# Audio file

[Food52 Amanda Hesser.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[Hey, it's guy here calling on all of you to join us. This may for the how I built this summit at home from May 24th to the 27th, we'll be bringing you 4 days of incredible interviews with people like Brené Brown, Gary Vee, Troy Carter, and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

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

[And opportunities to connect with other entrepreneurs in our global community.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Thanks to GoDaddy, the presenting sponsor of the How I built this summit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[For more information, head to summit.npr.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And I cannot wait to see you there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Did you guys get to the point where you were almost out of cash?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Yeah, you know, that was that was tough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[We had a moment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[At Roberto's pizzeria.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[I love roberto's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Yeah, we cried over pizza and but really good pizza and you know, we needed to have a conversation of like, where is our breaking point because it felt like we just, it wasn't that we had no traction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Definitely had people interested, but we just couldn't get that lead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And then I actually like often with things that are bad memories. I sort of shove them into a drawer somewhere in my brain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:01:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:01:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:01:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I don't know. Maybe it was a good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:01:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:01:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like, yes, we're going to keep going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[00:01:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:01:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm Guy Raz, and on the show today, how Amanda Hesser walked away from one of the most coveted jobs in journalism to build a digital media company for recipes and kitchen gear called Food 52.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:01:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Some of my favorite people to hang.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:01:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[With are reporters.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:01:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They generally tend to be fun and interesting, and a little snarky, but usually with the best intentions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And because I used to be 1 myself, I understand where they're coming from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:02:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Reporters actually have a lot of the same skills and qualities required to become a great entrepreneur. They're curious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Know how to become experts pretty fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:02:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They know how to ask questions, how to get around insurmountable obstacles, how to spot an opportunity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:02:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And some of them are pretty big risk takers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:02:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They stand in waist deep water in the middle of hurricanes and jump into the middle of war zones.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:02:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But for all the entrepreneurial zeal embedded in the profession, there is one thing that many journalists share that is not conducive to starting a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:02:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:02:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Reporters are deeply skeptical people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:02:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:02:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They're trained to doubt and debate everything they're told. Unlike many of the founders, I've met, the very best reporters are generally not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:02:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Fake it till you make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:03:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Type of people. They're meticulous about getting the facts straight and making sure they're not getting spun by a source.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:03:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:03:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And years of doing that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Well, it can make you kind of cynical, suspicious, even a bit jaded, none of which is helpful if suddenly you decide you want to start a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:03:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:03:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So when a story of a former journalist turned entrepreneur crosses my desk, I get excited because it's a reminder that it takes a lot of courage to leave a prestigious job in a newsroom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:03:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But that is essentially what Amanda Hesser did for a little over 10 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:03:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Had one of the most coveted jobs in journalism.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:03:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[She was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:03:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Critic and writer at the New York Times Testing recipes, writing reviews.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:03:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And compiling cookbooks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:03:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It's the kind of job a lot of people would have stayed at forever. But around 2009, Amanda decided to take a big risk and start her own venture, a food blog called Food 52.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:04:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[With a limited amount of money and using her own apartment as a test kitchen, Amanda and her Co founder Meryl Stubbs, gradually and sometimes painfully, built food 52 into a digital media company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:04:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Which today reaches about 25,000,000 users a month and along the way Amanda sort of combined the best of two careers. The relentless Dr. and intensity of a New York Times reporter and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:04:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Improvisational instincts of an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:04:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Instincts she actually learned from her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:04:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In the 1970s, when Amanda was a kid, her dad owned a Chevy dealership in Scranton, PA. Her parents took out a massive loan to buy that dealership, and Amanda remembers her dad as a smart and scrappy businessman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:04:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[One of my memories around that is he created something called the Jello jump and it involved filling a garbage dumpster, a clean garbage dumpster with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:05:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Orange Jello and putting a bunch of numbered keys in the bottom of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:05:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so every number correlated with a prize, and one of the prizes was a car. And so in order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[To get your key, you had to jump into the jello dumpster and you know, he just instinctively knew that this was funny and also would energize people and the local news media covered it, and lots of people came and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:05:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like you know, a hot summer day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:05:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The perfect day for jumping in a dumpster of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:05:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:05:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But yeah, he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:05:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[He was really good at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:05:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Getting attention.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:05:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Getting attention and it was definitely a sense in the household of, you know, I felt like we felt as a family, kind of like the pressures of of what it was like to to build a business. And it wasn't easy. You know, there was the the oil crisis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:06:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Gas prices were up and people weren't buying cars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:06:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But there was also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[You know, a few years after my parents bought this dealership.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:06:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It went up in flames and the whole building burnt to the ground in the middle of the night and it was just a giant fire because, you know, when when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:06:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A building filled with cars that are filled with gasoline catches fire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:06:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Just it's a pretty big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:06:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So he, you know, they lost most of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:06:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They had some cars and a lot across the street.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:06:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That hadn't been damaged and you know it was a very sort of defining moment for, I think me as a child in that, you know, my I think a lot of people could really feel quite defeated and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:06:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In my memory isn't. You know, my dad didn't pause for a moment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:06:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, immediately rented a trailer so that he could have a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[A temporary office and, you know, continued selling the cars that weren't burned.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:07:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[How?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[00:07:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What would you like us as a teenager?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Were you a good student?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:07:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Were you well behaved like to tell?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Tell me what you remember about what you were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[So I I was a good student and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[I, you know, was a very like, you know, involved in a lot of school activities. I played basketball.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[All I you know, ran track.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:07:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:07:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I was very active, but I, you know, I think that a couple of things like heavily influenced, certainly my teenage years when I was 11, you know my dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:07:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[He had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:07:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A massive heart attack and from from he you know, he survived this heart attack but it severely diminished his health. And it was a pretty intense period of my life. And I think that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:07:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[At that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:07:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I just had a a very different feeling about my parents than most teenagers. You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:07:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I think you know, I had a real appreciation for the fact that they were alive and it was very clear that to me that like, you know, life was precious and this was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:08:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We were lucky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:08:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[How did you? How did you kind of discover your interest in food? But how did that? How did that start?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:08:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, it's always been there. I think it took me a while to realize that it took me leaving home to realize that, you know, even though I come from a family with very kind of like, I would say like a very kind of like working class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Like values.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:08:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The food was always a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:08:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Really important part of our family life and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:08:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:08:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Everyone cooked or contributed in some way. You know, I think about like, you know, when we would go to my grandparents in Maryland, we would go crabbing and then we would cook the crabs and we would eat them with tomatoes that they grow in their garden. And we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:08:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Had a store bought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[It was always made from scratch. My mom, you know, she would even bake her own bread. And you know, she always made jam.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And like my, my mother would go to the grocery store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:09:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I I very you know list oriented like I want to get things done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:09:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I would always be like, OK, mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:09:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:09:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Let's split it up and she said, well, you know, I have a couple of things on the list.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:09:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I just want to see what looks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:09:23](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:09:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[She didn't go in saying like, we're going to have steak. She would go in and look at at what she determined, what she deemed, you know, good quality.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:09:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:09:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And then decide on what we were going to have from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:09:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so I think there was a lot of influence that was built in to my upper gain, you know, and it was even something that I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:09:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I think was a little weird back then like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:09:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, one of my best friends coming over and her crying at our dinner table because my mom was serving asparagus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:09:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you know, that's not an unusual vegetable now, but certainly in, you know, in Pennsylvania in the 70s, it was nobody was really eating asparagus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I know Manda that you went to college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[At at Bentley University, near Boston, to to study finance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[But I I guess when you graduated you you decided that you wanted to go into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Into food, into the food world, and maybe become a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Was that your ambition initially?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So I just want to back up a minute because between so between my junior and senior years, my dad died and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:10:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That was a big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Obviously you know it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was a devastating moment and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, put me. You know, in a place where I felt, you know, quite lost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But I also looking back, I realized that it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Was this moment of, like, liberation from?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I felt so lost that I felt like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:10:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I really didn't have to conform to anybody's expectation about what I should or shouldn't do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[After college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In large part because of his death.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Because yeah, like I was so unhappy and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And and you know really wrecked by it that I just in, you know, odd way it it freed me up because I just wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:11:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I wasn't driven to please anyone. You know, I was really I I think I understood that I had to find my way and that I had to find my way to, to happiness, even if it meant following an unconventional path. You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Remember a bunch of my college friends were getting ready to, like, do interviews, and they were all buying kind of work clothes. And I just thought, oh, that's the last thing I want to do right now. And it was. It was just one of the many signals to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That I I needed to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Push myself to find find what interested.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So what'd you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Do I wrote letters?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I wrote to my favorite chef in Boston, Jodie Adams, who at the time ran a restaurant called Michaelas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:11:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[I just said like I'd.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I like I'm. I'm really interested in working. I I'll work for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I just want to learn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so, you know, she she hired me, and it was like a kitchen runner, basically. You know, I got ingredients for the line, line cooks. I helped plate desserts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I strained stock.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Did whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I was just thrilled to be there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Also worked at a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Bread bakery.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was like three women, and I was one of them and we would, you know, get the ovens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We would mix the bread, shape it, bake it, and then I would drive a truck around Boston in the middle of the night. Or like in the early hours, I would say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Delivering the bread to hotels and restaurants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so it's and then also I took this food history course at Radcliffe, and I was so in over my head, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What was fascinating about it, and so lucky, was that in my class where, as Corby Comer who's a](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:12:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm food writer and just editor and writer at at The Atlantic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:13:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Also another student is with Cheryl Julian, who is the food editor at the Boston Globe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:13:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you know, I was just like this kid in the class and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:13:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They took me under their wing and kind of showed me the way it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:13:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:13:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The first time that I saw that oh, food rating is this is a is actually a job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:13:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:13:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In the meantime, you were noticing that, you know, like a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:13:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Young American cooks were going over to Europe and and doing these like short training stints at at restaurants there. And I guess you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:13:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You decided that that sounded kind of interesting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:13:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yes, I you know it was an alternative way to really, you know to become a chef, but also to immerse yourself in a cuisine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:13:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I spent my spring break actually traveling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:13:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Went to Europe and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And I knocked on doors because, you know, not to age myself. But at this point, there was no e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:13:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you know, the only way I mean, I wrote letters to these, these restaurants and bakeries and said hi to like, I really want to come work for you. And either I got a response or I didn't. And so I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:14:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Showed up on the doorstep to say like, hey, you know, I was the one that wrote that letter. And I really do want to come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[From what I have read, you managed to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Find a scholarship, a grant to enable you to spend a year overseas like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:14:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Apprenticing in a bunch of different kitchens. And where was your first stop?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:14:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And my first stop was in Germany in a small town in the Black Forest called Vinegarton. And I worked in a bread bakery there. And I worked there for a few months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:14:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And it was a very old school bakery in the sense that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:14:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In the front that the the people who sold the bread were all women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:14:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Who wore?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:14:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Kind of like nice dresses and everyone who worked in the bread bakery.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:14:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Was was a man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:14:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so I and I lived above the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:15:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In the bakery owners, he had a spare apartment up there that was filled with his taxidermy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:15:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:15:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Prizes from his trips to Africa and so yeah. And so I would sleep there with these kind of giant animal shadows looming and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:15:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[When they, the head Baker would come in and turn on the oven. It the whole building vibrated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:15:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And that was that was my wake up call to get downstairs. And, you know, it was, I would say, was not the most pleasant place to work, but it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:15:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Was really, you know, I learned how to make, you know, pretzels and all sorts of different grain breads.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:15:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And also it was such a weird place, you know, that the owner would had a very fierce temper and if things didn't go the way he wanted them, he would often come in shouting. And sometimes he would hit people over the head with a loaf of bread and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:15:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:15:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:15:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[These are the. This is sort of beginning to where I feel like I was my this writer, part of of my soul was starting to come alive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

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

[And I mean, you must have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:16:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I mean, you you, you know, I'm imagining you as a as a young woman, college graduate, recent college graduate, going to these places.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:16:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And wanting to learn cooking but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:16:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Probably also pretty isolating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:16:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yes, I you know this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:16:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[This was a time that was not that long after. You know, my dad had died and I I was doing this thing that no one I knew was doing, I and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:16:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Communication was so different than the only way that I could really stay in touch with my friends and family was to write them letters.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:16:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so that's what I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:16:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And it awakened this part of me that I didn't even know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:16:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Existed and that I think I would say I actively resisted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:16:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I really never liked writing and never really liked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:16:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[My English courses or I never valued them and suddenly I was just writing all of the time and really enjoying it and also getting interesting lakes or positive feedback from it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:17:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Again, it was just a seed that was planted, but I wasn't really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:17:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Intent on doing something about it, it just happened to be something that I was really like a muscle that I was forced to develop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:17:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I was very lonely and I could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:17:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[This was my my sort of lifeline to people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:17:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I cared about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:17:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:17:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So you you're kind of bouncing around Europe at this time, I guess, like working in restaurants and and some bakeries and and I guess eventually you land in, in France at the cooking school level, are the famous cooking school there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:17:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:17:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I know you. You kind of went there as part of like a like a work study program where you sort of worked for the owner of the school and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:17:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Cooked for a family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:17:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[This is Anne Willen, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:17:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Anne willen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:17:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:17:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Tell me about what that was. I mean, did you like, did you live in her house or or would you show up every day or or what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yes, I well, she had a giant Chateau in Bergen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That it was sort of wonderful in that it wasn't that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was actually kind of falling apart, but but this very beautiful old 17th century Chateau.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That she lived in and that the cooking school was also in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So yeah, anyone who worked there also lived there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I stayed there for two or three years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I had only.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Intended to stay for kind of a few months, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[She worked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[She was working on a new cookbook, and so I decided to stay on and help her with that. And it was during the the course of that project that I started to really see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[How food writing worked?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:18:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I felt like my attraction and interest in it started intensifying, but more importantly, I felt like I was getting to a point where I felt like I had knowledge to share.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:18:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I had stories to share, and I had one in particular that I really wanted to tell, which was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:19:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Her gardener, Mr. Mil Bear, who also lived on the property.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[He grew many of the vegetables and fruits that we use in the kitchen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

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

[And it was like a walled garden, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[There's a walled garden and had been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:19:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Actually, I think even longer than the Chateau it had, you know, there was a found like the foundation of an old ice house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:19:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Just like was this this whole place was like this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:19:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Of French life from hundreds of years ago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:19:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And he also seemed like this relic of the past, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:19:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Rolled his own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[He planted, according to the moons.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:19:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[He was very kind of cranky, grumbly gardener who had this tiny little dog named Poos, who would follow him around, and I just loved him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:19:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Just thought, well, this is the France that I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:19:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:19:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[These are the people who like I want to get to know, but at the same time, I was also really cognizant of the fact that even though I grew up with the, you know, upbringing I had where you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:20:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[My mom cooked seasonally we, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:20:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Ate a huge variety.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:20:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Food and everything was homemade from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[I didn't understand fully the cycle of the seasons.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:20:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like how it influenced like what you you know, if you cooked seasonally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:20:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Genuinely seasonally, like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:20:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That really would look like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:20:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so my idea was to write about getting to know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:20:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[My idea was first just a project you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:20:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I asked Anne like, can I stay another year and just follow Monsieur Mel bear around and get to know him and what he does and continue cooking?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And she agreed to it very nicely and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:20:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Siri Bear reluctantly agreed to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:20:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you know, then once I started, you know, following around and just keeping notes. And I I could very quickly see that there was a story to be told. And I felt like there was a story that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:21:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like I wanted to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:21:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I wanted to preserve in like some tiny way this way of life and I felt like my sort of understanding of how to put at that point of how to put together a cookbook as a way of framework in which to tell the story made sense. So I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:21:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Know developed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:21:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Idea to write a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[That was, you know, each chapter was a month of the year. And and I told stories about Mr. Milber and like what I was learning from him and what I was cooking in the kitchen. And I didn't really think there was anything necessarily innovative about it. I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Focused on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:21:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[This the preservation aspect, but you know it really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:21:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was one of the earlier cookbooks that that celebrated seasonal cooking and kind of made a point to say that it matters and that it's a it's a better way of of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:21:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Cooking and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:21:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:21:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I mean, you're you're in your early 20s and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:21:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm assuming you don't have no experience or you have no. Probably no book agent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:21:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[How did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[How did you pitch this idea to to publishers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I looked up me and cooked vocations and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Wrote a proposal and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Sent it to all of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And followed up by fax and phone call and one day a fax came through from an agent named Doe Coover.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Who's based in Massachusetts, and she said it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Know I'd love to work with you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Love your proposal and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I, you know, soon had a contract. Well and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And had the realization of like, OK, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Got to write a book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I guess I'm going to write a book now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I have to say, most priests, small contractors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was your first book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was $10,000, I believe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Which pride for you is like crazy money was huge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:22:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:22:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:22:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I was just totally thrilled.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And now you've got to write the book. But around that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:22:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:22:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Somehow kind of got on the radar screen of the new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:23:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Times. How?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:23:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[How did that happen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Yeah. So even while I was working on the book and I think even leading up to the proposal I had started pitching newspapers and magazines, you know, and I think that what I was imagining was going to happen after I finished my book was that I would then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:23:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A freelance writer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:23:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I actually moved home to Pennsylvania, and I lived in my mom's house for a year and wrote my book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:23:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And towards the end of that, I decided I was going to move to Los Angeles because I had a boyfriend who lived there and I felt like that would that would be a boost to my freelance opportunities because the woods of Pennsylvania was not going to do much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Me so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:23:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I started making a plan to leave and four days before I left I got a phone call from the New York Times from an editor at the New York Times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:23:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, saying that he was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:23:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[He had heard about me and was interested in talking with me, which was quite a shock.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:23:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You got this call from an editor at the New York Times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:23:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[Was the editor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Rick flast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And Rick says, hey, do you want to come to New York to meet?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Yeah. And you know I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I was moving to LA and he said, well, can you come before? And so the date I think was the day before I went and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Before you were supposed to move to LA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[To move to LA, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I it was a warm spring day. Like an unseasonably warm spring day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:24:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The only nice clothes I had were wool pants and a suede jacket that I bought when I was a student in London.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so I wore them and I just poured sweat the entire time because I was so nervous.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And he was an editor at the at the dining and Dining out section.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[He was actually creating the dining.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:24:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[This is before it even came out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Dining out section.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so they were really, they were staffing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They were really investing in it and I, you know, I did the interview and then I moved because I thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:24:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like I'm not going to get this job and so about a month later they said, you know, we'd like to fly to New York for a day of interviews. And so they did that, and I needed, you know, help from. Like, I didn't have a car. I didn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[My mom drove, you know, drove me to the city and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[He flew back to to Pennsylvania and she drove you to New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah, yeah. She drove me to new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And then, because I thought I had this idea that, oh, the New York Times, it's probably has this, like, beautiful lobby and there are sofas and she can, like, hang out down there while I go upstairs and do my interview.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And now?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Not in 1997.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[00:25:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It so we walk in and it's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:25:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so I had to call up and say, like, you know, can I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I brought my mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I bring her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so I ended up, you know, they they ended up sitting my welcoming my mom and being completely gracious about the fact that I was bringing my mom to my job interview.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And and and of course you ended up getting the job right and and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:25:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Presumably you moved to to New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Yeah, I moved to New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:26:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[City and meanwhile I I'm assuming you're still working on on that book based on the time that you were in France, which would become the cook and the gardener.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:26:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you were, I think you were like, what, 25 or something at the time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:26:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:26:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Was 24 and all of a sudden I you know, I started a job in an office and I had a cubicle and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:26:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, at the New York Times, you know, the first day I had an assignment, they were like, Yep, you're going to write.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:26:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Mushrooms. And so I just was like, and I had never written. Really a news story before. And I remember after I handed in my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Story Rick Flast was editing it and he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:26:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Well, where's your nut graph?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And the nut graph is that paragraph. If you look in a newspaper story that's usually like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:26:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know the second or third paragraph and it's basically what this story is going to be about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:26:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:26:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What's a nutcrack?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:26:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Er slapped his forehead and turned back to his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Because I think he was like, Oh my God, what have we done?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, we've hired this person who knows nothing about this business, and that was true.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Again, it was sort of liberating because I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Figured it out and also kind of found my way towards like you know, writing the kinds of things that you know I felt like I as a consumer wanted to read about and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you know, the times hadn't really been doing up until then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Know I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know I did product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I you know, I I I did these, like intense tests of like how to cook duck a million different ways I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, and it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was a dream job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Did it feel super?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Did it feel like, oh, my God, all these other writers are like Ivy League kids?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Here I am from Scranton and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Don't did did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Did you feel any of that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I think people were interested in the fact that I had an unconventional background and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[00:27:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:27:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:27:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I actually don't think of the times as as a particularly like snobby place about like your resume.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Really about the work you're doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:28:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Really focused on like what you're producing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It is incredibly competitive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It's not warm and fuzzy, and that was a little bit that was challenging because not only was I not like there was, everyone was like much older and had, like, you know, kids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And just different, you know, they were in a different stage of life. And so it was hard to feel like you were really fitting in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But on top.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Of it, no one was really mentoring you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[You know, I like we never had team meetings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I can't think of like a formal one-on-one that I had with anyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was very much like sink or swim.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was a little bit of a tough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Culture and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You were. You were pushed to to raise your game, right? So there there were good things too, and I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I guess I'm a I'm a fan of some struggle, but I think for me like what I found overtime.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:28:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That you know when you are writing about other people, you are ultimately you're an observer and then actually over time what happened was I became more of an editor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Moved to the magazine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Started editing there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And you know an editor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You're kind of helping nurture the observers who are observing the doers, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I I finally I think came to the conclusion correctly that I I'm a doer and I needed to get back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:29:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I know that that Ruth Reichel, who was a a famous restaurant critic at the at the New York Times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[You were there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And and later became the editor at at Gourmet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Umm described you in her memoir as quote, Frighteningly ambitious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:29:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What did you make of that assessment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:29:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Didn't love it, obviously, because everyone in the food world wants to be liked by Ruth Rachel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But I also understood it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:29:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was, you know, I was ambitious and I think I've I've been that way since I was, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I don't think I've been shy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:30:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Did you in your mind think what's wrong with it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:30:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:30:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Goes back to, you know, things that I picked up very early on in my life, which were that where I grew up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:30:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I didn't see where I grew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It's really like in my I would say my family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:30:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Women were not necessarily celebrated, and there was a lot of sexism, and I picked up on it really early and felt like I'm not going to. I'm not going to let this hold me back and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Just very quickly, you know as a child.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Child, I didn't want to play softball because girls played softball, so I played hardball with the boys and I, you know, I just was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I felt very determined from a very early age that I was going to prove them wrong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:30:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So when it came time for my career, I guess it it was just ingrained in me that I felt like it was OK to be ambitious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[00:31:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I've done a fair amount of therapy and so actually when I saw that comment and you know and I I, I really like, like Ruth and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:31:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:31:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Know people make these kinds of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:31:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You have this sort of subtext in what they're saying often, but you know, I felt like, frighteningly ambitious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:31:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[Maybe it is frightening to older who sees someone come along, who's doing things differently and who isn't, you know, isn't conforming to the kind of norms of how they express themselves around their career and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:31:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:31:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I have empathy for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:31:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I I understand that it must have been sort of strange like why is the times hiring somebody like this who seems really so focused on success and you know isn't, isn't she going to kind of like, wait for her turn?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:31:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I've seen you describe yourself during that period, as this is a direct quote.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I I managed to find ways to \*\*\*\* people off in new ways.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Do you think that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Is true because I I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I wonder if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:32:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[People you know, like you, and we're happy with what you did and that was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Well, I like that version.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:30 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[You know, I I look about, you know what I think my perspective now is, you know, with some distance is simply that, you know, the New York Times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Is this storied institution? But it's also a corporation and corporations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Most corporations, you know, things are done with a lot of, you know, there are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Are a lot of layers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Lot of bureaucracy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:32:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Things take time and this is, you know, this is none of what I you know what I had understood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You're a young person in a hurry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Person in a hurry, you know I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I came from a background that was very different, but also you know I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I had worked in kitchens and and bakeries where and you know in in a very different work environment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You really had to kind of ask for what you wanted and you you had to be direct and you had to just kind of go and get things done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[On your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So it was very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:33:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Outside of my understanding and comfort zone, to realize that if I wanted to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Do something like quote the proper way I needed to, you know, talk to a bunch of different people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[1st and kind of get their buy in and then you know sort of let the process unfold in the way that it does.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:33:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah, I I really didn't have patience for it because I felt like whenever I see kind of a good opportunity, I want to go after it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[When we come back in just a moment, why Amanda left the safety of the New York Times to start her first online business. And what happened after that business hit a total dead end.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:33:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:34:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:34:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[I'm Guy Raz, and you're listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:34:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[How I built this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:34:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Hey everyone, just a quick thanks to our sponsor Intuit QuickBooks dedicated to helping small businesses be more successful for those working to achieve their own definition of success.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:34:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[QuickBooks Smart suite of business tools is designed to help them get there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:34:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Easy and intuitive services all in one place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:34:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Available for both mobile and desktop devices. Learn more at QuickBooks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:34:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:34:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Thanks also to the botanist, gin from the Wild remote island of Ilay off the coast of Scotland.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Botanist Gin is distilled using 22 foraged island botanicals that have been sustainably hand picked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Order the botanist for at home delivery on drizzly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:35:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[$5.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:35:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Your order with coupon code, botanist, NPR, the botanist Jim 46% alcohol by volume.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:35:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[By Remy Quintro, USA, New York, NY. Please drink responsibly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:35:28 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[On NPR's pop culture Happy Hour Podcast, we talk about movies, music and more like why the Great Pottery Throwdown is a comforting binge watch and a look back at some of Chadwick's essential performances.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:35:41 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[All of that in around 20 minutes every weekday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:35:44 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Listen now to the pop culture Happy Hour podcast from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:35:47 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:35:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Hey, welcome back to how I built this from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:35:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm Guy Raz. So by the mid 2000s, Amanda Hesser had become a star food writer at the New York Times, and she decided to take on a really big project.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:36:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A collection of recipes that would eventually become a classic and a bestseller.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[The Essential New York Times cookbook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:36:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was an idea I came up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:36:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I again was itching for something new to tackle and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:36:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I was thinking about, you know, a cookbook and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:36:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Felt like a comprehensive cookbook that had recipes from the times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:36:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yes, that's right, the time just been writing about food since the 1850s and in the 18 like 60s, Seventies, 80s, they wrote about food all the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:36:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And it was actually mostly crowd sourced from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:36:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And it was really detailed and really just like filled with personality and also very surprising.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:36:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Are things like the recipe from the 19th century for Dolce de leche?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:37:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[There's a recipe for Raspberry Granita which honestly will rival the River Cafe strawberry sorbet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:37:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:37:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:37:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And there were just a lot of, like, sort of surprising gems in there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:37:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What I didn't realize at the time was just like how the depth of the archive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:37:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Lives and it would take five years of work to to cook really through through the archives. And the first thing I did was ask readers in the New York Times what their favorite we called it the most stained recipes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Was the the the headline and we asked people to send them in, sent to like let us know and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Thousands and thousands of emails. And then people actually sent me in their yellow newspaper clippings. Or, you know, the clippings that they had marked up and then photocopied for me. And and that became the foundation of what I used to for recipe testing for the book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[In that project you also met somebody who would be pivotal later on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:38:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:38:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In your career, Merrill Stubbs, who was I guess?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:38:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Brought on to also work on this book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:38:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So once I started once I realized oh, I have a full time job and I've just signed up for this giant book project.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:38:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm going to need help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:38:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[You know, if anyone knew anyone who was, you know, who had some cooking experience, who could help me with recipe testing and research. And a colleague of mine at the New York Times introduced me to Merrill and Merrill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:38:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[She had gone to cooking school in London. She'd gone to the cordon Bleu she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:38:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Had had her own catering business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:38:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[She had worked at a flower bakery in Boston and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:38:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, we had some parallels in our training and she had just moved back to New York and was looking looking to figure out what she wanted to do next.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[It was this kind of amazing timing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:38:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I hired her to help me on with the research and recipe testing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[We spent, you know, five years working together on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:39:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:39:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So you're you're working on that book, and in meantime, I guess this is this is around like 2007, 2008, I'm clearly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:39:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:39:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You are restless at this point and and and you sort of start to think about starting a business around this time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:39:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[And this is a business that I should mention, had nothing to do with food. And you got kind of serious about this idea. You were still at the times to tell me what this idea was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:39:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah. So I think that there was a piece of me that felt limited by being defined by only like my food expertise. And I felt like I wanted to do something more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:39:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And there's a thread in my writing that's about documenting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:39:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Time and history and you know it came up in my first book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:39:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, documenting this year with this gardener certainly is a huge threat in the New York Times Cookbook, which is, you know, this sort of document of of cooking over time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:40:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like I, I've always been really embraced technology and so I was really fascinated by the fact that our lives were being recorded in really intense detail in the way it never, you know, in ways that had never been done before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:40:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like what? Whether it was the music we were listening to or the messages we were sending to each other. The news we were reading, the photos that we were taking and sharing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[But it was very fragmented and I felt like at the time, well, we're going, you're going to want to have this all pulled together into some kind of seamless package that you can so that you can distill your, you know, you could look back on, you know, a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:40:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Or a day and see. You know what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:40:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What music were you listening to? What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:40:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, what were the photos?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:40:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Were like get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:40:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Fuller picture of your life history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:40:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was a very big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:40:54 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:40:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Left the times in 2008.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:40:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[To pursue this idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[To pursue this idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And it was called.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was called sea wingle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And justice again, to kind of describe it, it was going to be like a social media platform where people could pull all their digital photos together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Now it was going to be this a dynamic timeline where you could like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like hook in your Twitter feed your you know your any like now you could hook in your Instagram feed your what the new sources that you read and you could like you know zoom into a day you could zoom out and and it would you know highlight like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, if you zoomed out for a year, you know, and maybe it would show you like the most important, what were deemed, you know using techn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The most important sort of five photos of the year or the five songs that you listen to most or, you know, important moments.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Important moments based on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, distilling, distilling the data.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So it was a very like a big sort of data play.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I became fixated with this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:41:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I decided to pursue it, so I started going to, you know, startup meetups. And I, you know, I used my reporting skills right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Just started calling people and New York's tech culture then was kind of, you know, it was like a small neighborhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:42:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was really kind of cozy and people were friendly and you know, you could get meetings with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:42:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[People pretty and people were generous with their time because they were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:42:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Everyone was just kind of like figuring it out and there wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:42:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The kind of like intensity and that there is now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:42:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What I from what I understand you you also something quite fortunate happened which was the New York Times, just the beginning of financial crisis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:42:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They were offering buyouts and you, you took.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[So which I think was kind of I'm imagining kind of scary to leave the times but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:42:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Helpful because you were. You got a little bit of cash to live off for a while?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:42:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah. And you know, I I talked a lot probably ad nauseam with my husband about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:42:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[About what I should do and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, he felt really strongly and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Was such great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You said you know because there's such a strong pull when you're at the time, so it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Hard to leave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And he he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, you know you're never going to give anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like the time and attention it deserves, unless you just cut the cord. And and I. I just. I so love that he had that. That bravery and trust and belief because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

['Cause you know, here we were. We had twins who were like 1 1/2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, he's a writer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[He's a New Yorker writer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah, he's a new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Writer and we really had no safety.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[But he he understood that like I had, like, I wasn't going to be happy if I stayed and I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Was totally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That about, you know, my time and attention and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I decided to do the buyout and of course it was totally lucky because it helped kind of helped keep us financially stable for a few months while I went down this path.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:43:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah. When you when you made the decision to leave the times and go off and start your own thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Because that's that's that's you know that that takes a lot of courage, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:44:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A really good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:44:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[With a really good retirement plan and they probably match some your retirement money and it's kind of like if you don't mess up, it's sort of like a tenured.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:44:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Professorship like it can be a job for life and going out and leaping out and starting something on your own can be scary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Lot of journalists are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:44:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That's and and and and many of them end up staying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:44:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In their organizations for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:44:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What? What do you think gave you the courage to do it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

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

[I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:44:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Frustrated, and I think I was at a point in my life, you know, where I was no longer the like young kid on on staff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:44:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I if I wanted to have the interesting career that I had yearned for, like I needed to make it happen, you know, I I I love reading obituaries and I always love the obituaries of people who have, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Done like multiple like distinct things in their career because it takes that leap, it takes that, that, that bravery and also that sort of belief in yourself and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Yeah, I I think there was just something inside of me that instinctively knew that I wasn't going to be happy if I stayed and I didn't know what was going to happen on the outside.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:45:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But it was worth taking that risk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Yeah, so, so by this point you had found, I guess some people to help with the tech side of building seawinkle and and how did you fund it, by the way?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:45:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah. So I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:45:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I essentially just funded it with my savings and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:45:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I look back at that year as my as sort of my startup grad school year because I did nothing but spend money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:45:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:45:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And how much money do you remember?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:45:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Much it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

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

[Was, you know, it was in the 10s of thousands of dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like 30-40 thousand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:46:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, quickly realized like this is a big thing to bite off, especially with just the state of technology.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I mean, I had almost nothing to add on the technology front.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I I was really focused on the sort of concept business side and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But at that point, there was no business side because there was really no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was just about trying to get people interested in the concept and sort of trying to learn what we didn't know and and help kind of pave the way so that we could build this prototype and maybe, you know, raise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Our first round, so that was the way I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[About it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you know, I look back and I, you know, I met with beta works.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Met with Fred.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I met with all these amazing investors who you could never get access to now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Investors in New York, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And they were so nice and so supportive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:46:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But also not going to put money into it because they're very smart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And they were like, this is not gonna go anywhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:46:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[It was not an easy year. You know I, because of course I was feeling so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:47:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[About what I got myself into, but I was also so energized I felt like, oh, I found my people right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:47:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Was surrounded by people who had ideas and and the sort of guts to pursue them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:47:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:47:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you know, I just felt like, oh, I know I'm on the right path. Whether or not this is the right company, we ultimately kind of came away at the end of the year feeling like, well, this is this is a really interesting project.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Don't see where the business is and this is and to really build what we're trying to build is going to take a really big technology.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:47:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And and we're not really the team to raise the money to do that. And one of my one of my cofounders had to move to California and it just became this kind of like natural actually kind of seamless parting of of ways.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:47:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:47:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It's just not gonna work and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:47:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:47:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[While you have this idea, you are still working on. I mean you left the times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:48:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But from what I understand, you're still working on this times cookbook, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Still kind of working on that project.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:48:09 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:48:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And with your partner who you are working with on this cookbook, Merrill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:48:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Were you guys starting to talk about a business idea or or were you really in pretty much?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:48:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Focused on the seawinkle thing and justice doing that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:48:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:48:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:48:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Know we spent a lot of time testing recipes, which meant just being in my kitchen cooking and there was a lot of time sort of in between.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:48:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Steps to just chitchat, and one of the things that really interested us in in the times was this was the old archive and how the parallels between what was happening on Twitter and what was happening in the newspaper in the 19th century.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:48:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was really like fascinating to us because it was user generated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:48:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And recipes were written in a very tweet like form in in 19 century because people already knew how to make a pastry dough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You just had to write a shorthand instructions and we thought, well, that's so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It's kind of like history repeating itself and and it and you know, he made us talk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Know we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Casually about like where do like what sites we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know where we're where we're going online and it's kind of just what's happening in the food world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, I had this idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And about a way to, you know, Crowdsource and curate. And I I know I told Meryl about it and got her thoughts and then decided, you know, I think there's something in this. And so I went to her and asked her if she, if she'd like to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Start this company with me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So what's the sea wingle idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Of fizzled out it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It sounds like it sort of like dovetailed into this new idea of of a food website and and I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:49:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[With with this new company, you were going to be going in a completely different direction than than you had been going with C wingle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:50:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah. So one of the takeaways that came out of C wingle was that I felt I could see that there were two kinds of founders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:50:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[There were founders who were just great at selling an idea, and the idea might not have much substance or they might not know a lot about whether or not it can work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:50:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But they can really just like spin a yarn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:50:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And get people engaged and then, you know, they have the confidence that they'll figure it out as they go, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:50:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I unfortunately do not have that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:50:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But the other kind of founder tends to like, want to like, do proof of concept.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:50:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know bootstrap they want their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:50:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:50:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Students to sit at the front of the class and like they want to, they want to know what they're doing before they they try to sell it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:50:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I just understood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:50:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Because I had done tried to do the opposite with C wingle and in process realized OK, no, we've got to really like build a prototype and know, you know, like I I found myself gravitating towards like wanting to prove something out before I took anyone's money because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I take that really seriously.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It's not a game to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I don't want to waste anyone's money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so knowing that when it came time to try to start a different company, I felt like it was very clear that we wanted to bootstrap as much as we could so that we could prove that there was there were legs to this idea and then we could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And just to be clear, Amanda, your, I guess your initial idea was to do a website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Where you would crowd source ideas for Recip.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And as I understand it, in order to help you launch this as a business, you wanted to start start up by writing a cookbook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah. And one of the things that I knew how to do was to sell a book and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Because I felt like there was a kind of clean way to test the concept of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:52](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A new A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:51:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[New kind of business and a new kind of meat food media company by using the construct of a cookbook, you know, and that you could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, create a cookbook through a website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Have it be crowd source.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Test out ways of curating it and really see if people, if it resonates with people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:13](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:52:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I felt like even if the idea did not resonate as a business and we did not see the other opportunities that we were hoping to see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I knew that we could come out with a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Quality cookbook but I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[You know, we were betting on it becoming a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And but we didn't want to have to try to raise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so that's where we use the advance money, which is what you usually use to pay yourself as an author in a while you're writing the book. We spent all of that on building the site.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And operating it for the 1st 18.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Months I wrote a quote that you gave to somebody and back back at the time you're like, hey, you know, listen, the economy is tanking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:52:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I just twins.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[What better time to start a business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:52:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, like, obviously you're saying as a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:52:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was kind of a crazy time 2009 to start a business kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:53:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:53:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But not not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:53:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We know that that we now know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:53:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That like I mean Airbnb and Slack and all these companies started around that time. But but our instinct is to say, oh, what a terrible time to start a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:53:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I think that there were two things that were key here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:53:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Is actually that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:53:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I am financial security is like an obsession of mine and it's really important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:53:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But I do think that I also really understand that it's well, there's two other pieces.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:53:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Is that I am also equally obsessed with doing things that I care about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:53:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And that I feel inspired.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:53:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[By and I think from growing up and seeing my parents like take this risk, I could see that you can't like if you want that financial security like you have to, you have to put in the work and you have to take the risks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:54:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so that's really like I think what I was, you know, believing like I knew it was, it was a giant financial risk for my family, you know, in the in the situation where we were with two young kids and a mortgage. And my husband was a WR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:54:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[No. Who was a writer with no benefit?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:54:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, neither of us had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:54:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So we, you know, we had to just, you know, pay for those on our own. And so our bank account was just like it was just like this ticking time bomb.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:54:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Was just dwindling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:54:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:54:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But again, I was really determined and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:54:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:54:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I sort of really kept that in the background as much as I could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:54:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Was definitely like, you know, inspiration.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:54:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[To Get Me Out of bed every morning. But like I really needed to focus on, like building something great and not focusing so much on either our dwindling bank account or how we were going to pay for things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:54:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The future, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:54:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I mean, I'm trying to trying to imagine how you would describe this to people like if I saw you in 2009, I was like, hey, what are you working on? And you would describe it to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[00:55:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So it's a website with recipes, is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[That what people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Would say to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They would say it's a blog.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A blog. OK. Yeah, I got it. And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[You know that's. I'm really glad you brought this up because it's something we still talk about at the company that it's hard to describe what we do and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I spent a lot of time like writing people that that's OK because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Actually, when you're building something that's new and it's different and there's going to be, that's going to really feel natural in the future. Like people aren't going to necessarily have an easy way of describing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Always want you to be the Uber of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Or they want you to be something that's already just familiar to them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Trying to build something that just didn't exist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yes, there are components of what we do that if the arcs are timeless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Recipes helping people with their cooking and home life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You connecting people to each other like our mission, is timeless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:55:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But the way we're executing on it is is very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[And so yes, we spend a lot of time and sometimes I would just kind of, you know, certainly socially I was like, Yep, it's a it's a food blog, you know, but you know with when it came to like investors and and you know really trying to sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:56:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It from a business you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[From the business perspective, it was it was challenging and you know, and sometimes it still is like I still have to defend like people are like, yes, are you a commerce business or are you a media business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:56:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I'm like, we're both.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:56:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And we're also many other things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:56:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So I mean, so clearly you were setting out to build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:56:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A different kind of media company, but what exactly would that be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:56:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Mean what were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[It could be at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:56:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So we felt like the flaws of traditional media.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:56:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Were very apparent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:56:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like like having a single revenue stream was not going to be lasting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:56:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Have which would you know in traditional media's is just advertising.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:56:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We also felt like traditional media was really just broadcasting at people and that with the with the digital age, people wanted something different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Wanted an interaction and separate from kind of, you know, technology and media just in the food world itself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:57:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Had become had really gone through the sea change from being this kind of niche area of interest for some people to becoming threaded throughout our culture and really threaded into people's identities and we felt like no one was really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:57:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Really acknowledging that where you saw it was online, there were all of these bloggers who were, you know, these blogging platforms developed in the in the mid to thousands and people started all of a sudden out of the word work, you know, traditional media was like kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:57:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:57:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We are the gatekeepers, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:57:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Are the experts?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:57:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you're just you're kind of a home cook who follows us. Then all of a sudden, you saw all of these people who know a ton about food and who are, like lawyers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:57:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Day or you know who?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Who just do this on the side or who? Or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Just it's like their total life passion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Just don't like, make money off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And they have a lot of stuff to share and we felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That was really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was like this constellation of creators and knowledgeable people who did not have a platform.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so that was really where our heads were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:58:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:58:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Those people, a platform to express themselves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It's centralized so that it's like it becomes this hub where you can connect with other people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Can get a bigger audience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You can create.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The sort of foundation of a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Really powerful media company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So much more efficiently because you can do it through user generated content as long as you figure out a way to curate it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[How did you pitch this to potential investors?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:58:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm an investor and I'm like, OK, nice to meet you and I and tell me what you're you're doing. What would you say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:58:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[Described it as we're creating this hub for people who care, who see food, as you know, a central piece of their lives and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:59:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:59:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A place where you know you can connect with others.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:59:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[00:59:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You can discover you can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:59:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You can figure out what to cook for dinner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:59:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Can go for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:59:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I think it's one of the things I just want to point out is that we did, yes, when we launched, we were super focused on recipes and specifically recipe contests as a way to generate content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:59:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Contests. You could submit recipes and you would you would you would cook them or or you would judge which recipe was the best.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:59:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The contests.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

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

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

[00:59:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Anybody was welcome to participate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:59:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It wasn't this like this kind of gatekeeper mentality that, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:59:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We had sort of, we were responding to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:59:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I want to note, though, so we launched in September of 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[00:59:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And by December, we launched a shop because we wanted to put a stake in the ground and say, like, this isn't just going to be recipes or content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:00:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[This is like we're just getting started. We're going to also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Be a place where you can discover like a new ingredient or a new piece of cookware or something, you know, beautiful for your table, and that this was like, this was taking cooking and really like playing it out in every kind of scenario of your life. And so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:00:11](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:00:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Was it was like an important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Now we didn't transact with customers then we just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:00:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Had a shop where we had a friend of ours who would carry everyday. She would carry like a new product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:00:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And then it would go into the shop and it had, you know, categories just like any e-commerce site. But if you clicked on a product, we would tell you about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:00:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Then if you wanted to buy it, you would. We would send you off to another site.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Now that's really common now, and there's a whole people get affiliate, you know, commissions for that. But we didn't do that because we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:00:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:00:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Did a affiliate systems like well, they sort of barely existed and they were wonky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:00:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Didn't exist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:00:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:00:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We really it was so important to us to build trust. We.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Do you want to be like neutral? Like journalists? You didn't want people to say, oh, they're just getting paid to promote.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:05 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:01:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[We wanted them to like trust our aesthetic trust. Our point of view, and that was something I I feel like so much of traditional like the amazing parts of traditional journalism informed how we built this company and that was like you have to earn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:19](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:01:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Your authority. You have to earn the trust.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And and the way to and you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Need to have like a really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like distinct aesthetic invoice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[For people to recognize you, we wanted it to feel like a home like you. Like you come, you come to the site and you're like, oh, yes, like I know. Like if you saw a food, 52 photo out in the wild, you would know that it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Food 52 photo and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[Food 52 refers to 52 weeks of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:01:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like we're with you, 52.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Of the year, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But you're like, like let.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I was an investor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you were going to come to my office because you went to investors in 2010 looking for funding?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:01:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And and I would I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[I would ask you, and I hope this doesn't like reawaken traumatic experiences or or long, very bad experiences.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:02:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But I would say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:02:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Well, how are you guys going to make money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:02:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You've got a website, but like, are you going to? Are you going to do advertising?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:02:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Mean, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:02:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm assuming initially that at least that was a plan, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:02:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah, we were absolutely focused on that as our our initial primary revenue stream and that commerce would come later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:02:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:02:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Would be cookbooks and there would be events and there would be other things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:02:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We didn't have like, a big track record to prove this and we also I think most more importantly we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:02:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Two editors coming from traditional media.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:02:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And media was just not like it was in 2009, 2010, like nobody wanted to invest in media. You know, there's just there are these shifting wins in venture capital. And I think that like every time we went out to raise, we were always at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The like bad side of the shifting wind, but I think that in in, you know, in retrospect you end up kind of with the right investors, right, because you get a lot of no's but you push you know if if you can if you can push through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know you you end up with the with the real believers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Were were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I mean I I have to imagine, you know, by the summer of 2010, you're pitching and pitching and pitching and and from what I understand you, you you were not successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Did you guys get to the point where you were almost out of cash?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:03:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And we were also putting our own personal money into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:03:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, that was that was tough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Did you get to the point where you were like, maybe we should pack this in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Mean you've been through sea winkle. You saw that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Wasn't working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That that was no work. Did you ever get to the point where the two of you are, like, maybe maybe this just isn't going to work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:03:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah, we we had a moment at Roberto Pizzeria.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I love roberta's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah, we cried over pizza and but really good pizza and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:08](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:04:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We just had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I think you know we needed to have a conversation of like, where is our breaking point because it felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Just we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It wasn't that we had no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We definitely had people interested, but we just couldn't get that lead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We couldn't get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[One person to be like I'm going to like, I'm going to champion this round.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[There were a lot of people who were like, yeah, I'll put in 25 K or I'll put in this or that. And then I actually like because I'm often looking forward. I I feel like sometimes I'm not fairly good at being reflective and often with things that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Bad memories.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I sort of shove them into a drawer somewhere in my brain and I don't know, maybe it was a good pizza, that we were just like, yes, we're going to keep going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:04:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[When we come back in just a moment, how Amanda was slowly able to build food 52 out of her apartment where she did photo shoots in the bedroom and tested BBQ recipes on the balcony.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:05:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:05:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:05:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you're listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:05:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[From NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:05:20 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[This message comes from NPR sponsor vanta. If your startup doesn't have a sock to, you can't close major customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:05:28 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:05:29 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Vanta is trusted by over 1000 SaaS companies to automate the time consuming and expensive process of preparing for a Sock 2 audit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:05:38 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Integrates with your cloud provider and tools.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:05:41 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Customize To Do List and continuously monitors your security so you can focus on growing your business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:05:48 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Learn more and redeem a $1000 off coupon advanta com NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:05:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:05:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The news is about more than what just?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You need to know why it happened. Who made it happen, how it's felt in the communities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Care about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[NPR's Daily News.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:09 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Consider this gives you all of that with context, back, story and analysis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[On a single topic every weekday, it's not just information, it's what the news means. Consider this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm Guy Raz. So by late 2010, Amanda Hesser and her Co founder, Meryl Stubbs, had had no success pitching their idea to investors and were just about out of cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And it all led to a sad conversation at a pizzeria where they almost called it quits.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But they didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And six weeks later, they finally managed to secure an investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And it was 750,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And this is from friends, family, angels, anybody.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Could find.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:06:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Actually wasn't really friends and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[It was actually mostly institutional or professional Angel investors. We wanted this vetted by people who do this all the time and who you could be really adding to the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:07:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[With that $750,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:07:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Were the two of you finally able to pay yourselves?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A salary 'cause. I imagine that you were, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Probably were making a pretty good salary. The times when you left, where you now finally making the same salary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Oh no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[No, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[This point I was like financially gasping for air.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, it wasn't pretty, but obviously having the funding felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Were heading in the right direction, but you know we we didn't want to be spending the money on ourselves like we, you know. So we gave ourselves $50,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Which is what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:07:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I made in 1997 when I was hired at the New York Times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Wow. And what were you able to do with the rest of money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You guys able to hire people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah. At least we were able to begin hiring.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Hired sort of engineers and editors and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah. We just, we were able to then start like building more because we had we had nice traction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But we also I think you know we understood that we were up against.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We're going to build this company differently than what the expectation in venture capital was, which was that which is to put a lot of money. Well at the time. And I again, I'm just probably a gross generalization.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:08:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But the IT was to you know, you put a lot of money into paid marketing and also you would crank out content at an insane rate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, this was this was begin like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[This was the age of Huffington Post when these, like, sort of new kinds of media organizations started really gaining steam and and they were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They were just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:08:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like increasing content volume, you know by the such a great magnitude and and we didn't want to do that like we we wanted to build a brand and a relationship with people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And we wanted to do it organically and we knew it was going to take time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:09:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Were really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[About how we spent the money because we didn't just make a bunch of hires or spend a bunch of money on marketing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Fact, I don't even think we spent any money on marketing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:09:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We just didn't have it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Focused on just keeping the business going while we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, built this new path.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Now here's the thing. I mean, you are. I'm. I'm trying to figure out how you guys were kind of building building out this site.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The aesthetic of it, because you had to make recipes, you had to make things and then photograph them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Did you guys do this in your own kitchens?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You rent A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Where did you start to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:09:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So we did this in my apartment where I still live.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Every Tuesday was our photo shoot day and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:09:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We and that you know, in the beginning was Meryl and me. And I think one other person and we would end up in a photographer who we hired and we would, you know, cook all the recipes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And style them and then shoot them in my bedroom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:09](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Bedroom, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:10:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That was where the best natural light was that we had the northern light.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so we would clear off one of our bedside tables and set it up and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, and it was really important to us that it was done in a home environment, that it wasn't overly styled, that it had style, but it wasn't it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Felt real because I think we were trying to get across the message that this is really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like real people in their homes and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But we're with the the sort of elevated, you know, a little bit of elevated styling and you know, really beautiful photography that you that you can get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:10:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We were cooking, you know, recipes that our community were uploading to the site and you know that we were, you know, kind of vetting through our curation process and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Or entrees or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Oh yes, everything it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:10:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:11:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was like everything from you know, salads to cakes to stews, Brazilian.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:11:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:11:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, I had a little grill out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:11:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We have a little terrace, so we have a little Weber grill out there. And so sometimes we have to go and shoot out there and you know, but ultimately it's really it was stuff that can be cooked in a home because that was that's our premise, right, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:11:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[All about the home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:11:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In that first year or first two years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:11:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Most people were going to the site, presumably just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:11:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Not just, but to get recipes, do you think?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:11:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Recipes. Food articles? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:11:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And given that you didn't have budget for marketing or you weren't spending money on marketing, were you able to get attention because you were Amanda Hesser of the New York Times?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:11:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I I think it helped in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:11:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We had a very lucky thing happen early on. Actually before we launched, we had a splash page up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:11:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Where we could collect e-mail addresses and we did a video that was just a video tour of my of my kitchen. And because we wanted that was that was another element we wanted people to like, be able to upload their own videos, show us what they were doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, show us their kitchens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We were just trying to sort of plant little seeds of the different things that we felt like, you know could be done. We put that video up on Vimeo and didn't put a password on it because we were like, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:16](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:12:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Nobody knows that nobody is working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:12:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[This we just felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We people aren't on Vimeo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Well, turns out that somebody from serious eats, which is another website was on Vimeo and found it and published it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And that was and, and it was essentially like, hey, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Amanda has her and Meryl Stubbs are up to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[On this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[They're working on something new and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, we've got, like, the first scoop on it and it was sort of this gift.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What happened was thousands of people signed up on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:12:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Page and so, which allowed us to do a closed beta where we could let like a couple 100 people in per day. So that when we finally launch, we already had, you know like 10,000 I think community members and we got a lot of good media cover.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:13:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In fact, I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:13:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Goop wrote about it on our launch week, and Daily Candy did, and both of them like broke our site like they our our site went down because we obviously didn't have the most amazing technology at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:13:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[When did it become clear to you that advertising was not going to advertising alone was not going to be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:13:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Able to sustain it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:13:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:13:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Think that was clear very early and I think that there are a lot of a lot of people actually still say to me, they're like, oh, right, so, you know, you added a shop so that you could have, like, a different revenue stream.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:13:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And it's like, well, no, no, that's not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:13:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Not why we did it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:13:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We really were focused on like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:13:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like, if we're going to say this, if we're creating a real hub, we have to be able to serve people in a lot of different ways.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:13:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We focused on how we wanted to serve them and then we figure out how to monetize them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:14:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In the beginning, it's just like advertising was in very established.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:14:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Mechanism for funding media right online and it it was of course we needed to develop that as a core revenue stream. But if we were only going to build our business around that, we were just going to be a media company and that wasn't our goal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:14:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And of course, over the years you've you've, I think largely moved away from ads and you now get the bulk of your revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:14:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[From your online shop and your partnership with hundreds of brands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:14:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:14:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Food and HomeGoods and you do videos and podcasts and events and all kinds of things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:14:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I'm assuming that that's meant that throughout the years you needed to raise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:14:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A lot more money, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:14:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Know around 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:14:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You you started to raise money for a Series B round.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:14:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And from what I understand, there was a a little bit of a crisis because one of your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:15:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Lead investors at the time, basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:15:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like pulled out right and from from the quote I read, he said something like like you guys weren't focused and I guess this investor kind of ghosted you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:15:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What? What happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:15:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:15:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I don't know fully what happened because I I haven't heard the other side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:15:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:15:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:15:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Only glean from the signals, but we had in, you know, previously tried to understand what our board like, how they thought about exits, and like what were like, what was on their mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:15:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And it's always a delicate conversation and I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:15:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That conversation, for this particular investor like signaled that like you know, somehow, perhaps we want it out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:15:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Wasn't the case.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:15:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So then when we wanted to raise money, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:15:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[He felt like it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like those were those were maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Him confusing messages and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:16:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was a very strange experience because I think up until that point we'd had very supportive investors and so it was really just like, I think somehow we we like lost his gaze and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you know, he just checked out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I mean this is 2017.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You lose the confidence of a former lead investor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That must have been, I would imagine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Stressful at the very least.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was really stressful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I mean, I was on like winter break with my kids and I I just had to, like, forge on and try to, you know, put a smile on my face. And for for them and like, have a good time that day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I was really tortured inside.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We've.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Had so many flicks honestly like gut wrenching, terrifying moments.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:16:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It's like, you know, I think that in some ways that you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You do build up a thicker skin for them, but they're also in some like they. They sort of hit you harder over time because you just like they're. I fully expect that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like we will have other, you know, other challenges in the future too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like I'm I'm ready for them but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I probably am more steeled for them, but they're they're they're pretty horrifying because they really can change the fate of a company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Amanda, buy your own account and I say this as somebody who totally identifies with this and I appreciate your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Vulnerability on this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You have said that in the early days of this business you gained a reputation for being difficult.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Hard driving and not at all warm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:47](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Which?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Is a reputation, not a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Reflection of reality, of course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:17:52](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:17:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[How did you? How did you discover that that was your reputation, or that your perceived reputation?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Oh well, I would hear about it, but I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:18:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, once we started doing employee surveys and I, you know, reading through them, you know, could sometimes be quite painful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I don't think I even realized.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It it was just, you know, again like it certainly was, how I was raised.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Know that was definitely not a like you know, wasn't super.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It was a tough love element to like how I was raised, but also, you know, my work experience before starting the company was, you know, at the time, which is definitely not a warm and fuzzy place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:18:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I've always been, you know, kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Assertive and and ambitious and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It you know, it just took me a while to understand that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:18:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[As a leader, you have a different impact than you do on some you know when you say something than you do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Your colleague and I think once I started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:18:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[See that it just you know, it was very clear that I should work on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I just there was 11 employee survey that where someone referred to Merrill as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The nice one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I thought that was, I mean we, we joke about it still but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm proud of, but I can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[At it at least.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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

[You guys did eventually raise money for a series B around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[By this point you had like more than 50 employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, it's expensive to create a content site. You've got photographers and videographers and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:19:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I mean that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Have to imagine you were still had to be super careful with money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah, we've always been super careful with money and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I think through the B round we had raised only $13 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That's a really small amount.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:19:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And it's a huge amount of money in my in my view, but it, you know, in this world, in the industry it's it's a pretty small amount to fund a company of our size.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And but yeah, so we've always had to be just, you know, really pretty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you know, we've never been that sort of shiny new object that like, you know, where everyone wants to, you know, wear. We were never the employer who was, like, paying the most.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Or who had?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[The most you know the snazziest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Ping pong tables.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And yeah, we just you know we, we we put snacks but but you know we didn't have the other all the other kind of accoutrement that you know that certainly people look for in startups.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:20:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In 2019, a big part of the business was purchased.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Majority stake was purchased by an outside.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Investment group and I think you guys were valued at $100 million, which and also in a huge infusion of cash into the business. This happened in before the pandemic shortly before the pandemic a few months before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:20:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But I have to imagine that really has enabled you to actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Supercharge growth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:20:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah. The structure of that investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[You know meant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:21:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yes, we got a bigger, certainly a bigger infusion of cash than we had ever seen, but they were all you know, it wasn't the invest total investment amount, a lot of the investment went into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:21:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, buying out existing investors, former employees who had who had vested stock and things like that, which were amazing and really great to be able to do at that at that. What I really feel was a turning point for the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:21:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And yes, but it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:21:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But it has given us, you know, funding to, you know, grow our team in, you know, invest in more senior leadership, which has been really amazing and to be you know invested in in new areas of the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:21:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Bearing in mind who listens to the show, which is, you know it's a big audience, but it's also a lot of people are starting up their own businesses, are looking for inspiration.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:21:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Did you guys eventually? Were you able to to reach profitability or or not quite yet?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:21:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So in 2020, we did and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:22:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So that was the first time you guys that's that's pretty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I mean it's it's a reminder that this can take a long time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It takes a long time. Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[It can take a long time to get profitability, especially with a media company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:14](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:22:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah. And every year it we'd have kind of more profitable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Than the last.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But we weren't entirely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But we, you know, we were definitely on the path toward it. And you know, in 2020 was a really, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[For companies that are focused on cooking and home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Naturally, those were companies that people were very interested in and needed help from and support from during the pandemic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So you know, we had a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Really strong organic growth last year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So it takes a while it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I mean, you know, and to stay with it for 11 years until you get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:22:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Become profitable. That also takes a lot of grit, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:23:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:23:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:23:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That idea can be stressful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:23:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah, I I think again though, I really am focused on the long game and I I think it's important to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:23:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I know we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:23:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Way we've run the business is really like focus on like writing, running it as lean as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:23:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But really, staying focused on the long game because there are going to be years, you know, even if you're profitable, you might decide well in order for us to get grow to that next stage, we're going to intentionally spend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:23:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Just spent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:23:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And invest in that growth and that means the next year we're not going to be profitable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:23:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Companies do that all the time and I it's just. So I think that I'm, I'm. I'm focused on the health of the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:23:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Not overly obsessed on profitability yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:23:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[When I know that in last I've ever your Co founder, Meryl stepped down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:23:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[As President, I think she's still involved with the company and is on the board.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:24:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Of how about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:24:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I mean, I know that you're committed to this and and you know you've gotten an investor on board who wants you there, but I imagine at some point, you know you, you will probably want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:24:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Move on and and and maybe start something new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:24:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:24:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I don't know. What do you think?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:24:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm so happy doing what I'm doing and I'm sure that anyone who's listened to like my, my history, you know, yes, I had been restless many times and I'm always looking for things that are different and new and ways to innovate. And I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:24:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But that's the beauty of starting a company, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:24:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:24:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Like there are new problems to solve every day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:24:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And there are new challenges and you know, I think that in the beginning, you know, I mentioned earlier that I'd wanted to, like, do something that was outside of food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:24:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But I think you know, I've come to really value that I have domain expertise in an area that really matters to me and matters to my like my life outside of work too. And so it's really, I'm excited to push this as far as we can and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And Merrill?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[She left at sort of this perfect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I you know, it was like she left when we, you know, we got into a point where it felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We built something really great together and you know, and she wanted to take some time with her family and like, kind of figure out what's next so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, not everybody you know can or or decides to leave at, you know, at A at sort of an ideal time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Feel like we we we both lucked out, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[She she was able to leave at a time when she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Feel like wait.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, we did build this great thing and it was at a time when I, you know, like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[We had this, we had new funding where, you know, I could really like build up my leadership team and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, because when with her leaving you know there was definitely going to be, there were going to be some gaps.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:25:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I know that you kind of you had this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:26:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You kind of grew up in this entrepreneurial family and with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:26:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Dad, who was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:26:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, as you describe them, this kind of charismatic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:26:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Move risk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:26:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But and and of course he passed away when you were so young.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:26:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:26:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[No, I I I mean, do you ever think about what what do you might have thought of of of you seeing you as a you know running running a business and having started this business and where it's gone?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:26:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I think he would have been super excited and it that's sort of devastating because he never got to see it and I was pretty, you know, like in a not a great state when he when he died and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:26:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But I I think he was always like a a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:26:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:26:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[He was such a, like, conflicted person in that, you know, he. Yes, he was sexist. But he was incredibly supportive of me and always told me I could do whatever I wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:26:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And yeah, I think that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:26:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[He would have been so pleased and yeah, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:27:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm sorry. He can't. He can't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:27:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But your mom?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:27:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Who was like, why are you? Because like she was like, what's my daughter doing in life? Then you got this job with the New York Times, and she was so proud of you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:27:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Must have been so concerned when you left that job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:27:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah, she she was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:27:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I mean, she I think she was really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:27:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Frightened and unhappy that I left the times, my mom is just, you know, she she's of a generation where women weren't encouraged. And my mom is a really, like, ambitious, smart, savvy person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:27:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, unfortunately like hasn't gotten to pursue her dreams. And so I think if she's been a great supporter, she definitely has, like, a a tough love way about her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:27:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:27:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I also think that's been really inspiring for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:27:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And I think that like, yeah, a part of of my goal is to like, you know, prove that when you know, women can can do these things right and, you know, show my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:27:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And like kind of take advantage of the fact that I, you know, like of the opportunities that she didn't have because I think that's what she would want, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So I think that's why when I left the New York Times, she thought like, what are you doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:28:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You have this amazing job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Would you ever leave?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[In her her way, she would refer to food 52 as a my project.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Even when we had 20 employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:28:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Now she calls it a company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[She's very happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But you know it, it took a few years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I ask pretty much everybody comes on the show this question and I and I'm I'm I'm I'm in the process of modifying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But I'll ask you a version of it, which is when you think about your story and your journey and and the success you've had, how much of that do you attribute to how hard you worked in your skill and how much do you attribute that to luck and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Much. Do you attribute that to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Other things you're you're a lot in life, the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Advantages you might have had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:28:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Yeah, I I think it's a really a blend of all of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:28:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I definitely believe that in luck and I think you you have to show up in order to be be there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Be lucky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And so that they're all tied, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[All to me like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:29:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I even think, you know, like my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Birth order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A big impact on like what you end up doing like I was the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I was the last child, you know, in my siblings were all born right in a row, and then there was a five year break. And then I was born.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So like I mean the joke in the family is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I was the mistake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[But because my parents had sort of been done with parenting, they took.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I was sort of like this kind of fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You know, parenting is fun and it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And now we have more time to pay attention.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[You and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[So I think that that had a big influence on my feelings of that I that I could do things and that I was empowered and that I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Have to follow all the rules.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:29:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And you know, and I think that really kind of fed into my entrepreneurial side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What are you cooking these days?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Actually it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm making a cake tomorrow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I find that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Cakes these days is very gratifying and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And sort of soothing because, you know, I can measure and it's like, and then this magical thing happens in the oven and it proofs up and it becomes something that, you know, we can, you know, that pleases everyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[And yeah, I have found that that cakes are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I wish I could tell you that I was like, still keeping my sourdough starter from earlier in the pandemic alive, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That's Amanda Hesser, cofounder of food 52.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:33](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:30:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[By the way, if you've ever seen the movie Julie and Julia, there's a scene where Amy Adams, who plays the food Blogger Julie Powell, is freaking out because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[A certain famous New York Times writer is coming to dinner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What if she?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[What if she doesn't eat pork?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[She's a food writer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Of course she eats pork. You'll be fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:52](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:30:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[When did she early have time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

[01:30:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[That writer was, of course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:30:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Amanda Hesser from the New York Times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:31:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Who played herself in the film and in that scene turned out to be the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:31:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Dinner guest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:31:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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[01:31:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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[01:31:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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[01:31:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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

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[01:31:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I built this or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:31:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Our Instagram is at Howie built this NPR and mine is at Guy Raz, where I often post my food recipes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:31:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[This episode was produced by Rachel Faulkner, with music composed by Ramtin Arablouei.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:31:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Thanks also to Liz Metzger, Fara Safari, Derek Gales, JC Howard, Julian Carney, Neva Grant, Neva Grant and Jeff Rogers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:31:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[Our intern is Janet Yeung Lee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:31:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[I'm Guy Raz, and you've been listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:31:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[To how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

[01:32:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWA)

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