# Audio file

[The Laundress Lindsey Boyd.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:00:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Hey there. It's guy here and really quick before we start this brand new episode of the show, how I built this isn't just a podcast, but also a book, a book filled with stories and lessons from some of the world's greatest entrepreneurs about the gift of failure. The beauty of ideas and the path to building something meaningful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:00:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You can pre-order the book right now wherever you get your books or by visiting guy raz.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:00:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We didn't find there wasn't a partner that we had met, that really understood the business. And actually one of the meetings the guys fell asleep on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:00:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:00:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We were presenting to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:00:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:00:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah, classy. And he was trying to, like, act like he wasn't sleeping. And and we noticed right away. And we're like, really, we spent a lot of time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:00:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Presenting and and we're very passionate about our ideas. And then someone's falling asleep. That didn't really bode well with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:01:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[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_gX8)

[00:01:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I'm Guy Raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:01:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And on the show today, how two friends looked at a mountain of dirty laundry and saw a hole in the market, and how that turned into the laundress, a line of detergents they sold for a reported $100 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:01:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[A lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:01:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[People ask me to name the single thing that most entrepreneurs have in common. There's resilience, the ability to withstand rejection, unshakable optimism. You get my drift. But a much, much simpler example is that most of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:01:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Before they started had day jobs, a desk, a phone, a boss, coworkers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:01:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And in a lot of cases that day job was would inspire the business that they would come to be known.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:02:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Poor Sadie Lincoln worked at 24 hour fitness for nearly a decade before she left to start her own fitness brand, Bar 3. Alex Bloomberg was a public radio producer for nearly 15 years before he left to found his own podcast company, Gimlet. Janice Bryant. Howroyd got a job temping.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:02:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[As a secretary in LA in the late 1970s and eventually started her own employment agency called Act One.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:02:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Then for Lindsey Boyd, it was a marketing job in fashion first for Brooks Brothers and then for Chanel. That inspired her business, but not a fashion brand, even though, as you will hear, she did briefly have her own line of T-shirts. But instead Lindsey's work in the fashion industry exposed her to a jaw-dropping.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:02:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Amount of dry cleaning. This was in the early 2000s and it occurred to her that many of the solvents and chemicals used in dry cleaning were really bad for those delicate outfits, and that's where she thought there might be an opportunity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:03:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So for two years, she and her college friend, Gwen Whiting dove into the science of dirty Laundry, a quest that would lead them to develop a line of eco friendly detergents that would eliminate the need to go to the dry cleaner. And in 2004 they launched the Laundress, a brand that now sells dozens of laundry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:03:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Products and accessories and has stores and customers around the world. But for the first six years, as you will hear, they struggle to make a profit and even to keep the business afloat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:03:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[They eventually did, of course, and in 2019 the laundress was purchased by Unilever, reportedly for $100 million. But long before she became an eco cleaning mogul, Lindsey thought about becoming a biologist. She grew up in New York's Hudson Valley, and when it came time for college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:04:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[She decided to major in marine biology at the College of Charleston in South Carolina.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:04:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:04:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[But I realized that while I loved science, it wasn't really the ultimate thing for me. I couldn't see myself doing that as a career in the very beginning of my sophomore year, I said this is not. I can't stay here. You know, this is not for me. I was taking extra curriculum activities at night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:04:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:04:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Then and then my childhood friend was at Cornell University at the textile program. And she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:04:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Said you should. You should come here. You should.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:04:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Look at this program. It's you would love it. So I went to visit her and that was it. I mean, I I fell in love with the program. I fell in love with the school and I had the grades.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:04:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And I got in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:04:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So you you went to Cornell to study textiles. What were you learning? Were you learning about the business of of apparel or the science of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:04:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:05:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Textiles or both?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:05:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Both. Yeah. We were learning about. We were in a lab burning different fibers and finding out what the reaction was and different chemicals and understanding the the chemical makeup of what celluloses and and cotton fibers and really the technical, the the scientific side of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:05:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And then the other courses were around retail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:05:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Math and how to you know, for more of a business side of it, I also did an independent study in color theory and then art history and sort of fashion history too. So understanding trends and forecasting. So it was a, it was a mix of everything that you would need to know to set yourself up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:05:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[If you you know if you want to go into more of the scientific side of it or the business side or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:05:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And when you were at college, I guess you met a person who would eventually, who will eventually feature in the story. Gwen Whiting. She was also in the program, studying, studying apparel and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:06:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Textiles. Exactly. Exactly. She was majoring in the design side of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:06:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And were you like, in the same dorm or or are you just kind of met and became friends?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:06:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah. Actually, our the childhood friend I was speaking about before she was friends with her with Gwen. So that at that point we became friends and met. And then and that was it. I mean, there was no talk about doing a business in college or anything of that nature. No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:06:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:06:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And I should mention, we're going to hear about Gwen's a little later on. But, but after college, I guess you went off and like it did a a bunch of different things and and what? What was your first job out of college?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:06:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[My first job was at Brooks Brothers, right? I was in product development and then in the high end Men's division. I like being hands on. So I got to meet with the seamstress and then talk about textiles and got to go to all of the fabric mills and then price the collection.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[It was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Lot so much fun. I had the best time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[See, you were at Brooks Brothers for about two years, I guess. And and you get a job with Chanel Chanel. No, no introduction needed. Yeah. How did did they did you apply for it? Did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[They did they recruit you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I found an ad in women's wear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Daily.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I think it's like one of the few times they put an ad in and I read that that was my paper and I didn't know anyone there. I just sent in my resume.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And called them and called them and called them and then I got the job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[As as what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[As a junior account executive and ready to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Wear and working in new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[York City, working in New York City on 5th Ave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Above the boutique.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[This is going to be a super dumb question and I'm super embarrassed to ask this cause like I've been, you know, in media and journalism for more than 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:07:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Years, but I did not realize until I was doing prep for this interview. I'm so I'm just going to say this outright and be transparent with everyone listening. I just thought channel made bags and perfumes and sunglasses. I didn't really need clothes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:08:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[That's OK. I'm sure you're not the only one. You're not the only one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:08:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah, but they make like coats and dresses. I mean, eye design. Yeah. Expensive, very expensive stuff. And what does it mean to be a junior account executive in sales at Chanel? What do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:08:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah. Beautiful things. Beautiful things, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:08:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Actually do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:08:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So what we did was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:08:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[As we did a ton of trunk shows and what trunk shows are, are you basically schlep around a trunk of samples to different department stores and meet with customers that are coming to that store and you sell the collection based on samples you do pre-orders. So we did a ton of traveling I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:08:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I was in a different place, probably every two weeks doing that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:08:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And you would show up with a trunk full of different sizes of different apparel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:08:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And whoever showed up could could buy them and maybe get like a like a deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[On it? Well, not exactly. So we would show up with one size of the sample. It was a sample, and the sample represented the size of the model war during the runway show. Or, you know, the the show in which it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Represented in in France. So we would set up a rack of clothing and then we take orders and that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[A big majority of what I did so I had a lot of interaction with customers. I really enjoyed that and we went to France, we got to go to all of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[The fashion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Shows. Yeah, it was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Lot of fun, pretty cool life and learning about this kind of brand and and I I I read that like, you know, you're doing this job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Now, and you're you're kind of focused.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[On it, but you still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You had like little side hassles like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You you had, like, a couple of little businesses like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[A hat, yeah, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:09:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[At the box business and and then you started a T-shirt brand like what? What? Tell me about that? How what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Was that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So I always.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Had businesses on the side, I like to paint and my mom had bought these boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[They were cardboard recyclable boxes and they were kind of they were called hat boxes, but I used them as storage boxes and I was painting them and friends of mine were saying they wanted them. And I thought, oh, I should sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Them. And so I did my own. I created my own website. I learned HTML like kind of website building for dummies. I bought the website domainsassystorage.com and started selling them online out of my apartment and I did that for a little while and then I realized.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I didn't really know what I was doing, so I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Moved on the Hat box business wasn't booming the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Hat box business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Was not booming, no?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Cat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Got it. Alright. So you you know that this is not sassy storage was not going to be the thing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[No, it's not moving the needle for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Unless, unless you have the royal family as your as your customers because they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[That is correct. I had to move to the UK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Grow a lot of hats.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So what? So what? What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Was the next business you came up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[With so a friend of mine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We were tied dot. It was T-shirt business called Jessica Lindsey. Her name was Jessica. Obviously the other part is is pretty obvious. Yes. And we were making tie dye T-shirts. We're just tie dying T-shirt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You Lindsay? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Shirts and people want to know where the T-shirt came from and we're like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We made them in our bathroom and but what? What were they just like, tie?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[The T-shirts that many of us listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[They were Hanes tank tops.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Just Hanes T-shirts so that you just you took rubber bands and tied that like we learned at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Camp. Yeah, and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Your kids? Yeah. How did what? What was what was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So special about them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We we had a an embellishment like blanking on the name of what it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We had a machine like a A grommet machine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Ohh and you could put like gems and stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:11:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We're putting studs. Yes, we were doing rhinestones and studs around the collar to add a little bit. You know, we were dazzling them. Yes, and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[OK, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[A little possessed. Yes, I got you. OK. I love this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So we yeah, so that was that was the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Main differentiator from the regular hands tie dye T-shirts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Right. This is like the summer in the summer time of of like 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[In 2001, 2002.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah, in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[1000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[What were you selling the shirts?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[For, by the way, it depends on who we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Were selling it to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah, of course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[But but to ultimately Saks 5th Ave. and Henry Bendels bought them and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[They wait. Sorry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Wait, people are asking about your tie dye shirt. Did you mean your?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Then you're selling them to Saks 5th Ave. and Henry Bendel. There must be something that happened in between.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah, absolutely. We I think we were selling them. We were selling them for basically nothing. You know we were we were selling them for like $25 or something to friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And and people that wanted them because it wasn't really about that for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We were just, I mean, some petty cash, but not we weren't quitting our day jobs. Let's put it that way. We saw this demand me being in sales and she was also she was actually in in edit in magazine working for magazines. So we yeah. And we actually we have an article that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:12:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:13:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[This is your friend Jessica.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:13:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Time Out magazine did on our T-shirts that she helped secure that. Yeah. And we saw the trend in the contemporary floors where people were. This is when James Pierce T-shirts were coming out and $100 T-shirts were big or popular.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:13:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Oh my God.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:13:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So we called on a few boutiques where we knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:13:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[People and how many would they buy? Like when you went to these buyers, would they say yeah, we'll order 100 or 50 or I mean you you were still making them with grommet, a grand machine in your apartment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:13:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes, in the in the basement of my friend's apartment, we were promoting my hand had, like, blisters on them from pressing the machine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:13:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And did they ask you because you were doing the day job and you were working on this on the weekend? I guess. And did they ask you, like, I'm just trying to put myself in the shoes of the sacks buyer? They they were. They like, so tell me a little bit about your supply chain or, you know, where you get your T-shirts. Nothing. They were like, great. We'll take 50. Yes. And what? And what did they price them at?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[They.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We price them around $80.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah. And we all we we shifted our quality from Haines to American Apparel. So we were buying them at wholesale in the garment district and downtown and just buying them by the bundles. And we didn't have any space for the boxes that came for our sacks order. That was like 550 shirts or some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Wow. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Seeing him out and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We kind of looked around and we're like, wow, we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Really in over our head here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Is there a real business and and these this is called Jessica Lindsey the brand?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Right. Yes. Jessica Lindsay. Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I mean when?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:14:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You were working at channel as a as a an account executive were were other other people. Your colleagues have been?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:15:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:15:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Lindsey I I was just at sacks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:15:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I saw your T-shirts. It's so cool that you're selling to sacks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:15:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Well, it was something that I was very open about doing on my free time and nothing that anyone ever questioned because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:15:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[As we worked our butts off at Chanel, so it wasn't as if, you know, it was literally weekends. That was it. And that's something that obviously parlays really well into the laundress because we we knew that, you know, you have to work in your free time whenever you can. Yeah, to make it happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:15:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[All right. Here. No. OK, so you've got this successful brand selling at some big names. I mean, sacks, Bendel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:15:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I'm thinking if I'm you at that time, I'm thinking this is big. This has huge potential. This is going to be a huge brand. Why doesn't Jessica Lindsey exist anymore today? What happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:15:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You know, it was one of those things where you need a lot of financing for fashion and it wasn't something that it was, well, something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We loved and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Do it wasn't ultimately something that we were able to take to the next.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Step so you just kind of it just kind of fizzled out. It wasn't because if I'm hanging out with you at that time, I would hope I would say, Lindsey, this is amazing. Like, you can really, you've already done a lot of hard stuff, but actually that's not true because hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Of is taking it to scale and really building it out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Because you financing and capital and infrastructure and we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We were, we were really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Loose about how we were doing the business at the time it was, you know it was a hobby and then it became before we knew it, we had these sacks. It was almost like a challenge. I don't, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I think timing is really important and the timing just wasn't right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I'm assuming you didn't really make a whole lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Money out of it in the end.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:16:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Not at all. No. Did you? It's. I mean, this to me seems like a really cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:17:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Experience right in so many ways, because in some ways it showed you that you could actually start something and gain some traction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:17:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Absolutely. I knew that no matter what I do, I'm going to do it 100% so that that definitely helped gain confidence. That definitely solidify that I needed to do something on my own, especially when my career in fashion was like this industry that I was in was so specific.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:17:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[High, high fashion couture fashion, very few jobs available so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:17:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I looked around and thought my boss isn't going anywhere. My boss's boss isn't going anywhere and these are coveted jobs and there's no reason why they would go anywhere and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:17:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[There's no place for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:17:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:17:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Go like I had hit the I was a I was managing my department.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:18:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And I had sort of like the highest role that I could possibly have there without taking someone else's job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:18:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And I just I wanted more. I wasn't satisfied.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:18:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Meantime, I'm your friend, Gwen Whiting, that you met in college. Is she living in New York?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:18:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Too, at the time she was in London and then she ultimately came back to the city to work for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:18:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Ralph Lauren.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:18:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Got it. And were you guys hanging out all the time and and so did you start to think, I mean, when did you start to think first not about the business you would eventually, but just about maybe?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:18:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Maybe maybe starting a business. When do you remember what, what some of the ideas you had in your mind?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:18:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah. I mean, Gwen and I both wanted to start a business together. And so that's when we started getting, we started thinking together and coming up with ideas of what to do. We had a fashion brand idea, but then we kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:18:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You know, fashion is tough because it's tough to to chase the trends. It's tough to, you need a lot of capital for production and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We put that aside. We thought, you know what we like fashion, but I don't think that this is, you know, this is this is not the idea this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Is not the long term.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Thing for us and then we looked into beauty and we had a beauty idea. We went, we actually went to manufacturers and that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Like lotions or cosmetic sealer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Cosmetics, cosmetics, lipstick and blush and things like that. And we had some samples made. We met with manufacturers. We came up with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Colors and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So you're really kind of grinding through different ideas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah, I mean, it was fun for us, you know? And I think that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Gwen was, by the way, living in New York by this point when you started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[She was in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[New York, we're actually at one point we were squatting together in our friend's apartment and watching at reruns of Seinfeld every night with, like, this horrible tacky poster on one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Piece of artwork it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:19:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Was a poster on our wall. I remember we put sweaters in our oven like we were, you know, typical 20, something with not a lot of money in an apartment in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:20:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[New York City what was the poster? It was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:20:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[This Olympic skier, it was an Olympic skier. Yeah, we got it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:20:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Free, but it sounds to me that like both of you had a real design aesthetic like we could we could maybe design something that's really great really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:20:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Nice. Yeah. We were both very creative and both working at very strong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:20:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Brands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:20:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Which obviously had an impact on our brand and we ultimately came up with the laundress out of a need and avoid that we saw like a need that we had and a void we saw in the market. The concept of doing laundry was nothing that I ever thought I would get into, but the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:20:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[The concept of the brand and the product it ultimately made a lot of sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:20:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[How did that idea even come to you? Like while you guys are kind of grinding through, maybe if an apparel brand maybe like a fashion brand, maybe cosmetics, how did this idea of coming?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Come up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[With.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Detergents or, you know, laundry clean. Like, was that your first idea to come up with detergents or was it to actually have, like, a, like a store?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah. The first idea was a service brick and mortar store. At the time I was spending a ton of money on my dry cleaning and Gwen was taking the train to New Jersey to do her laundry at her moms house because we didn't trust anyone to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Do the laundry. You know, we had to do it ourselves. I was hand washing in my sink.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Ink. And by the way, I'm assuming you got really good deals on Chanel apparel and she got really good deals on Ralph Lauren Apparel. So that's you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Have a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Of that thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[A lot of really nice stuff, actually. We were spending more to clean the items than on the actual items, so it it sounds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Crazy, but it it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:21:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Was in fact at the time their sample sales were insane. They were incredible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:22:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And then really just and hand washing. Even in college, I was hand washing but washing with baby shampoo and anything super gentle I didn't like. I didn't like anything that was in the market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:22:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And I knew because of my textile experience that I didn't have to. You know, I didn't have to dry clean. Silk is washable. Cashmere is washable. Yeah. And Gwen had had this incredible experience in London washing a cashmere sweater or someone had washed a cashmere service, a cashmere washing serve.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:22:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:22:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And so that was sort of like the tipping point of. Ohh well we a service is a great idea, but we don't. What do we know about service? We know nothing about service. We know product, we know how to sell product and we know about how to create a brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:22:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And so that was when we the wheels started going, you know, we were kind of OK let's let's we need a product we need like a you know a product that works like a baby shampoo, something that's gentle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:23:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Basically, sounds like you were you're thinking of a kind of a service, a dry cleaning service, but not a a laundry slash dry cleaning service for delicate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:23:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Clothing that would use very gentle cleaners for for people. But then you thought, and this is going to be too too hard to do because opening a brick and mortar store in New York in 2002, I guess was already pretty hard and expensive for for the vast majority of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:23:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Oh, way too expensive. So we kind of we asked the hard questions of like, what are we doing? We we don't have any money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:23:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And and leaving our jobs was not not an option. We had to moonlight for two years. We we weren't, you know, independently wealthy kids like we were our parents were like keep your you know you when we ultimately left our jobs they thought we were. You know we're crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:24:00](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:24:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We'll get there, but in in 2002, when you guys sort of sat down and said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:24:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We let's just focus on like, how did you focus on instead of having a store focusing on cleaning products, do you remember how you got to that, that decision?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:24:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Well, we went away from the service quickly when we realized that we didn't have the infrastructure. We visited a local dry cleaner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:24:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[A green cleaners.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:24:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Where we took a tour of their facilities and we were trying to partner with them and it just was way over our heads and at the time we were travel, both of us were traveling a lot for our jobs and I would. My first stop would be the local pharmacies, the local grocery stores, to find out what products and sense that they had that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:24:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We didn't have and Glenn had that same passion. We would buy detergents, not just detergents, but deodorants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:24:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And baby Cologne and fragrances and products from all over the world when we would travel and we were noticing these different trends and and things that and found products that were for delegates that we didn't have in the US that we were using and testing on our channel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:25:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Items and on our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:25:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Cashmere. Alright, so you, so you settle on, let's make a product that people can use at home. Yeah. OK. And it sounds like you, had you had experience just doing it yourselves, but I imagine if you're really going to do this and jump.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:25:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[With this you had to do some significant research cause we're talking about science. I mean it's it's right that, I mean there's there's fibers and and and different textiles and there's different things that might chemicals that react differently. So so where was your first stop? Who? I mean, where did you go, would you call would you go see what what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:25:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[What would you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:25:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Because this is also kind of pre Internet pre Internet but the Internet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:25:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Isn't really what it is now, 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:25:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[2 So where did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:25:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Absolutely. So we contacted our, we went back to our school for Cornell and but our first before we actually physically went there, we contacted a professor. She was an associate Dean at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:25:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And one of our she was never our professor, but she was a professor in Detergency. And again, we knew these resources that Cornell had, right, that they had these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[With a professor and went and detergency.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes, there's a science of detergency.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Wow, this is a profession. That's a this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Is a professor at Cornell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Who's a professor of detergency? That's incredible. And you went to this professor and you said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[What we? Well, we sent her an e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And asked her, told her we had an idea and we wanted to talk to her about creating detergents. We called it fabricare and she was over the moon and wrote us back immediately and said absolutely let me know when you want to meet. And so we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:26:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Scheduled our time, we spent a weekend up in Ithaca when we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:27:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Arrived into her off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:27:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[This we while we arrive with two huge bags of detergents. Again, back to that collection of detergents that we had been buying over many years of during our travels. So from bleach and detergent from Argentina, from France, from Greece and some American brands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:27:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And things that we had collected and we liked or things that we were questioning because we didn't know what the ingredient said, we just didn't know what the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:27:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Meant and she had on her table in her office, books stacked so high and sticky notes coming out of the books. And she said, where do you want to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:27:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Begin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:27:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And Gwen and I looked at each other like, oh, my goodness, this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:27:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Did we really sign up for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:27:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[This what was the name of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:27:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[This professor again. OK, open door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:27:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So you started to do some research on what would work best and what did you start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:28:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To discover, we discovered that we would spend a ton of time at Kinko's making copies of all the textbooks and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:28:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Right. Of of all these textbooks?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:28:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And Gwen and I split them up and we had highlighters, and we highlighted all of the pertinent information and or what we thought would be important to educate ourselves on molecular structures and what happens when a fiber hits each.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:28:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Wow, these are like this is like this is like the Harold McGee of fun food and science. This is like, this reminds me, by the way of Ken Grossman, who started Sierra Nevada. He went to the library at Chico State and just kind of buried himself in the science of of beer brewing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:28:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:28:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You really like these? These were like academic papers with like models and equations and stuff like that, right? Yeah. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:28:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah, the chemical society books that come out every year, I mean those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:28:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Were what we were reading. We were reading them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:28:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We loved it, though. It was really interesting. We we wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:29:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We didn't want to go to a manufacturer and just say make something for us. We wanted to know what we were making and I think that's what's woven into the whole business is that we wanted to make sure we were in control of what we were making.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:29:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:29:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So let let's for a moment talk about when you say delegates like clothing that people dry clean what we talking we're talking about cashmere, silk. What else are we?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:29:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Talking about, so it's silk cashmere, woolens silk blends things that I mean, a lot of people obviously dry clean suits and things with heavy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:29:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Construction like evening gowns, things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:29:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Right. You can't just throw in the wash. Yeah, exactly. And and by the way, what is the problem with dry cleaning? I mean, does it destroy? Does it? Did it destroy clothes? I mean, besides the the Expanse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:29:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I mean, what was your argument for? You know, directly your your stuff being better and dry?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:29:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Cleaning. Yeah. So ultimately the the chemicals in dry cleaning are are not great for you for the environment or for the clothing, especially the clothing it it leaves it's not even really cleaning it, it's a solution.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:30:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[That will take care of stain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:30:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Things and it cleans it, but it's not really taking out odor, so it's not. And and it's not properly preserving the fiber. So ultimately for an for an example is when you're dry cleaning a sweater versus washing it the the dry cleaner will strip all the natural oils of the yarn, whereas washing it will bring out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:30:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[All the natural oils and keep it nice and fluffy and soft. And the reason why we love cashmere. So those were thing and even with the silk fabric, it wasn't really the best way to ultimately preserve. And it degrades fabric over time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:30:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And so you were and you were taking. You're trying to figure out how different chemicals affect different materials?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:30:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We were trying to figure out why the industry looked the way it did and and and understand why certain chemicals and things were in the product and if we really needed it or not. And all at the same time trying to find alternatives that would be safe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:31:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To wash these things that always that people always think they have to dry clean. One of the main things for us is that we were questioning everything that the industry was doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:31:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So we were wondering like, why is everything blue? Is that beneficial to it? Why yes, the color of the detergents blue and we wanted to know why. Turns out there isn't a reason why, you know, it goes back to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:31:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Even the color was blue of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:31:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Of the detergent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:31:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Oh really?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:31:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Bluing well, it goes back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:31:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To peoples perception of bluing agents and that ultimately is a whitener.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:31:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:31:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes. So that's a very old thinking, but it's something that's stuck in the industry and it's still that way today. And so that helped us eliminate a lot of the things that were in the products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:31:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:31:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[At the time when you started to kind of come across things that might.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:32:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Work and clean in terms of cleaning what, what kind of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:32:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[What kind of ingredients did you come?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:32:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Across.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:32:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So enzymes, enzymes were the real and still are the differentiator for us. The the products that work had enzymes and ultimately the ones that had more enzymes worked better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:32:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Because they break down the the stains.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:32:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And and that it breaks down the stains. Yes, exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:32:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And what we did, what we do is we have we have more enzymes and a higher concentration of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:32:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Where do you what do you? I mean, I'm assuming you you both of you, you and Gwen decide. We gotta make some of this like like the guys who started methods. So made it in their apartment in San Francisco. You gotta like make it like, where did you get the raw materials to kind of mix and mix your potions?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:32:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We went to a we went to a manufacturing shell where they have contract manufacturers. We wanted a concentrated product, less water, no color. We didn't want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:33:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Any you know, additives we wanted this as a plant based no petroleum and so we kind of we identified all of those key things and then we were able to come up with sort of the real recipe and formula to make everything not blow up or you know no we weren't, we weren't doing science projects in our kitchen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:33:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Meantime.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:33:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You're both still doing your day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:33:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Jobs, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:33:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:33:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[How are you financing? I mean, you go to a you you want to get like a a company manufactured to make you samples of what this could be. How are you paying for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:33:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So initial initial kind of crowdfunding before that was a thing. We through what we called the soap splash and that was something it was a for profit party where we invited all of our friends and family and past boyfriends and current boyfriends and anyone that would show up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:33:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:33:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We, we would say we serve them wine and our idea and we took donations at the door and we made all these really cute little cut outs of laundry hanging from a line and and talked about. We didn't even have product at the time. We just kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Of spoke about it and how much do you like how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Much money did you $10,000?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So these were not investors this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Is just people helping out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[This is just people helping out and then ultimately we were able to secure an SBA loan of $100,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[How are you able to do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We were able to do that through well, we had really good credit and we also had our 401K's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[From our from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Ah, OK, Josh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Jobs. So we were able to leverage, yes, that which was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Really a blessing for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[It's also scary because you probably were maxing out, putting in 15,000 bucks a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[It is scary, absolutely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[As a young person and you're maybe getting a match from your your company and you were putting that on the line basically to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Get this loan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:34:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We put it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:35:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We put everything on the line. We you personally guarantee for everything and that was obviously a risk, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:35:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You know, we weren't scared of that. We were we. We were so convinced that our idea was a home run and it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:35:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[But that's because it took 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:35:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Years of research and development before we actually left our jobs, though, so that was like we wanted some security. Like we were risky, but it was more. It was a calculated risk a little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:35:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Bit and and when people asked you and Lindsey tell me a little bit about the business that you're doing, what would you say? Well, we just we want to basically we're making products that will kind of allow you to avoid the dry cleaner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:35:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Just do yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:35:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah, we the initial elevator pitch, if you will, was that we were creating products that you could use for your everyday laundry but but most importantly for things that you think you have to dry clean and that was initially the conversation we had and you know everyone wanted to know the price point and the price point was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Would was mind blowing to people and and most most people thought we were crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Because. Because why what? What was the price point you had?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[In mind, $20. Yeah, yeah, tide.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Wait, how much is a bottle of tide?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Like like 4 or 5 bucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Looks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Exactly. Yeah, depending on the size, but around that range, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And you were charging 20 bucks, 20. So people are like, what? You're nuts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Nuts. Who wants laundry? Who wants? Who wants that? It's laundry detergent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You know, what do you who needs?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[That that's that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Doesn't make any sense. That'll never do anything. People aren't going to invest in that. And you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[There was definitely times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Where we're like, man, we're never going to get any financing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Well, we're never going to get it. You know, how are we going to do this? Because people are just not buying our idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:36:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[When we come back in just a moment, hell, Lindsey and Gwen managed to launch that idea despite the doubters and how they would spend the next five years leapfrogging from one credit card to the next just to keep the business from going under.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:37:08](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:37:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I'm Guy Raz, and you're listening to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:37:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[How I built this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:37:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[From NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:37:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Support for NPR and the following message comes from our 2020 how I built this lead sponsor, Comcast Business. Will Tom's Co, founder of a space for creatives called Rec, explains why they chose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:37:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Comcast business and how having fast, reliable Internet will help their business grow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:37:40 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Comcast business and the Internet that they provided us has really made it possible for us to prove that our business model works and our vision is to have 30 locations across the world in 10 years and having reliable Internet is a key piece of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:37:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Learnmore@comcastbusiness.com Comcast business beyond fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:37:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Thanks also to talk space lately, it seems there's something new to grapple with every day, so it's important to get support to keep moving forward. Tax base online therapy matches you with an experienced licensed therapist right from your phone or computer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:38:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[For the price.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:38:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

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[00:38:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Take your great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:38:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

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[00:38:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[A Minneapolis business owner's daughter is called out publicly for racist anti black tweets fighting to save his business and trying to make amends, he calls on a prominent black Muslim leader for help. He's an Arab Muslim.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:39:11 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Tell me what to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:39:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To hear what happens next, listen to code switch from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:39:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. So it's 2004, and Lindsay and Gwen have just cobbled together about $100,000 to launch their first detergent products. And that money comes from all kinds of places, including a party they had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:39:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Family and friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:39:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And so that was the initial initial hustle for us. And then we had the SBA loan, but we ultimately.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:39:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Had a ton of credit cards that we were able to use to to continue building a business. Yes, we got a lot we had, I don't know, six different credit cards that we were using.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:39:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Nice. Just hopscotch from 1:00 to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:39:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[The next.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Where's the first product that you end up launching with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[The we launched with 13 products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Wow. OK. So like different cleaners for different fabrics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:11](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Hey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Exactly. So we we had all our signature detergent which is like for every day and then we divide then the rest of it was more novelty. So products like delicate wash wool and cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[There and we we wanted to launch with the start to finish laundering experience all in one cent because there wasn't that experience for people and so that created obviously more than just a few products to launch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[With.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[How many actual bottles of things?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Did you order?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Like 5010 thousand do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Remember, we ordered about 250 of each SKU, a very small run. We were able to partner with a small manufacturer that's not typical. Usually the the runs are very high, but like at the time it was like all we could possibly handle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:40:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[OK, each one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:41:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Like there was no way that we were going. I mean that would last us almost a year, six months to a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:41:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:41:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Year alright, so, so you both of you guys still had some connections in the fashion world because I mean you had experience selling your T-shirts and sacks and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:41:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And and you'd worked. You were. You were your channel. So you were working with people who were buying Chanel products and was the idea that you would sell the laundress products at stores like Saks and and Bloomingdale's and and Bendell. And was that the idea initially?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:41:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes, I yes, it was definitely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:41:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[What can we tackle first so that list consisted of friends of friends who had a boutique in the Hamptons, for instance, or or in our in our towns that we we that we grew up in, or even local stores in New York City? And then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:41:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And worked with Goodman it would. They were a client of mine at Chanel, and that was a whole nother. I mean, going into department stores with the luxury detergent, if you know what a department store outline or layout looks like. It doesn't. There's no laundry section.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:42:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So while I had all of these contacts at department stores, it wasn't that simple. I had to speak to almost 5 or 6 different departments before anyone really even knew what to do with me or the product, and even then they didn't know what to do. I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:42:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:42:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I was selling the product at the cash register, you know, at the at the counter because in order to get them to believe in that the product needed to be there, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:42:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I guess Bergdorf Goodman was your first big client to say, alright, we'll, we'll, we'll put this up there. How did you get into Bergdorf Goodman?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:42:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Well, first I spoke with the lingerie buyer because I we we were selling delicate wash. So this is a product that was very commonly found for women for washing lingerie.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:43:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And then I was able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:43:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Navigate once I had credibility with the lingerie buyer, I was able to look at being with the cashmere buyer and then ultimately with the beauty buyer, which is where everyone would want to be, you know, and as far as selling a product like that and the beauty buyer at the time, love the brand, love the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:43:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And you know, they had an exclusive. We gave them an exclusive for six months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:43:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To be the only people selling the laundress, and this worked out really well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:43:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And by the way, were you keeping absolutely silent about this itch? Did people know that you're working?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:43:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[On this, no one now. Yeah. I wanted to make sure that my job was secure. If if I ultimately didn't take the leap or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:43:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I always wanted. I always had a plan BI.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:43:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Had a plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:43:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[B. For five years into the laundress, I always wanted to make sure that I was going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:43:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Relevant in my industry and be able to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Another job because you would not quit the job, your job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yet no, no and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Needed that income.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I needed that income. I needed that job and I wanted that job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[By the way, I wrote that you had this really uncomfortable moment at at Bergdorf Goodman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Because when you went there to pitch your laundry products, apparently you ran into another Bergdorf buyer who knew you from channel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes, so I actually, I actually at that same time I ran past the the woman that let me in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You know, through the security I passed by my buyers office. The meaning, the channel buyer that I work with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To get to this new buyer that I was meeting for the laundress, she was like, oh, do I have an appointment you like? No, no, I'm. I'm meeting someone else. And I just kind of like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Just hurried by like there was no, it was really awkward, really uncomfortable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Because she was like, hey, what are?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:44:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You doing here? Yeah, she thought. Do am I? Am I meeting you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And and what did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Tell her I I said. No, no, no. I'm. I'm. I'm. No, I'm meeting with somebody else. Like, we're good, you know? And she she didn't even question it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:09](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You nervous that she was going to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Your cover. I was very nervous. But no, she didn't. It happened so quickly and honestly, I left there. So excited because they wanted the laundress that I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[At that point, I didn't really care.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And when when did you pull the trigger on quitting your job, like right before you launched?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Did anybody you know your family or anybody say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You sure you want to do this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[My mom, she said. Are you sure you know she like, over and over again and you know my family never doubted what I could do or couldn't do, but I I think they were worried because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Was then I was going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To be their problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:45:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And I think Glenn's family questioned her as well. I mean, this was we were leaving coveted jobs and places. We were very happy at, but we were passionate. And then ultimately they supported that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:46:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So you quit your job and you launched this thing and UM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:46:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Was it like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:46:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You know gangbusters. Was it, you know, just a a frenzy to buy your stuff. Like all of a sudden, everybody going for the laundries or was it come?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:46:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[More like crickets. Definitely not a frenzy. It was really difficult to get people on board. We had to. I mean, there was. There were moments when I made a list of stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:46:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Call and I would be calling and calling and calling and people wouldn't call me back, so I would go to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:46:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Power to meet the buyer and we're talking about boutiques. Now the smaller boutiques because that is the majority of our business. It was really the bulk of how the brand was built. I actually there was a store in the West Village that I that we really wanted to be in because the positioning was really good for our brand and he refused to call me back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:46:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:47:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So I showed up with the products and I spent the whole day there and I said just let me sell the product for you and you don't have to take it after. I just want to show you that this is where our products should be and ultimately he's one of our best clients in in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:47:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You when you launched this, I mean you you from what I I understand you had you launched it with about $110,000. So I'm assuming you're thinking we need to make money quickly to be able to pay our bills and expand and and make more product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:47:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Correct, but from what I understand, like the first at least three years and probably four years, you were not profitable, you were actually losing money every year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:47:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Right, that is true. We weren't making any money. We didn't take a salary. We had to write down what our bills were and and pay our bills. And that's it, you know, so we didn't lose our apartments, but we ultimately, between 2004 and 2008, we worked with Rep groups. So different people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[That would sell the product for Commission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So we positioned our products within showrooms in Dallas and Atlanta and LA and New York and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Like showrooms of what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Showrooms, where they had other brands. So linen like bedding, showrooms that where it would make sense for someone buying linens and bedding that they would buy our product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We were also in fashion showrooms where there was clothing and then they would buy our products. So we positioned ourselves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[In places like that, and we did a ton of trade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Shows.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So you had you had to depend only on income from this business, but how did you if you were not getting any income, how are you like paying rent and buying food and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Stuff. Well, we had to pay our rent as a bill. It was like part of our, you know, accounts payable. So through through our business in that way because everything was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:55 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:48:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Everything was personally guaranteed. Our credit cards we used credit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:49:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Charts and then we would look at our our bills and our finances and say, OK, what, who needs to get paid first, you know, what's going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:49:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Cut off 1st.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:49:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[But we had orders coming in, so there was always a a flow of cash. It's just that we weren't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:49:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Anything that we made went back in, you know, back into the business. It wasn't like in our pocket.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:49:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Right. And and and just curious in in those in those early years when you weren't making money, did you ever, were you ever tempted to to to try and get outside?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:49:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Money just to make sure you didn't collapse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:49:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[No, we we were able to, we had we had money coming in. So it wasn't, we weren't concerned about collapsing. We probably could have done a lot more at a faster pace. Not probably we definitely could have, but we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:49:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We wouldn't have the same amount of control our brand would most likely look very different today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I mean, when, when? When you when?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Investors eventually start to make pitches to you who want to invest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[What? Why did you conclude that it was not in your interest?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To take the money. They weren't gonna. They weren't gonna give us enough money to get. They wanted a lot of. They wanted a high percentage. They wanted a lot of equity for, not for and not giving us that much money. And ultimately the what we were going to do with that money wasn't going to get us faster.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[In sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So wasn't going to get us to where we needed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To be any faster.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You were. You were getting some like firm saying. We'll give you $1,000,000 for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[25%, right. So we would lose control, but not we weren't going to be it, you know, $100 million company overnight. So or whatever you know and just throwing that number out there. But like it wasn't going to be, we weren't going to get there any faster and we were really happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[With the the direction of the brand and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Did you? Did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:50:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Feel like I mean, when, when, when you would go to these firms and they offered you, you know, a little bit of money for a huge equity stake. Did you walk out of those meetings just feeling like undervalued and irritated?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:51:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes, all the time. And actually one of the meetings, the guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:51:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We'll sleep on us when you're presenting to them. Classy. Classy. Yeah. Classy. And he was trying to, like, act like he wasn't sleeping. And. And we noticed right away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:51:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And we're like, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:51:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And we, we spent a lot of time presenting and and we're very passionate about our ideas and then someones falling asleep. That didn't really bode well with us. We didn't find there wasn't a partner that we had that we met that really understood the business. I think that becomes that was something that if we found a partner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:51:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[That really got it. I think that storyline would have been a little different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:51:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I read that like this was one one instance where like one of the customers you had one behind your back directly to your to the factories that were making your product and and had them white label the same products for them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:52:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:52:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[True. What's what's how did that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:52:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes, well, we had our, it was probably around 2006. We started selling to Russia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:52:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:52:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And it seems random, but it's not really random because Glenn had lived in Russia and we had some contacts there and there were some really beautiful stores there that that we knew this laundress would be, you know, perfect for. And we found a a distributor to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:52:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Sell the product to all of these stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:52:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We did a huge launch and event. It was so much fun in Moscow and success like very quickly in that market and so much so that we, you know, not having capital like we really couldn't keep up with the the demand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And we also couldn't give anyone special payment terms. We needed the payment terms. You know, we were the ones that were the ones that, you know, were struggling in that regard and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[A lot of the distributors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Want want to give payments over a period of time and we really needed to be paid in advance before we shipped any goods, especially overseas. What if we never saw that money so?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[This specific distributor went directly to our manufacturer and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[He was buying the product from our manufacturer at a lower price.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And so, no, no, no, it's not legal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[It's not legal, by the way. Is that alright?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So what did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Well, what do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:53:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You do when you don't have a lot of money to to legally go after somebody. We we confronted the manufacturer, we confronted the distributor and we we just stopped working with him. We owned our formulas and we went somewhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:54:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:54:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I guess you don't really have money to sue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:54:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah, suing suing him would have been a long headache and a lot of money, and we needed to move forward. And ultimately this the distributor that we were working with then come to find out, which is even worse than what he was doing with the manufacturer, was that he was making counterfeit product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:54:27 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[My God.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:54:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And we found out from a client because she had a rash, that those are the moments when we thought ohh my goodness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:54:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[How are we ever going to recover from the this? You know, that was definitely a struggle for us. So the client we had to immediately said to the client, can I see the bottle? Can you send me the bottle? And so it turns out it was in our formulation. It was our branding, our our name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:54:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So, you know, looked like it was our product and the same distributor that was selling our product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:55:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:55:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Was making additional units because he had a demand and he wanted to satisfy and he didn't care. He was sacrificing. He was buying it cheaper, poor quality and selling it. So we had both products in the market. So he was leveraging himself as being a licensed distributor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:55:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:55:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Of launchers because he was and then selling counterfeit product at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:55:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Wow. Yeah. So that, that, you know, we early on had all of our name trademarked in any country that we were sold to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:55:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:55:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So we owned the the licensing and the trademarks. And when you sign, when you have a distributor, you allow them to use your name and all those things. But it was really hard for our trademark lawyer to to pin that down and and ultimately it would have cost way too much money for not a lot of results. So we pulled from them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:56:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah, and luckily it didn't become a global issue for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:56:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So while you were, I mean, you're you're trying to kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:56:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Get awareness. You, you you're kind of the, I guess the the trajectory was good because you're you're growing. What was the turning point and I guess by 2008 you finally became profitable. I think you you did $1.8 million in sales and and that's revenue so so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:56:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[MHM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:56:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:56:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And maybe you, you know, maybe you, you know, you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:56:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Your expenses were like 1.7 million that year. So you were finally profitable, which meant that you and Gwen could finally take a salary. Maybe it was $50,000 each or $40,000 each.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:56:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And what what? What was the turning point? Was there anything in particular that got you to profitability?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:56:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes, a few different things. We well, our e-commerce business was continuing to grow and then we were also expanding globally. We signed up in 2006 with our first distributor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:57:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[In in your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:57:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Up we also were able to get into areas of Asia as well. Some of our first clients were in Hong Kong as well as Tokyo. So we were able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:57:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Be profitable, take salary, start hiring employees and running like a real business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:57:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[When you kind of turned a profit was that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:57:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Was that kind of the beginning of profitability from that point forward? Was it just, did you just grow up because 2008, 2000?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:57:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Nine. That's financial crisis. Yeah. So it's a weird time for us because we were growing and it was a horrible time for, you know, our our U.S. business wasn't really growing at all. So we had to pivot quickly and focus on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:57:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We always had a diverse business portfolio from international US retail and then ecom. And so we put a lot of our energy and focus on this, the the markets or the clients that were doing well in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:58:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We put a lot of energy in them, so like, really the bigger stores and we look to our international partners and spent a lot of time going over there and and meeting the customers and putting a lot of energy in those markets that we're doing well. And this is something that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:58:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I think was really, really is important for brands to to think about and and you know having just one way for revenue, it can be really tough. I think about that now too during quarantine and what everyone's going through, it's very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:58:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[It's important to to be creative and and think about think of all the angles of what you're doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:58:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Because if we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:58:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:58:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Only sold in the US boutiques, we would not have come out of that the way we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:59:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So you're growing and if the growth is organic, it sounds like it's organic and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:59:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And by I guess what 2015 you open a store of a brick and mortar store? Yeah, and that was entirely financed just by the revenue that that the company was generating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:59:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes, exactly. And that was the initial plan. We wanted it the service in the store. We wanted to really show the lifestyle of laundry and have a place where people could go and ask questions and and try the products and smell the products. The scent experience is really, really important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:59:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[To our brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[00:59:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And and sent in general for detergents are very important to to clients and customers. I mean they're it's they're very nostalgic and it makes them think of their, you know, our baby detergent, people still use even though they don't have babies anymore. You know, it makes them think of that time and I think coming from brands with stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:00:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[It was something we always kind of dreamed of. We didn't know when that was going to happen and and actually our first store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:00:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Was in. Was it in New York City? It was in Shinjuku station in Tokyo, Japan. Yes. A tiny little place. It's still there. It's fantastic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:00:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:00:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So they were the first people on board with having a having a laundress retail store and then New York. And then we have a Seoul, Korea as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:00:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Well, yeah, why? I mean, it's interesting why? Why Seoul and Tokyo is there is there is that is the product just really resonant there. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:00:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Very strong markets, very strong markets for us. They're tremendous understanding of fashion and their love for clothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:00:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[What explains that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:00:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[They are fanatics about caring for their wardrobe, so they jumped on board quickly and so did Europe as well. A lot faster than the US market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:00:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So you guys are expanding, you're profitable, but but I guess around like 2018?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:01:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You start thinking about finding a buyer for your brand. Yeah. And and why were you were?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:01:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Both just like kind of done like were you just really. I mean, I mean, you work like insanely hard and and. And you were you just kind of burned out. And is that is that why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:01:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[It was more about us it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:01:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Had to happen, otherwise we weren't going to be able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:01:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Grow any bigger than we were and I think we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:01:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We're scared about giving, you know, having an outside investor because we didn't know what that looked like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:01:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I mean we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:01:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Would we've been doing this for 15 years? It's like, what is that going to look like to us? We heard really scary stories from friends of ours that had businesses for a long time. And we, you know, a lot of our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:01:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:01:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Friends that are successful and they're unhappy, they're miserable. And so, you know, I'm talking about not a start up getting money, but like being in this business and living and breathing it every day for 15 years and then having an outside partner come in and tell you to do things differently. It's not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:02:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Received well I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:02:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Don't think so, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:02:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:02:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[That was something that we explored and we had three different companies come to us with interest of buying us and and partnering with us. So the timing was just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:02:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Really meant to be and we were ready.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:02:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You got an offer from that you accepted from Unilever?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:02:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes, exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:02:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And they bought your brand, reportedly for $100 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:02:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And and kept you on, you would stay on. I'm. I'm still working there, you know, an employee of Unilever now running the business, but with you, with Unilever behind you, you're now. I mean, it was one of the biggest multinationals in the world. I mean, the Sky's the limit. You could probably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:02:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:03:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Scale and in any way you want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:03:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[So it's interesting because that's the potential, but in the beginning, you know, it's really about keeping the brand integrity and and the identity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:03:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And the way that they work is that they really are adamant about keeping the brand separate, but obviously joined but separate in the sense where we're still have our same office, we still have all the same employees and our DNA looks and feels the same. We have additional resources, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:03:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:03:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We are, we do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:03:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Really kind of run on our own still, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:03:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[While scaling will happen, it's not oh you acquire, you get acquired and like \*\*\*\*, you're an overnight sensation. Like it's not. It doesn't work that quickly. I'm I'm so under navigating that has. That's the challenge now to really take what they have at our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:04:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Disposal and scaling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:04:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[When you, when you think about this journey you took and what happened, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:04:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You know, you sold this company, made a lot of money. It was not a guaranteed slam dunk. It was a slow burn. It took a long time before you were able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:04:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Really become profitable. There's a lot of stress. Do you think that the the success of this company had to do with how, how hard you and and Glenn worked or do you think some of it had to do with luck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:04:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I think it had to do with the success of how I mean how hard we work. The success came from the hard work luck. You know, we carved out, we just, we went into an industry like we disrupted a multibillion dollar industry. I mean we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:04:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[We definitely were ahead of our time and you know and pioneering.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:04:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Product that didn't exist. Yeah, I think I don't know. It depends on your definition of luck. I think you create your own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:05:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Luck does. I mean you, you you really kind of struggled for so long with this business and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:05:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Even when you could pay yourself, I I can't imagine you ever really were able to pay yourself huge amounts of money. Maybe, maybe more significant towards the end, but never.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:05:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You know, I'm assuming you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:05:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[This Unilever thing it made you and Gwen rich, I mean, and probably beyond what you ever imagined was a weird that did that kind of change the way you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:05:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I don't know lived or you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:05:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Well, I think I think because it was something. So you know along the journey we saw a lot of our friends excel and save money and buy homes and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:05:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And all these things and we weren't able to save, we didn't have any money to save. We were all our money was going back into the business. So I think ultimately our goal of selling to a strategic was kind of our way of saving if you will, like we knew like investing this like you know everything into a business would ultimately pay off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[And that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[What happened? That's Lindsey Boyd, co-founder of the Laundress. The company now sells more than 80 products, and they've expanded beyond just fabric care to include household cleaners as well. And while so many companies are suffering during the current economic crisis, Lindsey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Says their business is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Actually up by 150% because people are stuck at home doing more cooking, cleaning and yes, laundry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[If you go to a BBQ, by the way, would you still be comfortable?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Wearing white, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[You will you do that, you will wait to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Barbecue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I have a white sofa with two small children. My my whole house. My house is white.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Ohh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[God.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[My dog just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Threw up on our sofa. It's Gray. What do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Ohh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I do quick. What do I do it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Really happened. Really need stain, solution and bleach.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I'll turn it up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Right away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:06:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[No, you don't have to worry about the right away thing. You can do it later. It stain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:07:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Oh, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:07:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Will still come out if it's properly treated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:07:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

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[01:07:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[Thanks also to JC Howard, Candace Lim, Dareth Gales, Julia Carney, Neva Grant and Jeff Rogers. I'm Guy Raz, and you've been listening to how.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:07:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:07:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

[01:07:48 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gX8)

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