain to make these nights, sheets, sheets that we can afford and people like us can afford, that's a game changer. But we just then it was researching how do we back into it as customers and create this texture that we want. So we I digress, but we went to Barnes and Noble.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:22:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It was in Union Square and we kind of sat down there with textile books to kind of figure out how sheets were made to achieve the feel that we wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:22:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Wait. You walked into a Barnes and Noble in Union Square, New York, and you got a bunch of books on text?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:22:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[1000 and you just read them in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:22:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The store? Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:22:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:22:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[What were you learning about sheets that I don't know? Basic common sense wouldn't have already informed you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:23:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I think the two findings that were most eye opening was the misinformation around thread count because yeah, if I was going to call a factory, I was going to say and I wanted a high quality product, what I would have done is said what's the highest thread count you make and send me samples of that. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:23:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That is just fundamentally wrong as it pertains to sheets. Thread count is actually the number of threads vertical plus horizontal in a square inch of fabric. So there's actually a finite amount that you can have like it's a finite amount of space, and that number actually with true single ply yarns is about you know 4 or 500.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:23:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Or so in a square inch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:23:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Anything beyond that is just marketing essentially and tricks by manufacturers to to really attract the consumer to some number that they could anchor them and think that hey, it's better because it's more. But the funny part is, is that as that goes higher and higher and higher that number, anything in excess of 500.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:24:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Is essentially.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:24:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[But inferior product it's more dense. Hey, it's breathable. Yeah, so people think that they're getting this premium product, but they're actually just sweating their \*\*\*\*\* off at night. And they they they want to like it so badly because it's high thread count. But it's actually not what they're looking for. And that was when we first kind of realized actually what we're after is a lower threat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:24:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[No idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:24:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That's more lightweight and breathable, and has that like crisp, crinkly, you know, freshly pressed dress shirt feel to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:24:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[All right, so you are doing all this research on?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:24:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[On sheets and thread counts and which I I mean it sounds really interesting actually because you know we spend a third of our lives sleeping and so a third of our lives are gonna be spent on bed sheets, which when you think about it that way, that's actually veggies are pretty significant part of our lives.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:24:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We're going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:24:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Definitely. And everyone's a customer, theoretically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:24:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It's amazing. So OK. So it sounds like rich, like this idea is obviously.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:25:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Getting traction in your head, right. And so at this stage, do you like start calling around to find manufacturers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:25:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, you know, I started cold calling. And you know, after I got a little smarter on the fabrics, I was calling factories all over the world. So really just to to figure out and get samples and see who would deal with me. And there was tons of obstacles. And I remember 1 specific call. I called this guy and he laughed at me on the phone and he said, I haven't spoken to anyone under the age of 50 that wanted to get into this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:25:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Business actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:25:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[These are US. These are US based manufacturers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:25:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Thank you for calling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:25:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[No, no, no, no, no combination of. So Iran and US based, but the textile industry has totally shifted overseas over the last, call it, 100 years or so. So there's a few parties that remain. They're very expensive and they still do it. But I was just calling anyone and everyone that was willing to talk to me to get some samples in here for Vicky and I to look at was really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:25:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I used every moment I could before or after and in between classes to to really # the pavement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:26:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So you're Business School and there's other smart people at Business School like you. And I guess you approached two of your classmates to kind of to join you, David Fortune.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:26:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Then Heyman tell me the story when you went to them and said, hey, I've got this idea. Do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:26:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Guys want to get involved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:26:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yep, so first I approached Ben. Ben had a background working in supply chain in Southeast Asia. He'd lived in China and in Laos and in Vietnam. And so he knew languages, and he knew how to supply chains. Working. I at this point, I'd never been in a factory in my life. So I was like, oh, you've been to a factory. Like, help me out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:26:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Friend is kind of, you know, if you're willing. And I pitched him on the idea. And he also kind of had an entrepreneurial bug.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:26:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And so he he got in rooms with me and was calling and modeling and and helping in those in those early days. And soon after, another weak spot was legal and accounting. And David is a he's a JD MBA at Stearns. So he'd practice law. And he was also an accountant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:27:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[In prior career so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:27:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So we had like the three of us, plus vicki's secret weapon of this public relations and pitching. I thought we had all the ingredients to at least get the foundation of of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:27:19](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:27:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[A company going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:27:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Totally. This is like the X-Men here and X-Men, I should say. The Avengers. You've got the town and get the PR. You got the marketing. All right, so so you start really kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:27:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That's sort of exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:27:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I don't know. I mean with the with the sort of the four of you or just kind of meeting up and just kind of grinding through ideas like at night and on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:27:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Weekends. Yes. So we did a few things. So we would go to fabric stores around the city, we'd cut fabric and send them out to factory is to try and replicate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:27:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[But the most important thing we actually did was we went and we surveyed about 500 prospective customers really by hand and live. So we went.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:28:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[1st we went to like the big box stores in the department stores and we'll just nag people in the bedding section and say, hey, you have a second, a lesson we learned is easy way to disarm somebody for a quick survey is let them know it's a student project and it it very much was at the time. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:28:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[What? What were you asking?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:28:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[What are you shopping for? Why did you come here? Where did you previously shop? What are you willing to spend? Why are you searching for this particular fabric or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:28:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[What brands are you aware of it was it was like a rapid fire, I'd call it 10 questions or so along those lines, just to prove that there we weren't crazy and there was some sort of market here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:28:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:28:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And what kind of trends did you find out of interviewing 500 people because, you know, Jen Rubio and stuff Corey did a similar thing with the way they went to hundreds of people and said, what kind of suitcase do you want? And and the answers they got if they took into account all the feedback would have been a suitcase that nobody wanted because it would have had everything on it. And it would, you know, all the bells and whistles. And it would have looked like a Frankenstein.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:29:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Case. So how are you able to look at the data and the trends and say, OK, this is actually looks like people really want this, what what was the this that you were seeing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:29:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So the feedback we got was, I don't know, I need new sheets. I guess I would just come here. What brand do you love? I don't know. I don't know any brands over here, how much you willing to pay? I don't know, 100 bucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:29:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Or so people didn't really think about. You know, where does the cotton come from? There's all different kinds of cotton, whether it's Pima cotton, Egyptian cotton, Turkish cotton and so on. Like they all feel differently. All the different weaves that you have, if it's a Jaccard weave or percale weave or sateen weave, there's so many variables and nobody knew the informations of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:29:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:29:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Wish there was a better solution. It's kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:29:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[What boiled up to the top?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:29:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Although here's here's my question right, because at the time I might have said to you guys, I don't see why this is a problem. I mean, if I go to target and it says 1000 thread count and it's on sale and it's, you know the price tag says 8999 but it's on sale for 4999, I'm I'm thinking I'm getting a great deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:30:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Here it it really had to do with the branding guy. Like there was no brand that spoke to people and people are so brand obsessed in every category. And this was one that just was was there for the taking that nobody really could could hook into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:30:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[There was no Nike of sheets or there was no there's no Warby Parker of Sheets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:30:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[There's no Warby Parker, there's no Nike, there's no there's no brands that people can align with and say I like the look. I like the value. I like the price point that like it speaks to me as a customer. There was just nothing out there that did that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:30:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Got it for us personally. Also I felt like shopping for them was I think kind of a chore. So we also thought the director can do a model. It'd be nice to to not have to go to target or bed bath beyond.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:30:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:30:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Just make it a little bit easier and a little bit more frictionless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:30:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So you've got some research under your belt, and so at this point you're not really using a whole lot of money, right? This is like the spring of 2013. You don't require a whole lot of money. I guess you you are calling up factories and getting samples, but you're not really spending a lot at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:31:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, we're spending thousands of dollars, so it's at hundreds and thousands, not hundreds of thousands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:31:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And how did you have even thousands?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:31:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We put, I mean the four of us, you know, used our savings that we had honestly that we had tucked away. And this was kind of what we put it towards. If I remember correctly, we put in about four or $5000 a person to incorporate and start the business and that that was it. We put it into into the pot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:31:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We did it on likelegalzoom.com and you know, we incorporated here in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:31:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[New York where?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:31:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Where the taxes and everything are like the least favorable, we did everything wrong, of course, but but we did the cheap way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:31:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:31:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[All right, so you, so I guess in the summer of 2013, you and and David, David Fortune, you go off on a trip to try and find a factory that you can work with. And where did you go?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:31:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That's correct, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I think we went to France and Israel. So what we were looking for was a factory that kind of ticked the boxes of what we wanted to deliver to our customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So China was problematic for us to start, as we called and got more familiar with how business is done there. And you know, Ben was familiar with this as well from having lived there. It's a it's a very complicated place to do business first is MLQ's or minimum order quantities, they're extremely high.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So I remember getting on the phone with them, like how many?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Containers do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Want to order wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Right, so it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Like it was kind of like. Click at that moment like we're we got the wrong conversation. Yeah, we're talking and like, how many fitted sheets and pillowcases? Not not containers. It's really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That's interesting because I interviewed Sarah, cause of swell, and she said that she could get a small run product run from a factory in China that with her bottles. It was actually pretty easy. So. So it may just be different in textiles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[M.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:32:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So textiles are totally different, because if you think about how big a a like uncut textile is, yeah, it's just not. You have to run thousands of yards of fabric through a loom to to weave it in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:33:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:33:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And then to cut and sew, you need to think about if you spread out a king size sheet, the cutting tables and facilities you need to do that one off basis. Yeah. Massive. So we you know, we built relationships along the way where you know they were willing to take a chance. The fact we ultimately went with was willing to actually take.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:33:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:33:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[A chance with us and wait but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:33:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[But you decided to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:33:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Go to France and to Israel to look for a factory.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:33:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Why those two countries?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:33:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It was kind of the results 2 leads after a whole lot of cold calling and sampling. We kind of just whittled it down to find our best contenders and and then David and I had a connecting flight through France. We made a pit stop there and then went continued on to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:33:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[April we we ultimately found our factory there. We checked all the boxes we were looking for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:33:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[A factory in Israel and and what I mean, I don't even know. They they have textile factories there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:34:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[They have a few, not many, but I went there and I met the CEO and the team there and I had a little bit of an advantage that I'd went to Jewish Day school when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:34:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I was little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:34:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So I understood Hebrew and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:34:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[They didn't tell them that, but I was there. They were so thorough and honest and informative, and they were speaking amongst themselves. That left me a really good impression. They were just show him the dies showing the sourcing of the dye. Show him the show him this. Show him, show him the machinery like they wanted me to see everything. And they were so proud of of the work and the facilities of the team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:34:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We knew that they had quality, so we kind of piggybacked on a few production runs to run.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:34:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I don't know 10 thousand, $15,000 worth of betting that they actually fronted us at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:34:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And what would $15,000 worth of betting get you like? How many?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:34:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Sheets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:34:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Couple 101 to 201 to 200 I would say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:35:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Well, so that's not, I mean that's really small. Yeah. And by the way, do you still work with them today?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:35:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We do, yeah. And we've grown our businesses together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:35:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, OK, this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:35:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Here's something that I read which is interesting and I think, and if it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:35:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Really smart, which is you, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:35:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The deliberately looked at factories in countries that have free trade agreements with the US because you thought that would be a way to save on tariffs. Is that true?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:35:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That is correct. So all those countries, with the exception of the European ones, all have free trade agreements with the US so Peru's, a lot of Central American countries, Japan, Korea, Israel, they all have. So there's absolutely no tariffs or duties coming in on the goods Canada as well who we spoke with and we make our down products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:35:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Canada.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:35:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Around Canada from Canadian inputs and and down. So that was a key piece of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:35:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Ultimately, bringing that supreme value proposition to the customer because at the end of the day, all those contribution costs, the customer ends up paying for them in at a multiple of that. So yeah, they don't see it, but every little thing that's done, they end up putting the bill for it. So we thought we can give a great product at a pretty compelling price to the customer and we just whittled it down to that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:36:04 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:36:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Right. Meantime, Vicky, you are still working at the PR agency. While Rich and his other partners are kind of getting the gears in motion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:36:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:36:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That's right. I'm still plugging away I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:36:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Paying the bills, helping to pay the rent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:36:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Exactly. And feeling sheets at night and working with rich on the on the actual design and just kind of waiting for them to get all of these ducks in a row essentially.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:36:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And when you finally incorporated this company in August 2013, what was it called?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:36:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It was called it, I think at that point it was Brooklyn in which we are. So with the original working title was was savannahs which is sheets in Spanish. Believe it or not but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:36:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:36:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So bonus, that was going to be the name of your company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:36:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, it was a little too generic and yeah, but it's that didn't work out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Did you sell those in Spain or in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So it would just be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Called sheet. Yeah, that's kind of what we know. So it didn't really work so well, but Vicky and I went and we met somebody at a party at some point. And, you know, she was kind of like, oh, what do you guys do? And we said, oh, you know, we have this business based in Brooklyn and we're making linens. And she's like, oh, Brooklyn. And that would be great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:09 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We're like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Interesting. You know that's, you know, we're looking for something that's a unique word. We also thought, you know, this is where we are. We were working out of David's apartment in Brooklyn at the time for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[This part. So there was something to who our customer was here and the branding and our taste that could be useful to kind of hook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The brand on to well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[She gets the name Brooklyn, which is great. I mean, perfect. You're in Brooklyn. You live in Brooklyn. You're making.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Linen. So what did you what did you do next?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. So between.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:37:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[August 2013 and April 2014, when we launched, we were kind of just working on the idea and figure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You know, how are we going to fund this? How are we going to market this where we, you know, how do we get into production and so on. What happened was in that time frame is we couldn't raise a dollar. Everybody thought it was a pretty stupid idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You went to actually to investors and you started pitching this already in in the in the in 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yep, our \*\*\*\*\*\*\*\* bundle, which is our our flagship product, it's it comes in like this briefcase box with a handle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And the the bundle is a flat sheet, a fitted sheet 2 pillowcases and is that is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That's it's seven pieces. It's like the whole bed. So it's it's a duvet cover, the duvet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The duvet, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[4 pillowcases, flat sheet finish. It's the whole shebang, which is typically not how they're merchandised. Also it's usually very piece meal. So we want it to incentivize people and make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It easy by bundling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And you had you had that factory in Israel make those samples for you. So you have them. And and you were keeping them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:56 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Correct, correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[At your apartment. Ohh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Oh, that's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:38:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. So you good investors and you show them this stuff and you would say, hey, we're going to totally disrupt the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:39:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Bed linen industry and they would say awesome idea. Here's $1,000,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:39:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. No, that's not at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:39:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We heard no. We heard stupid. Well, you know, with with VC's, you you don't really hear. No. Which is the frustrating part, you hear? You're too soon. You're too late. Let me think about it. Check back in with me. You know, no one really wants to tell. You know, that's stupid. They don't want to burn bridge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:39:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:39:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[No, because they don't want to be the person that you talk about on this show five years later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:39:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Right, I have a mountain of chips on my shoulder, though from these people, I could tell you because I heard so many times. Yeah. So the only investor, the only institutional investor that that took a chance on us was looking at the NYU venture fund. So here we are for NYU students and NYU was willing to write us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:39:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Check at some point it wasn't pre launch, but that was the only like institution that was willing to to write us a check and that check was ultimately for I believe it was $100,000 or so. That was the biggest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:39:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:40:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Check we've ever seen but, but I'm assuming that even with that check like like that money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:40:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[He is not going to go very far, right? So I mean, weren't you guys? I don't like getting nervous at this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:40:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:40:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. So we're all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:40:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[In school, in Business School, and we're all hedging while while working on this, we're all interviewing, whether it's consulting or different roles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:40:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Because you're taking out big loans to go to Business School and I guess at roughly the same time, I should mention here, from what I understand, Vicki and this is not to embarrass you because it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:40:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Definitely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:40:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Turned out to be fortuitous, but you were fired from your job. Your PR job is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:40:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That right, that is absolutely right. I mean it extremely scary at the time because I was the only one of us working health insurance was a big concern and we took I think a few more loans out to be able to support ourselves. So I was fired for my job. You know no calls or anything I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:41:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I was just like oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:41:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Just to cut backs or whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:41:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[As far as I know, and it was kind of a crossroads of do I go all in on this business knowing that if it doesn't succeed?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:41:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Need we're not really sure what our future will hold or try to find a new job so that we can have a stable income and decided to at least roll the dice and see where we landed after that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:41:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, and the clock was going to start running. So we all knew this. So after winter break, January 2014, Ben decided to leave. So we were still in the development process. We hadn't launched yet. He.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:41:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[He essentially got an offer he couldn't refuse from Samsung in Korea and you know, he was staring down the barrel of his student loans and really, you know, taking his chances on this idea that everyone seems to be telling us no, about. So he took the offer with Samsung and went his own way at that point, and it was down to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:41:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Thanks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:42:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Nicky and David to get this thing launched.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:42:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[When we come back in just a moment, have the first big shipment of Brooklyn and Sheets got stuck at a shipping yard in New Jersey. And while sending those sheets out to customers became a major pain in the \*\*\*\*, stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:42:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Hey everyone, just a quick thanks to two of our sponsors who helped make this podcast possible. First, to Microsoft Teams. We all know meetings struggling to pay attention, files seem impossible to find and if you're not in the room, you're not in the know. Welcome to the new way to work together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:42:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Microsoft Teams where you can contribute to meetings from anywhere, chat with coworkers so you're never at a loop and find all your files, and even edit them in real time in one convenient place. When you're ready to unleash the power of your team's open teamslearnmore@microsoft.com/teams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:43:11 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Support for this podcast and the following message come from the American Jewish World Service working together for more than 30 years to build a more just and equitable world. Learn more at a jws.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:43:29 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[In the United States, black people as a whole have less access to good healthcare, to education and job opportunities than other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:43:36 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Groups.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:43:37 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[But what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:43:37 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Do we even mean when we say black people who counts as black? It's a question this country has been trying to answer from the very beginning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:43:45 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Listen on NPR's Code Switch podcast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:43:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's April 2014 and Vicki Rich and their remaining partner, David Fortune, are trying to get Brooklyn in off the ground. They're low on money and the clock is running down. So they decide to launch a Kickstarter campaign. But first they want to generate some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:44:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Us about the brand. So they reach out to some influential publications and writers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:44:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The plan was OK, we're going to get, you know, a set of samples of basically sheet sets that we are going to give away in hopes that these riders would actually like our product enough to then write about the fact that we were doing a Kickstarter to raise money to launch our business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:44:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, I mean, what people don't realize, myself included, and most people is that just, you know, journalists and writers aren't just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:44:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Discovering things on their own and, you know, spinning their wheels to like figure something right about. They're pitched constantly and they they self select. You know what they want to read about? Yeah, yeah. My it's funny. We talk about this like, my mom to this day. Whenever we get a PR placement, Vicky works in our team work really hard to get those placements. And like, how did the Wall Street Journal?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:44:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:44:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[What to write about you guys, that's amazing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You know it's it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That's not really how it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Works.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Knocking on their door for 10 years. Five years. Mom. Yeah. No, right, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I think a piece that was skipped also was how we got in front of these people is is pretty funny. Oh yes. So I remember like yesterday where Vicki, me, David and David's girlfriend at the time, Tina, who is now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[His wife. We're in their apartment and Vicki is writing these handwritten notes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Of 60 handwritten notes, the notes were key, because otherwise it would just be some random, you know, like who's sending me this random package.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[See them. You notice them, right? You notice a handwritten note.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yes, yes. So we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[All packing and boxing we chose queen size for everybody. It was the whole production run because 65% of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Of beds or Queens. So we figure we'll we'll put the odds that this is what they need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:45:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So we boxed them all up in the APT 60 sets and handwritten notes. We rented a U-Haul van and we had like, this, this itinerary of all these addresses up 6th Ave. and 3rd Ave. of where all the journalists are and we just pull up in front of the mail room. We hustle in, drop off the packages with the notes and then continuing on and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Just our fingers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[OK. And you're doing all this right to generate buzz for the Kickstarter, and what? What was the goal you set, by the way?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So our our goal was $50,000 on Kickstarter and the way we thought about that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Get a really aggressive number so that if we don't hit it like we know there's no interest or we really have something here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[How much did you end up raising?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[237,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Dollars. Wow. You like, exceeded your goal by 5 \* 5? I mean, that's incredible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, we were there in like 2 or 3 days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So when all this traffic came in from those bloggers and people that you dropped off the samples to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I would say most.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:46:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Of it. Right. So what? What was the offering like if you if you gave 100 bucks, you got a sheet set or something like that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. Our seven piece with duvet cover with everything and free shipping. Yeah, I think we are offered it at about a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[150.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Bucks. And by the way, how much does that cost too?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That same product today costs 225.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Oh, wow. So you got a good deal back in back in 20?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[14 by some stupid entrepreneurs that didn't know what they were doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So basically you you were this is going to be a big money loser. You didn't realize it at the time, but you get $236,000 in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Obviously Kickstarter gets its cut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[But, but you're left with this money, and now you've got the money to do a legitimate production run, right? And how many, by the way, how many people did you have to send bid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Sheets to 17150, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And and did you have a fulfillment center? You know, like, how were you gonna actually get the sheets to the customers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:47:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So we got space in Greenpoint, which is a neighborhood in Brooklyn. I believe it was about a 2000 square foot space, and I'll.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Warehouse. I wouldn't. I don't know if I'd call it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, so it's not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[A warehouse. It's kind of like a raw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Well, we were. No, no, no, it was not. It was just a big room. I'm not sure if it even had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:11 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Heat to be honest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[OK. And then and then you put the order in with this factory in Israel?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:17 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So we end the Kickstarter finished in May 22nd. We're on course to fulfill in 90 days, which we promised on our Kickstarter page would have been August, but of course whatever can go wrong does go wrong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[MHM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We're all set to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[But then all the goods came in and we didn't have our import bonds in place. We didn't even know what that was to legally be able to import goods into the country. So all of our goods were seized at the ports in August.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[In August, what? What paperwork do you have to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So you need a trade bond in place. That's something that you have to register for every year on, you know, for the right to import goods.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Ah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And you did not know this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:48:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[No idea. All kinds of paperwork. I didn't know what a bill of lading was at that time or a commercial invoice, you know, to declare there's just a lot of, like, complications with logistics. We just had no idea we're doing. We told them, you know, send us the paperwork and put it on the boat and we'll we'll go collect it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:49:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So we didn't really understand kind of the scale of what we ordered for these customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:49:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So how did you get them? And they're seized at what, I guess New Jersey is, where the big shipping guards are, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:49:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Exactly. So I I got a Zipcar in the city. I I went from to Jersey. I drove to the shipping yard. Honestly, I don't know if anyone's ever seen on, like, the Jersey Turnpike. You see you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:49:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Pass all those containers. There you go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:49:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:49:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You know, I I drove in there and that complex is huge. And I was just banging on the door. And I'm like, somewhere in this yard of thousands of containers. I need to find mine and get it out of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:49:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Here like tell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:49:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Me. What I need to do? Wow. Ultimately found a way to get it released and it cost us probably 2 weeks, which was very frustrating from a customer relations standpoint because we promised we'd be fulfilling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:49:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And we were late and that's the last thing you want to do with the consumer. Is is have their money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Because you you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Raised the money? Yeah. You raised the money in May of 2014. He promised to deliver in June of 2014. And at this point, it's what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Well, on August, OK, are people writing in like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Where is it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So I can't remember which might have even taken a picture at the shipping dock to at least share with customers. And saying like, hey, we're stuck in customs, we're trying. People were appreciative that at least you know, they knew where their stuff was, even if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[They were really delayed in getting it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The worst thing you can do from a customer service standpoint, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Learned this lesson very early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Just say nothing honestly and just go dark and you know under communicate that just it frustrates people and always better to over communicate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So alright, you eventually. The sheets have presumably get released. You got 1700 to fulfill and are they all? You just get like is it all prepackaged? You just have to like take them off the pallets and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:50:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The shipping label off and just send them out out to people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:51:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Now we were building the boxes ourselves, putting the handles into the box. Each box we built a little assembly line. It was me, rich David and David's girlfriend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:51:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Hancho.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:51:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Who's helping us out? Very generously, donating her time. And yeah, we were building each box, packing those sheets into the box. We also really wanted to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:51:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Tote bags to package the sheets in and we thought that, you know, it's like an eco friendly way to send people their sheets instead of sticking them into plastic. So we were taking the plastic covers off, putting the sheets into these tote bags, putting the tote bags into the box, taping the box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:51:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:51:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[How long would it take you to assemble one order?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:51:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Like at 20 minutes, 10 minutes. What is slow?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:51:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[10 minutes. Wait, why was it so complicated?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:51:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Cause you gotta build the box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:51:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. Well, we have to build every order custom. So everybody had a custom ensemble of mixing and matching fabrics. Also we had no warehouse system, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:51:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Ohh wait.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Ohh you could get different colors or fabrics in your order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, we were. You know, we run. It's just please the customer. So we had six patterns with with our Kickstarter. We said mix and match. Do whatever you want kind of and tell us what you want huge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Oh my God.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Mistake. You're saying people could do like, like pinstripes and whites and Grays in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The same box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Oh yeah, and and this is like amateur hour here. Like we had no bar codes on the boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:19](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So you didn't even know what was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[In there, no. We would just tear open boxes and hope it, you know, check to see what the right size and to be climbing all over this whole room was filled essentially to the ceiling, like packed to the gills with boxes and pallets. And we're literally climbing on top of these mountains of boxes, tearing them open and hoping that it's the right size and color.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[In there like it was just a comedy of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Errors. How long?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Did it take you to finally deliver the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Sheets to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[When did you finally do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Was it 2 months?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Which?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[After you got them. So this will be like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[September. Yeah. Oh, yeah. We had to because we we really wanted to launch the business in ecom and you have a real similar business, not just the Kickstarter flash in the pan. And we knew time was not on our side because we had momentum at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:52:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[September. Yeah. And were you still going out trying to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:53:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:53:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And you know, we would be, we would be kind of kind of out of it if we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:53:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Waited too long, so when did you launch your your website?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:53:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Hoover.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:53:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[October, October. Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:53:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And and just out of curiosity, you raised $236,000 from Kickstarter. Some of that went to Kickstarter. The rest of it, you had to pay to manufacture all this stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:53:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[How how close are you to running out of money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:53:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I mean, we were, we were out of money. We were over like we we didn't. We had to make it work somehow and we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:53:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:53:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:53:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We're constantly shuffling the deck it took. I got back on a plane alone to go back to the factory in in Israel and talked to them and I said, hey, we want to scale this thing up. And ultimately I convinced them to front us the inventory without paying and give us, you know, some sort of favorable terms. And I said, I promise you that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:54:02 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:54:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[The next order will be twice as big if you just give me time and the flexibility to sell this down, just take a chance on me because it's pretty small at this point and and they did, they believed in me and then they they sent it without us sending them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:54:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[A dollar. That's amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:54:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I what what I'm wondering about is when you when you launched right, I read that you actually sold out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:54:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It's seven month inventory in four days like there was a clamor for this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:54:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, we built up a lot of buzz ahead of launch. You know, we're launching next week here, kind of we had a landing page. We had a countdown, we a lot of stuff. We tried to just, you know, bottle up as much of what we could and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:54:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And and then execute as soon as we went live and we spread the word and Vicki wrangled all the media and had him lined up to go live, you know, right when the site did and all in on concert. And we just blasted through our inventory and it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:55:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Was it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:55:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[A really funny moment because we were so excited that we had, you know, a few 100 orders and we're high fiving and celebrating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:55:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And then we realized we had no more inventory to sell for the next month or two. We had nothing on order cause we didn't realize how like replenishment works and forecasting and different things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:55:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:55:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So that's just, I mean it's, I mean did how did you deal with that, did your website crashes? This is this is still the four of you right running this company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:55:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It's three of us at this time. It was it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:55:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Me, Vicky, and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:55:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[David, right. And then actually we came out of the gates and we had a wildly successful law.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:55:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And then that is when David resigned. Actually he got, he went through the lunch. Well, his girlfriend at the time wanted to move back to San Francisco, where she had grown up and had roots. And he had a difficult choice to make. Then he moved out to the West Coast with her to pursue a family life with her. And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:56:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It was one of those moments that was very, very critical to the future of the business because Vicki was not pulling a salary at that point for us. So I was very and David and I were pulling very small salaries. We had prorated $50,000 or so we gave to ourselves at that moment, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:56:08](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:56:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[By him resigning, she was able to take his salary and ultimately have US press on for at least a few more months to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:56:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[See what happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:56:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That must have been intense, right? Then, as you're starting to kind of get some traction, but it sounds like you hit cruising altitude really fast. I mean, I think 2015, you did 3/4 of $1,000,000 in revenue in that year. How are you managing, I mean, at what point did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:56:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You get like a fulfillment center and and people that sort of help out. I mean I'm I'm assuming even with 750,000 revenue you can't hire lots of people because most of that money is going to make more products. But how are you dealing with the demand?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:57:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We did everything ourselves, so Rich went out and did find us a three PL. 1/3 partner for warehouse and Logistics, third party logistics so that we weren't paying for our space and green point anymore. We were working out of our apartment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:57:05 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:57:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Third party logistics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:57:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So that freed up our time to be a little bit more effective in getting the word out and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:57:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Operating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:57:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, I mean we it was really trial by fire at that moment. I had to learn really quickly how to do the books and I'm and I'm self-taught on all of that stuff to this day and you have a really good handle of the business. But it was actually another thing that kind of worked in our favor because we had very little money and very little skill in this front. But we just had to know how far every dollar went. We were not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:57:38 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:57:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Venture backed or anything, so it's, you know, every dollar counted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:57:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It made us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:57:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Work very efficiently and I think go as far as we could until we had to bring someone on. We brought an intern on who was ended up being the first employee at the company. He jumped in as a Jack of all trades, also helping with customer service tickets, figuring out Facebook, searching for a developer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:58:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[There.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:58:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[But we were doing everything ourselves until we could find someone else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:58:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. In terms of the growth, so we did including the Kickstarter in 2014, we did about four or 500,000 in 2015 was 2,000,000 for the year. And then for the year of 2016, it jumped to about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:58:30 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:58:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[20 million or so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:58:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It's just crazy. What? What explains that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:58:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[At that point, it really was word of mouth. Yeah, maybe just a few more placements, a few more people to help turn it around a little bit, but that's all it could have been because we weren't doing any advertising.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:58:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Here's what I'm wondering. You did this all on your own. I mean bootstrap this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:59:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[MHMM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:59:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And in March of 2017, you actually went out and raised $10 million from VC firms, who I'm sure were beating down your door. Maybe some of the same firms who were kind of, you know, giving you the cold shoulder or or just dismissing you just to few months before. Why did you decide to take outside money at that point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:59:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[In in March of 27.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:59:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We kind of had to we were a victim of our own success at that point with the demand rising, we had to buy into more inventory. We are expanding our product mix. So at that point, we had multiple lines of sheets. So we launched our Lux line. We launched comforters and pillows and you got to buy into all these different supply chains. We're also still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:59:28 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Huh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[00:59:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Six or seven people at that moment, so you know, kind of doing whatever we could and everyone was wearing a lot of hats. I had one of those critical moments, actually also that that's on my mind at a time when I had trouble fundraising until we kind of hit our stride. Yeah, I passed Neil Blumenthal from where we park, I don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:00:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Warby Parker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:00:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. So I passed him on the street, walking by one day and I stopped him on the street cause I recognized him, pitched my idea, and I told him in, like literally a 3 minute convo. I asked him. I was like, hey, here's my situation. How did you get out of the gates and raise money so fast and so, like, how'd you make them finances work? And he's like, we did it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:00:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It was really, really hard. We ended up going to New Jersey and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:00:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Other States and talking to community banks and whoever was wanting to talk to us about loans and just figuring out a way like don't be attracted by the shiny VC. Like there's other ways to get capital. And that was one of, like, quick education I got from Neil in literally 5 minutes on the street from somebody I never met before but respected his business a lot. You know, we got a bank loan that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:00:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:00:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:00:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Not big, but it was something to help us pump into inventory and we had a a skeleton crew running, so we had to hire some people. You know, our core team, they just kind of saw helped us build it from the beginning and Super nimble, super lean, the same values of just kind of make it work and you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:00:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:01:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:01:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Roll up your sleeves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:01:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I mean, so you are doing so much work with third party logistics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:01:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Teams, right? Because you couldn't afford to hire people, you needed the capital, and this is important because no bank is, I mean, probably almost no bank was going to say here's $10 million. Here's a $10 million loan you you just were not able to. You were. No. No one can get that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:01:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[MHM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:01:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That's almost impossible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:01:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. No, that wasn't going to happen, especially with one year of of financials behind this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:01:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. So you needed to go out and raise money for for the big money. So you do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:01:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And I mean, I think that year it was like almost 50 million in revenue and you know you went on to open a brick and mortar store in Soho. You're now, I think you've you you went on to raise another $50 million just this past year in in 2020.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:01:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[MHM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:01:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Let me ask you about that. I mean, is it, you know, when you're running a smaller enterprise, right, when you bring on a lot of capital?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:02:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That means a bigger marketing budget and a bigger just a bigger budget to do more stuff. And it also means for a lot of companies you're going to spend more, you're actually not going to be profitable. I mean, you guys on your own, we're making a profit because it was, you know, your money, you were sending it out, money was coming back and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:02:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You couldn't. You couldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:02:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Waste money yet to be really careful with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:02:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[It did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:02:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Find yourself after you raised a lot of money that you were spending more than you were bringing in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:02:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Oh yeah, we we we got on the drug really, really quickly with that after we raised our Series A and it was not a fatal mistake to the business, but it was certainly a point in time that was not one that was was easy for me as the CEO. We dropped into the negative.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:02:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[In terms of our EBITDA at that moment and that was really anxious times because again, I came from a business where I was counting money at the end of the day with with my father, right singles, you know, that was bought sandwiches and lottery tickets off of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:02:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:03:06](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:03:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:03:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Like, but we had an advantage like in hindsight, the fact that we were trained on a shoestring with no money to fund the business from the get go, the bones of the business and the unit economics and the margins and everything were really, really good and built well because they had to be in the early days because we didn't have that extra money. So we had our hands on the dials.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:03:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[At all times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:03:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You built this initially on bed sheets and now you OfferUp like different kinds of bed sheets and duvets and pillows and you've got loungewear and you've got this whole space is by Brooklyn and where you curate really cool. I've I checked it out. Some really cool furniture and lighting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:03:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Loungewear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:03:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That you also sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:03:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Well, I mean it's smart right, because a company that just sticks with the, the one thing that they make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:04:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Once a bunch of competitors come in, it can be hard to compete is is that the thinking like you want to kind of be more than just about sheets. You want people to think of you as a a home decor or like a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:04:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Lifestyle brand for sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:04:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[I was going to say, you know, we consider our category to be comfort and at home it's not necessarily bath, it's not necessarily bedding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:04:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Or it's not necessarily apparel, it's just kind of you in your home and everything around you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:04:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We want to own that experience from when you get home from work and you change into your comfortable clothes, you know you watching TV, you go to bed, you wake up, click that entire experience, just being comfortable in your house. It's not really about like, oh, how do we make the next buck? Let's launch this. Probably. That's not how we think about it. All. We survey our customers, we see what they want from us and what they're looking for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:04:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Spaces, for example, was a product of our customers repeatedly asking us about props on our photo shoots so that we're like kind of secondary in the picture is like, where's that cool bed frame from or that night sable or that or that vase? And like, it's really like, oh, you're interested in that? We will figure out a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:04:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:05:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Way to bring it to you, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:05:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So last year, 2019, your revenue hit, I think close to 100 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:05:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Dollars. It's just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:05:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Incredible. I mean, you you started this in 2014. It's just insane.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:05:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We are now in the in the beginning of a very different and uncertain period. We don't know how long we're going to be inside, we don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:05:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[What's going to happen to our economy? We don't know if this is going to be worse, we don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:05:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:05:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Don't know. Are there ways you can kind of build resiliency into your business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:05:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Now to mitigate some of the challenges cause there is, I mean there is going to be a slowdown and for your business like with every other business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:05:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[There already is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:05:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. I mean, we're fortunate that we've prepared for this a long time. We actually 2017 and half of 2018 were not profitable and then we turned that ship in the second-half of 2018 towards a focus on profitability kind of back to our roots. And the goal was really to control our own destiny.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:06:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[So right now we're we're in a decent spot, but who knows how long this will?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:06:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:06:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And I'll add that there are some areas I think which you know, lounge where we had a couple launches, things that we're going to come out with that we're not going to be able to launch it. But we're just going to communicate with our customers and let them know what's going on. You know that's all we can do in humanity is especially in difficult time, I think generally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:06:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Really understanding and and trying to support each other as best they can, and that's what we're trying to do too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:06:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah. What if sales like really, really dramatically declined for six months? Are you going to be OK?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:06:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[We're going to be fine. Thankfully. You know, we don't have a big part of our business that's exposed to our brick and mortar stores or to wholesale channels we don't sell in the big box stores or the apartment stores which are clearly suffering as a result of this, with people not going out. So our business is mostly single channel ECOM and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:07:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You know, this is a lot of people are at home, you know, and thinking about their home environments and, you know, their their comfort from their workspace or they're better wherever it is. So it's not like we're going to fall off the face of the earth. Obviously, as a CEO, I'm always thinking about the worst case scenario and what if, but it's not something that's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:07:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:07:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Newly keeping me up at night in light of this stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:07:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[How how much of your your journey and and your success do you tribute to your both of you, your intelligence and artwork and how much?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:07:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Do you think it's because of luck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:07:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[There's a mix. I mean, I think it's lucky there's some things that are crazy lucky like that. Rich ran into Neil Blumenthal and he suggested that, you know, he look at banks like, that's crazy luck. But a lot of it was was working really hard and talking to people and trying to get the word out like, day in, day out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:07:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:08:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Pound the peel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:08:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And so that part I can't say I was lucky was just just, you know, just doing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:08:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, I mean, look, we didn't, we didn't raise a ton of money out of the gates. So I think to answer your question, it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:08:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Probably 5050 if if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:08:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Dave didn't leave the business when he did. Then Vicki couldn't have come on and taking a salary, which means we, you know, we might not been able to continue if that hadn't happened. You know, like you said, if if I hadn't had that quick conversation with Neil and 1000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:08:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Other conversations that I've had with other entrepreneurs along the way to find out little tidbits.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:08:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Yeah, but it's stopping that person in the street and emailing them. I think part of it like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:08:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Try to give that back also like I think Rich especially takes a lot of coffee meetings because he always talks about all the people that when he reached out to them gave him advice. So you know, he and I both try to pay that forward.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:09:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[That's Vicki and Rich Phillip, cofounders of Brooklyn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:09:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[And and by the way, do you? Do you have any? I don't know. Any regrets about the hot dog budget thing? You could. You could do it. You could sell the hot dog by gets in your brick and mortar store in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:09:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Soho that's not a bad idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:09:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Not a bad idea, actually. I don't know. I think I'll save that one for someone else, you know? Again, look that I I went for this one and not that one. You know, who knows one of those sliding doors? Moment, I guess of what could have happened but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:09:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[You never know. You never know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:09:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Maybe there's another career for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:09:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Thanks so much for listening to the show this week. You can subscribe wherever you get your podcasts. You can also write to us at hibt@npr.org and if you want to send a tweet, it's at how I built this, or at Guy Raz. This episode was produced by Dilla, Motarjam, with music composed by Ramtin Erebuni. Thanks also to Candace.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:09:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[Them Julia Carney, Neva Grant and Jeff Rogers, our intern is rainy toll. I'm Guy Raz and you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[01:10:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXk)