# Audio file

[Chilewich Sandy Chilewich.mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:00:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Hey, it's Guy Raz here. You know, one of the hallmarks of economic crises like this one is that people actually start businesses slack, betterment, even Airbnb. All companies we featured on this show were all founded during the last economic crisis. And a lot of people are talking about using this period now as a chance to reimagine what they do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:00:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And if that's you, well, I've written a book that you might find helpful. It's called what else? How I built this. And I wrote it for anyone who is starting a business thinking about starting one or just looking for inspiration and ideas from the incredible stories in the book the How I built this book is designed to be that voice in your head cheering.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:00:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You on when you're feeling like you just want to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:00:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Up the book is based on interviews with hundreds of leading entrepreneurs, and it traces how to start a business or pursue a big idea and how to avoid the big mistakes along that journey. Normally I'd be leaving on a book tour at around this time where hopefully I'd get a chance to meet some of you and thank you for your support of our show.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:01:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[But of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:01:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Course book tours are all going virtual right now, so I wanted to make sure that you and our most devoted listeners get a chance to get a signed copy. And if you pre-order the book in the next few weeks before September 15th, I'll send you a free signed book place that fits right inside.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:01:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You can order the book however you get your books, or you can find all the information you need at Guy raz.com or how I builtthis.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:01:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I mean, it was amazing how quickly people got it. I mean, I remember the first international show that I did in Paris for the EU, and I'm standing there when we introduced it and I went to the ladies room and then I'm walking back and literally there's like a wall of people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:01:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Around our booth and in the booth I couldn't even get in and they're all staring at the placements and it was like everyone's talking about it. It was like instant.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:02:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and histories behind the movements they built.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:02:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I'm Guy Raz, and on today show how a simple splash of color accidentally launched Sandy Chilewich into a 40 year career as a designer, entrepreneur, and creator of the now famous Chilewich Placeman.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:02:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Some of the most successful brands we've had on the show were incredibly simple ideas that didn't require much startup capital at all. Stacey Madison had a sandwich cart in downtown Boston at the end of the day, she'd cut up leftover pita, toasted in the oven, and sell the chips in Baggies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:03:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[For a dollar, eventually that became Stacy's Pita chips. Lisa Price wanted better skin cream, so she mixed Shea butter and essential oils in her kitchen and packed them into baby food jars to sell at flea markets.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:03:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Eventually that became Carol's daughter. A line of personal care products. Kathleen King baked chocolate chip cookies and turned those into Tates Bake shop. All three of these entrepreneurs used their most valuable asset, their own creativity. This was Sandy Chilewich's most valuable asset.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:03:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[As well, back in the late 1970s in New York, when the city was filled with struggling artists and squatters living in abandoned apartments, she and a neighbor decided to buy a few pairs of Chinese slippers and dye them into different colors.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:03:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[That simple idea turned into a brand called Hue, and eventually they branched out into tights after sandy soiled hue, she launched a second company called Chilewich, which is known for selling home products, especially placemats made from durable woven vinyl, sandy grew up outside of New York.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:04:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And came from a family that had been in the leather goods business for generations. She says she was a pretty bad student. She went to Sarah Lawrence College, but ended up dropping out twice. So to earn money, she painted, made sculptures.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:04:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And sold handmade jewelry. She was making a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:04:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Bit from.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:04:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[The brewery. But one night, a simple creative do-it-yourself idea changed Sandy's life.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:04:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[What happened is is that I met, I met a neighbor of mine in the lost building that I lived in in New York City. So I'm living in Noho. That was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:04:48](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[New York.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:04:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[A factory building. Everybody was an artist in the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:04:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Building and one woman and I, who at that time she was an art teacher. She was also doing some art, but mostly teaching.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:05:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Her, her. Her name was Kathy Moskal. Or or Moscow was it was it Moscow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:05:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[That's right. That's right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:05:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Moscow, Moscow and one evening we were together. We were a little tipsy, drinking wine, and I think we were in her loft and we were looking in her closet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:05:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[At her shoes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:05:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And at that time, all young downtown women, what they would wear every day were cotton canvas shoes that we bought in Chinatown. They were black, and they were like really thin sole rubber back. And that was cheap chic. And they were $3.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:05:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Flat. They were like the flat shoes, like the Mary Janes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:05:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Flat. Yeah. Flat shoes only. Very Mary Jane's. And they were $3.99 in Chinatown. And we thought, I don't know how we thought this, but it just occurred to us because we both have our creative. We wondered, like, why doesn't anybody make these in color?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:05:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And that night, we, one of us had Clorox. I had ripped dye and we bleached out the black. It actually came out and we overdyed them and they looked pretty great.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:06:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:06:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You just thought we'll make them for ourselves or our friends or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:06:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Whatever. Yeah, well, this will be fun. I don't know why I think sometimes you just do it because it's fun to do it so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:06:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:06:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So we went and we got more of them and we dyed a bunch of them and then we had a building meeting in my loft or her loft. I can't remember and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:06:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[We had all.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:06:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[The shoes out and everybody in the building. They all said, Oh my God, what did you get these? These are amazing this evening. So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:06:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Wow just died Mary Janes, you know, cause it seems so simple. Like it's a simple thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:06:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Well, this is a time seriously where things were not available in a lot of colors. This was before or around the same time that for the first time you get a T-shirt and 12 colors like canal jeans, which was one of the four runners of. This was just a couple of blocks away from this where you would get T-shirts that people would die.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[At home and then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Sell because you couldn't get a T-shirt.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[In that pale teal color, people made T-shirts. They made white, you know, or black, maybe.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Alright, so you guys have all these artists in the in the loft and they love them and they what and and?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And I don't know that sparked further discussion about maybe we should actually make more of these or what like you and Kathy, you know, would that lead to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So what was happening? I would still have the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Jewelry going on in my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Get lofted Yep.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Life.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And I got an appointment at that time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Vogue magazine would have open days and you could show product to all the kind of fashion misses that work there. This is this is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[They would just have an open day where they you could just walk in and show the stuff.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You're making.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I think it was by appointment, but they were very that. It's not like it is today. They encouraged and wanted to see new stuff, you know, now it's like very it's not quite the same way. You kind of have to be more established and so forth, but then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:07:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:08:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And I had an appointment already to show them my jewelry. And this is at the time. This is the woman that was the editor in chief before Anna Wintour. This is Grace Mirabella. She was the she was the heavy and she was there forever before Anna took over. So we go up there and we're with all these fashionistas and I've got my jewelry and we decided.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:08:16](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:08:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I just, I said. Kathy, come with me. Let's show them the shoes too. So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:08:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[We showed them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:08:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[The jewelry. And then we showed them the shoes and they all said, you know, in so many words, forget the jewelry tell.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:08:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Us about the shoes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:08:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Wow. Like these were really simple.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:08:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[People's shoes that you got in Chinatown, they were just in different colors and they were blown away by those shoes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:08:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah. Well, because everyone knew their shoes and they were great. But they were. You would imagine them in any other color but black. So it was like it was like, I think that was a big thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:08:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah, I'm trying to think of something that would be analogous, like like car tires, car tires are black, but if somebody pulled up in front of your house with yellow neon car tires or or orange car tires, you'd be like, Oh my God, where did you get those car tires in orange?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:06](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:09](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[What?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:09](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Write.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I think that's totally, but you know that's taking it to the furthest extreme. Yeah, but this is at a time when towels were available in four colors. I said beige, white, darker brown. I mean Gray. That's it. And that was the beginning where people started to offer more colors in everything.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So they're looking at you and they're saying, hey, this jewelry not for us, but the shoes. We love the shoes. And and what did that mean? I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:37](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Well, it it goes a little further because then they said it look, hold on for a minute, we'll be right back and they all left.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Left and 10 minutes later, Grace Mirabella walks into the room.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Wow, she says.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:09:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Oh my God, these shoes and so see. So this is on a Friday. And she said we need to take these shoes to Sardinia. We're leaving on Monday.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[To Sardinia.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[To Sardinia we have a shoot in Sardinia. I want all of these colors in size 10 or size 9 and she said can you do that you know?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And we said yes, we can do it. And she said I'm going to put you ladies on the map or something like that. It was like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Said yes, I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Hope.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah, of course.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[She it was like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It's like a movie. It was a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Movie it was without a question in movie.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It's a movie line. I mean, this was for people who don't. I mean, I remember, like, there was a magazine called Mirabella. I don't even.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Know it's around. Ohh for sure. Yeah, for sure. That's right. You're right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[After her like that, she.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So how did you get? Did you like go rush down to Chinatown and scramble to get these? These shoe shoe sizes?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yes, I mean, we had to get a whole case of like 40 pairs in a box to get the one size 10 that was in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[The box well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:10:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And because they didn't sell them singly, so we probably got like 10 of these boxes. I don't remember. And we tried to simulate those colors, which we did probably drunk.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:11:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[One night and like, how are we going to get this color again? Yeah. So we did it. They were still wet on Monday morning. We'll blow drying them with it. We we didn't sleep. I mean, we were just making these.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:11:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And off they went to Sardinia.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:11:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And there's going to be a lag time between the the the photo shoot and one that's probably 5 or 6 months later. It's going to be in the magazine. So at that point, what do you do? I mean, do you decide to make this a business? Do you and Kathy say, you know, I think we got something here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:11:21](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:11:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You know, it was certainly quite a long time before it went into the magazine, but when they came back, they knew that they shot them and this will be, they told us A2 page spread and it said she's like having Sandy because we didn't even have a company name.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:11:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And they can't take a credit unless their customers can buy it in the store. So we went to Bergdorf Goodman. We told them we had a credit in vogue. Would they look at this product and would they buy it so that we can cover the credit? And they did, yes. So they could say that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:12:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So it said, available at Bergdorf Goodman. And what did you price the shoes at?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:12:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[But you know, I I know ultimately they was like $16.00. We started to buy them in quantities. We went to Macy's, we went to other stores at that point and showed people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:12:13](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Back.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:12:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And then we're buying, you know, all these big boxes, but we weren't using all the sizes because some of them were tiny. I mean, none of it made any sense economically.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:12:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So alright, so when the vogue spread came out, was there like a a huge rush to buy them or or what do you remember about that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:12:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I would think we were selling a lot and I don't remember the quantities, but we were selling a lot and we were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:12:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[We had to work all night long. I mean, we had we had people that came in and were dying and bleaching through the night.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:12:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And this was all in in your loft apartment. Like I read that you had a bunch of washing machines you were using to dye the shoes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:12:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And stuff. Well, it was my home and it was a big loft and it was very open. And I had the whole back area was really nothing. It was an old studio and that's where all the washing machines and dryers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:13:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Plus the place to kind of lay the shoes out and store the shoes. I mean, I had 3600 square feet in this, this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:13:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Loft was huge.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:13:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[All right, so you are basically.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:13:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Dying these shoes and getting them out the door and eventually you call your your business Hugh UE, which stood for what? What what was that name? Just colors. You yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:13:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Colors. You know, it was. It was like the all these colors, because that's really what we were doing. We just offering something that was kind of a very pedestrian product and offering in tons of colors.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:13:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah. And it was you and Kathy kind of running this shoestring business and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:13:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And I guess like pretty soon after you launched the shoes, you started to get into tights. Dying tights. How did that happen?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:13:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Because every editor, I mean, we were like the darlings of the press because of color and every all the editors were saying, well, what else do you guys do in color? So we were looking for things that were kind of cool that were never available in colors. And one of them were were these cotton nurses stockings, which is kind of hard to believe that we even.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:14:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Pick them up because neither one of us were stalking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:14:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[But and some other products too, these cotton gloves that were sold in Chinatown, some of these cool Garter belts, all these kind of weird accessories, and we put them into the scene dying manufacturing. And again, we would get like 2 pages of Mamazon magazine.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:14:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[We were at the beginning called huge shoes and then we just became huge.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:14:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And and I'm thinking like cotton stockings, where the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:14:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Was it thin cotton, say cotton. I mean, would they like tube socks? What do they look like?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:14:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Well, nobody was stockings anymore. Unless they're \*\*\*\* star or something. It's got this, like, really, because it's a Garter belt. It's like, you know, they were called nurses stockings. What we were buying because nurses had to wear, I think, cotton love in their uniforms.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:15:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I got you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:15:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Not. Not only because that was uncomfortable, so they would wear a Garter belt to hold.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:15:14](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:15:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So nobody, we weren't saying, hey, let's wear stockings. It was more like we're just trying to feed the market with color and and something that was always so boring.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:15:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So this was this was, I'm just I guess this was like a kind of a revolutionary or, you know, sort of a a new kind of offering in in the fashion arena.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:15:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Honestly, the stockings didn't become the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:15:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Big thing. It's what we did based on the feedback we got from customers and us making a stretch cotton tight.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:15:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[How did you come to that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:15:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Well, because people were saying we love the fact that it's cotton. We don't want to wear nylon and but we don't want to wear a Garter belt. Can't you make a cotton tight for us? You know? So that was what we did. We did a couple of things like that, that kind of changed the world of legwear. That was one of them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:16:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[How did you? How did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:16:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Notify that the right material to use.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:16:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You know, it was identifying how to combine a stretchy material with the cotton to make it tight, and this had very much I think to do with Kathy. I think the nylon pantyhose there was nylon wrapped around a stretch fiber.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:16:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So what she was saying is, why can't we find somebody to take cotton and wrap it around a stretch so that we can make a stretch?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:16:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Tight made out of cotton.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:16:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And was that possible to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:16:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Thank you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:16:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yes, and we did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:16:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It. Wow. So so here's my question. I mean you're in your mid 20s at this point. How did you like, how did you figure out how to just like manage the business?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:16:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[We didn't know what we were doing from a business standpoint. I mean, we're making all this inventory. We don't realize like, hey, you have to sell your inventory.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:17:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[For you to make more stuff.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:17:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I mean, they didn't know what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:17:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[We're doing and and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:17:10](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I love that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:17:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You're just making a bunch of stuff and and then like, oh, we got to sell this. You weren't. You weren't making the sale 1st and then and then making.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:17:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Exactly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:17:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[The I got you, OK? Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:17:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Absolutely. And also not every color you make is going to sound sound and what are you going to do with all those pink things that you just made? You know, where does that go? And and you're making the wrong things and you're not selling to enough people or people are not paying you fast enough. I mean, they're just basic parts of the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:17:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Business and how to deal with cash flow and how to deal with you know receivables and collecting. And so we're we're definitely you know losing money but we knew we had something great and the somebody a mentor of mine who was a a friend of my brothers that who went to Business School and had been out in the world and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:17:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[He came over and looked at both of us and he he appreciated what we were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:17:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Doing he looked at us, he said. Let me just tell you right now, one of you has to stop designing and you have to sell full time. There's nothing else. That's what you have to do and that's what I did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:18:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So so you decided that you were going to focus on on sales and the business and and Kathy was going to focus on the creative.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:18:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Side.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:18:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:18:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And did you want to do that, I mean?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:18:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I mean, isn't kind of designing the products a little bit more?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:18:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Fun.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:18:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You know, I've always been and and in the later businesses I did designing a loan is not kind of enough for me. I do like the business side and I do like the marketing side and I have a very, very interested in that. And I didn't know it at the time, but I volunteered for that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:18:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Position and I really learned how to sell, which I think I had a talent for anyway. So I do like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:18:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I love the that combination of art and commerce.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:18:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[How did you get the word of it? I mean, in the beginning you have this this sort of tension from these publications, but then, like, let's say, I don't know, you know, bullocks, which doesn't exist anymore in in Southern California. I grew up in Southern California, so let's say.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:19:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It's funny you even know the name. Wow, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:19:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Rolex carried your stuff like how would how would people walking into a bullocks know about your product?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:19:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You go to the hosiery department and you see it. We had great packaging and we did very unconventional photography at that time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:19:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[All of our products had a picture of a woman with the product and they were kind of way more fashionable. You know, the hosiery departments were a commodity department in most stores. They were so basic. Pantyhose, really ugly socks. I mean, just nothing. And when we came aboard and there was another company called Hot Socks at that time. But.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:19:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[The house we we we were a huge part of the history department. We still are at some of these big.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:19:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Stores. How are? I mean I understand how early on you funded the business, you would just use money to buy these shoes, but eventually you had to buy lots of inventory.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:20:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And they had to be said to be sold. So how are you funding it? How did you have? How were you getting the cash to build?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:20:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[This business up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:20:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I can be quite specific. My father had lent us $300,000 and he gave it to us as we needed it. You know, I would ask him. Look, we really need 10,000 and we need 20,000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:20:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So that's that's what capitalized it plus at the beginning I was I kind of didn't take a salary out probably for several years, but then I did and I was able to pay both Kathy and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:20:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Hi.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:20:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You know, we get Sandy, we get from time to time letters from people who, when they hear some stories, they'll say, hey, you know that story. I didn't I couldn't identify with it because I don't have a parent who has a lot of money. Who who could help me out. And I think you know with some justification will say you know that that sounds like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:20:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:20:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[They had all these advantages, you know that I don't have and. And what I mean, what do you think?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:20:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[When when you hear that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:21:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Well, I hear it. I mean, I definitely hear it and you know, and I've spoken very often, you know, especially at schools and art schools and everything that, you know, they want to get them a practical idea of, you know, what 1 can do with it. Whatever. Yeah. I'm always a little uncomfortable about that part. I mean. But I the fact.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:21:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Actually that this is the first time that I've ever said publicly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:21:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[To anybody, as I did with you today, to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:21:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Tell you literally.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:21:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Exactly how much I got from my dad and at the end of the day, you know, it is what it is. I mean, I I know. It's it's. I was lucky.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:21:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[OK so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:21:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You're you're growing huge. You and Kathy and and selling a bunch of different things. Yes, eventually you stopped. He stopped selling shoes. Was that just because they went out of style or or or what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:21:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[No, I think it's like it's it's something that I've certainly learned and and really believe in is that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:21:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You've got to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:21:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Narrow your focus and be clear on what you're doing, for it's just it's a different. You have to look at your avenues of distribution and who you're selling to. It just wasn't going to work. I wasn't able to sell these shoes in the hosiery department. I just I identified this like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:22:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[This product has legs. Let me put it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:22:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And yeah this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:22:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Can grow and I kind of knew that intuitively.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:22:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And so the idea was to grow it. You kind of had to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:22:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Till one of the babies which was the the Mary Jane.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:22:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yes, yes. And you have to kill a bunch of things while you're growing, in my opinion. And a big one that we did was back then. There were two sections in a women's if if a woman wants a sock or a tight or a pantyhose back in those days, there were different sections within.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:22:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Hosiery, or the Legwear area and one was kind of casual socks and tights and the others were pants.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:22:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And we were trying to sell both of them and it was definitely my thing. It's like, no, let's be the best in one area or another because it's splitting us up and that's what we did. And I tend to, that's something that I learned on my own and it's it's carried me through in general.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:23:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So in 1991, you decided to sell you and Kathy decided to sell the company. Yeah. And and by the way, I should mention Hugh is still around. You can still buy their leggings and tights and shapewear and stuff like that. You and Kathy stay on as Co presidents for a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:23:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:23:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Years. Did you? I mean, I'm assuming that essentially you become financially secure at that point for the rest of your life. You could.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:23:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Have probably stopped working, probably I mean I wouldn't have lived, you know, the the we're not like the billion dollar business. So like it's not that kind of money, but it was nice. It was a really nice.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:23:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Of money and it didn't put any panic in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:23:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:23:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And did you sell it because you just wanted to kind of move on or it was just?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:23:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It was just an offer you couldn't refuse or you were just kind of tired. Or what do you remember behind that idea?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:24:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I think that, to be honest, I think my relationship with Kathy, she and I both, I think we're both kind of was it was just hard to work together and and I you know, so it was it was time and we were together. We were doing this for a long time. So it was time to move on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:24:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Were you guys?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:24:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Not getting along.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:24:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I would say I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:24:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It wasn't horrible or anything, but I we we were fighting. Yeah, I think I also I you know more and more I wasn't designing you know. And then it became kind of difficult for me to kind of get back in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:24:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You wanted to get back into the design side and but you have been out of it for so long as a salesperson that it was and probably Kathy felt ownership over those designs, understandably.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:24:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:24:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah, and. And she, I mean, I definitely had my, you know, my hand and a couple of designs, I can say 100% they were mine. But in general, she did amazing things. She was very good at it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:24:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And I wanted to do that not with hosiery, but I needed to do that for myself. I mean, I loved what I did, but then I it, it just wasn't as much fun. And what I wanted to change.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:25:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:25:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[When we come back in just a moment, how Sandy's big change was inspired by the Museum of Modern Art in new.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:25:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[York.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:25:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[In a factory making outdoor furniture material in Alabama stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:25:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Hey everyone, just a quick thanks to our sponsors who helped make this podcast possible. First, to epic provisions, maker of epic Bar Beef was natures idea. The epic Bar was their idea. The new beef, sea salt and pepper bars have 3G total carbs. Why? It's in their nature.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:26:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[After all, they're made with 100% grass fed beef and natures macros. 3G total carbs, 11 grams of protein. Find them in the bar aisle or at epicbar.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:26:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Thanks also to Manscaped, are you still using your beard trimmer for the rest of your body? Manscaped Lawn mower 3.0 with specifically designed to make manscaping easy, featuring advanced skin safe technology, the body trimmer won't make a snag. It's waterproof and sharp resistant so you can trim in the shower.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:26:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Head over to manscaped.com and use the code NPR and for a limited time get a free pair of boxer briefs and travel bag and free accelerated chippy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:26:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Thanks also to a PM presenting spectacular failures, a show that looks into some of the biggest flops in business history, including Forever 21 and Napster. Learn about what they got wrong, find spectacular failures wherever you listen to podcasts.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:27:06 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[The way things are going right now, even if you can keep track of what's happening in the news, it's hard to know why it's happening, what it really means.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:27:15 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[That's why we have created a daily podcast that answers your questions about the news in about 10 minutes every weekday. It's called. Consider this new episodes every weekday afternoon from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:27:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And just a reminder, you can pre-order the how I built this book right now and if you do, I'll send you a free signed book plate to go inside the book. The book is a collection of insights and wisdom from some of the most incredible and inspiring makers, inventors, builders and dreamers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:27:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[On earth.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:27:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[To pre-order and to get your free signed book plate while supplies last. Please go to guyraz.com or how I builtthis.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:28:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Hey, welcome back to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:28:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So it's the mid 1990s and sandy Chilewich is finished with Hugh and she wants to get back to designing things and creating things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:28:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Herself, something she hasn't done in a while, but at this point, Sandy does have close to 15 years of experience making, selling and distributing products and running a business. So she's pretty confident she can launch a new venture if she can just come up with another great new idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:28:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So it's this very organic kind of intuitive process and I decided I'm just going to explore ideas and see where I land. And I got a a studio downtown. Just one room was on Lafayette and spring. It was like, so inspiring down there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:28:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:28:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:28:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You just got a studio space to like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Just to have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[A kind of a room of my own, you know, and one idea that I had, which for the life of me I don't understand where it came from. But you know the butterfly chair, you know, that's the OK. So I always loved the chair. Extremely uncomfortable. But I always loved it. And I loved that. The idea of the canvas and the wire.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah, sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[The bubble \*\*\*\* and I had this idea like, wouldn't that be great? Like as a bowl, I mean that whole concept of having a fabric.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Butterfly bowl.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[A butterfly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Or creating a concavity with the textile to be a container.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[A bull to hold what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Fruit, vegetables.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[OK. Like a fruit bowl you put.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[On your counter, yes, that was where that's where it started. So you know, I'm my husband's an architect. He had his own practice at that time and he helped me build this prototype. And it was like very organic. Like I, you know, it we're using wire and then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[OK. Thank you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:29:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I go out because you have to have fabric and the because I was in hosiery, I kept. I was always drawn to stretch materials.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So I bought this stretch netting. It's like what people use for girdles, you know, so playing around with it, if you stretch it around this structure, it's like a trampoline because it's stretchy. It's blingy. So the only way to make it a concavity is to pull it down in the center. It's so hard to explain this without seeing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It's some, but ultimately I called this the rebel after my older son and the first thing you have to do is to see if people actually would buy this thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So I was connected to somebody. That was the the head of the MoMA design store.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:39](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[M.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And they saw it and they launched, literally launched their whole website with an image of that bowl.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[The Museum of Modern Art in New York.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Which has a really cool online shop, so they picked it up and they put it on their on their website.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:30:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yes, and they had. They never even had a website before. And when they promoted the e-commerce site, they had this great photographer took a picture of my bulls flying in the air. And that was what they used to sell and tell everybody that they had of a website.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:31:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And there was a poster of my bowl. So like flying through the air in front of the museum, the actual Museum of Art, like right at the entrance. It was like, I mean, nothing made more proud. It's like I couldn't believe it was there, but then I did. I I did everything that I would have done and that I did do in a little business. I I always. That's what I liked.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:31:19](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[MHM.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:31:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You know, start with one store, then learn more then you know. So that's what I did. I did it again with labels.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:31:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I mean, the rainbows are very cool. It's a it's a a wire frame bowl with a stretch material that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:31:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Cool, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:31:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You know, it's not something that it's not like stockings that people need. It's a real niche product, like the Museum of Modern Art Gift Shop is the place to sell it. It was. This was not going to turn into a scalable business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:31:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:32:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Absolutely.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:32:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Because everyone was coming to me and saying, you know, it's such a great concept.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:32:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I did the Bulls and the boxes. Why don't you do lighting? Why don't you do furniture? And I actually, I did like small prototypes and it really seemed that's just pushing it. I I hit, you know, I hit note here. It's perfect. You know, this is what it that's all this is. And so I but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:32:20](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:32:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[In this whole process of kind of expanding the Ray Bowls, I started to experiment with other materials that I could create a concavity with and it I found it just accidentally. This outdoor furniture material that I I found that this library called material connection which it had just opened their doors and I was probably one of their first customers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:32:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[This is a like a a library in New York.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:32:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:32:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah, that was it was. So I don't know. It's still there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:32:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And it's basically a library for materials. You can just go and like, feel and touch different materials.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:32:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Still there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:32:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yes, this guy that started his name is George Velarium. He's kind of iconic in the design business, but I thought I'll go to them. Maybe they can that I can find something. And I found this factory in Tuscaloosa, AL, that made outdoor furniture upholstery. So I got some of the material I'm looking at this material and it's pretty ugly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:33:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And yet it's waterproof, it's stain resistant. It's like it's woven so, and it's, you know, it's got opportunities, you know, so I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:33:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[This is a like a woven vinyl.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:33:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It's a woven.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:33:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You know which I didn't even know what that was, you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:33:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And this was used on like I'm trying to imagine like just outdoor chairs and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:33:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Like Sling chairs, you know, like whatever. It's like outdoor, outdoor abound, a pool. And I just became intrigued with the material. And so honestly, I don't understand why in a way, how placemats even entered my brain because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:33:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[OK. Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:33:39](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:33:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Honestly, I don't remember even eating on a place mat, but all I know is that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:33:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I tried to get more more of the fabric, so I called them and I I badgered to speak to somebody important down at Pfeiffer, which is a Tuscaloosa AL. It's a big bleeding mill, and I told them, you know, look, I want. I want to come down there. I want to talk to you guys. And so I did. So I go down there. It's a really big factory.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:34:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And presumably you told them, hey, you know, I'm. I'm a designer. I've. I've already had a successful business with this thing called Hue because they knew that brand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:34:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You right. Right, exactly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:34:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[They knew the brand of women. There certainly did, sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:34:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Well, once I told them what I I said. Look, you're not dealing with a complete rookie here. I know what I'm talking about, you know, and a lot of what they showed me was more interesting and interesting enough for me to start making some prototypes of placemats, which is how I started.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:34:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Just just I'm just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:34:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Like curious. Like how did you even?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:34:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[See this material and think place mats. These these could be place.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:34:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Mats, you know, that's a good question. Because seriously, I'm telling you, I don't understand how I I think it was just one of these dumb moments where like, it's sitting on my table and I think I said, you know, this is a really good placement, this it looks good, it looks good on my table to frame something. It looks great.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:35:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It's a barrier of some sort.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:35:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And that I have to do so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:35:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Little I don't know how I came to that moment. I really don't. I think it's very, very organic. It's just looking at it and like this looks good on my table. I think that's what happened.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:35:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:35:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So you, you you basically get them to make you some exclusive designs that you you design them and colors and you decide to make a go of this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:35:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I'm assuming you used the proceeds from the sale of your previous business to fund this and you get the first delivery. Where did you also go back to the Museum of Modern Art shop and and?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:35:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Absolutely.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:35:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I went everywhere that I sold the raybold.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:35:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[We're going to buy this because it's kind of a home design product, so I already have in a way, an already a built-in. It's small distribution, but I have a distribution.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:36:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Channel. Was anybody like this is a little weird. Sandy mean place mats are, you know usually cloth or you know or they're they're kind of anachronistic.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:36:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[People don't really use them. I mean, did did you get any feedback?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:36:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Like that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:36:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[In general, it was. I mean, it was amazing how quickly people got it. It's like, I mean, I remember the first international show that I did in Paris for the EU and I'm standing there when we introduced it and I went to the ladies room and then I'm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:36:21](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Half.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:36:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Back and literally there's like a wall of people around our booth and in the booth I couldn't even get in and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:36:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[They're all spy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:36:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Being multilingual and they're all staring at the place mess and what it is is that you don't even have to touch this thing. You can have it on the table, beautifully set and you'll know exactly what it is, what it can do, and how to maintain it. It's you don't even have to touch it. And it was like everyone's talking about. It was like instant.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:37:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I mean, I remember the first time I saw them and I and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:37:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Full disclosure, I have some of them. I probably bought them ten years ago and they're very simple.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:37:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Goal. And so there was nothing like it at the time. Like people saw and they were like I've never and and right away people like this is so cool. I love this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:37:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Nothing, nothing 00.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:37:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Ohh God, it was so instant and you know it's a humble product. That's the thing. But what goes into it when you see the designs that we're doing now, people get to own such a beautiful, thoughtful.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:37:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Product that's, you know, $14.00 and they get to see it everyday. So but let me just say 1 funny thing about the when I first told people when they said when when the store would ask well how much it is going to retail for and I said like $12.00 and they said that's a dozen right. And it was like no, that's one place.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:37:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You know, and so that I changed that whole idea, you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:37:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:37:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Because people thought a placement was a disposable cheap right? Because 12 bucks is still a good price. But you know per placement, that's that's a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:37:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah, exactly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:38:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So did and and did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:38:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I didn't. I didn't know until I we set up this interview that your name was Sandy Chilewich. I thought Chilewich was this kind of English, you know, right. Village brand. How did you come to to call it after your last name?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:38:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You know, it's probably that hunger that I had that was left over from Hugh, where I feel. So the rebels, you know, that was my that proved to me that I was a designer. That was hugely important to me because I had really kind of lost that idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:38:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And I wanted to know if I'd still had it in me and a product is not a business. The rebels was a great product and it was not a business. And once the police mats when that happened, I could see it. I could see the future there that, you know, it could be rugs, could be this or that. And I wanted my name attached. I was very proud of it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:38:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:38:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It's time to do that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:38:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[When you started to when when you start to get wider distribution of the placemats? Because I think probably initially you had them in like boutiques and gift stores and today they're available on Amazon and crate&barrel and you know, William Snowman, some West Elm, Big, big places like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:39:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[That did they catch on pretty quickly. Did you see that happen fast or was this slow burn?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:39:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Oh, no, no. Oh my God.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:39:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You know, I've had so much experience. You know, it's, you know, it's like selling in versus selling through are two different things. It's great that you got the order, but did it sell to the customer or did it sell to the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:39:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[To the ultimate party that's going to use it and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:39:32](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[MHM.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:39:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[When I sold the Ray Bowls to MoMA, I was in their store every day counting the stock because I wanted to know whether or not it was selling to the point where the buyers should actually physically push me out there and saying you cannot come here every day and and count stock because I need to know, is this going to work or not? Because I have to know how I was going to produce it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:39:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Being real for real, but the same thing with with the placemats. I mean, you know, it's really about sell through. I would call the stores and say how many did you sell this week? And I knew before they did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:39:59](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Oh.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[That we had a winner.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[We should acknowledge that you must live near a hospital, by the way. There's a lot of sirens that do. You live near hospital?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Well, you live.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Near hospital, wherever you are in Manhattan Lenox Hill.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[This is, you know, the reality of pandemic era interviews when we're not in the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So when your husband Joe came into the business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:27](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Was it any part of you nervous about that? You had a partner? This is different. This is your life partner. And he brings a a certain set of skills of probably very valuable as an architect. But as it was, it was a part of you nervous about working with your spouse.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I don't think I was nervous before. I can't. I. It's hard, though. I mean, I don't. You know, there's no separation and you know it's not so easy working with your spouse. So I don't think it's so easy. I don't think either Joe or I would say it's so easy. I mean, it certainly has some.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:40:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:41:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Good things and we've done great things together, but all the turmoil that you have at the office, it's hard to cut it off and you continue the arguments or the controversy is at home and there's just no, it's not so easy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:41:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[There's a nice picture of the two of you on your website in the about US section, you and Joe and you seem like you know the nice picture and and, but do you find that I mean?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:41:17](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:41:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[He's probably a designer too, right? He's an architect and you love design. And are there moments where one of you really just has to kind of surrender to the other person?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:41:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[You know, he has never tried to be involved with the design. He found his own thing, which was manufacturing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:41:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And you make most everything in the US, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:41:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yes, the everything is woven for us in Alabama and pretty much everything we make is finished either backed with different materials for different flooring or wall covering.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:41:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[All the ultrasonic equipment is and I mean he built a factory. That's what he did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:41:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And this is your factory in Georgia.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:42:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah. And it's our factory and you know it's growing like crazy and we employ a lot of people and it's, you know, it's all made here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:42:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[So the materials made in Alabama and then it's all cut and and made into products in in Georgia.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:42:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Right. So all the also so would make it into products, but also we laminate different backings to the materials and laminating machines that Joe helped design that you know that are very specific to our needs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:42:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:42:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[But you were so successful that you attracted a lot of copycats, right? I mean, even now you could probably find companies that are really just copying what you're doing. How do you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:42:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah. Well, at first, you know, at first it feels terrible, but at the end of the day, at this point, you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:42:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And it's all about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:42:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[How quickly we really saturated the segment of the marketplace that we really wanted to saturate.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:42:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Copies over the years in general are viewed and they are in fact cheap knockoffs from China. You know, we have very, very strict trademark and and you know copyright protection and we've sued people and we've made big companies stop when they get too close to our designs. You can't copyright a simple basket weave it's. But when people get close to really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:43:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Or more graphic designs and certain other things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:43:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[We can, I don't know. In America, we don't have any competition. To be honest. I mean within the stores that we're in, if they carry somebody elses, we've told them if you carry this, we're we're pulling out and nobody lets us pull.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:43:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Out, I wonder. I wonder if you we are in the middle of this global health.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:43:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[An economic crisis and I have to imagine you've have, like 99.9% of businesses seeing a slowdown because people can't physically go into shop. So you still have to rely on direct to consumer probably.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:43:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Meltdown here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:43:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:43:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[A lot. What does that meant for for your business, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:44:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Now.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:44:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Well, I mean the lucky thing is that all the big stores like you know, crate&barrel, let's say is our biggest customer or show the table or any of these big people, they will have web sales and we've been building those businesses with these stores for a long time. So we're not dependent on brick and mortar.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:44:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[And in addition to that, because we have our own factory, when somebody orders, you know, placements from West Elm, we can ship it directly from our factory to the customer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:44:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[But from like a design perspective, right, so much of what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:44:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I imagine you do has to happen in a room with people looking at the material, like right in on that table.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:44:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Oh.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:44:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Well, I mean, my design team, first of all, we're nowhere near as big as there's 124 people in my my design group.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:44:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Yeah, but you still need to, like, pass things around. So you doing that like on zoom and stuff?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:44:48 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Well, no, that that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:44:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[That has been, I mean, actually my master Weaver, she actually wove all of our small samples that we're going to do for fall 21 in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:44:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Our home well and we all met for the first time, all with masks to look at all the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:45:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Things that we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:45:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Had to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:45:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Fight for do you know it's not ideal, but we're functioning and we we actually did a season and also given that the sales are definitely down, we don't have to have every skew. So many new SKUs, I mean that who knows if the world's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:45:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Going to come back.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:45:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Like it was, you know? So, but we're doing OK, you know, we look, we cut expenses. We had to furlough a little bit, but we hired pretty much 99% of the people that we furloughed for a couple.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:45:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Months back, but it look it's we have to rethink everything. It's just it's tough, but I don't know. I feel very bullish. I feel our product is really good. It's just damn good, you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:45:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[When you think about the the journey you took and you know the considerable success you've had as a, as a business person, entrepreneur, do you think more of it has to do with luck or more of it has to do with your hard work and and the skills that you brought to it?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:45:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[I don't think luck had anything to do with it. I don't. I think it has to do with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:46:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Endurance. It's constantly testing yourself, being open minded, hugely, listening to negative feedback. You got to be able to listen. You have to listen and you have to make sure when people say they like something that they really, really like it, you got to constantly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:46:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Test the value of your product and I think I did that. I think I did that very intuitively.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:46:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[That sandy chilewich she's the co-founder of Hugh and the founder of Chilewich. And by the way, remember Sandy's Ravel, the design that was featured on the Museum of Modern Arts web store.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:46:40](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Well, if you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:46:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Had difficulty imagining what the real world looks like. If you do a quick image search, you can see.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:46:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[It for yourself.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:46:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Just make sure you type it all as one word, otherwise you'll just see bowls by Rachel Ray.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:46:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Hey, 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 hiit@npr.org and if you want to send a tweet, it's at how I built this, or at Guy Raz. You can also follow me on Instagram. That's at Guy dot Raz. Our show is produced this week by Casey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:47:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[Herman, with music composed by Ramtin Erebuni, thanks also to Julia Carney. Candace Lim, Neva Grant, Sarah Saracen and Jeff Rogers. I'm Guy Raz, and you've been listening to how I built this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:47:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[This is NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:47:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[50 years ago, Chicanos marched through Los Angeles to protest the Vietnam War. They were met with overwhelming police force. It shaped a generation of Chicanos, leaving some inspired and others scarred.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:47:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[The word Chicano being a bad word.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[00:48:01 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)

[The legacy of the Chicano moratorium. Listen now to the it's been a minute podcast from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sae4c2f722c3244358d8c525e24e8e6d5)