# Audio file

[M.M.LaFleur Sarah LaFleur (2020).mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[Hey everyone, just wanted to let you know that our team is working super hard on a whole new lineup of fresh episodes for 20/22, which will be ready for your ears starting next week. But in the meantime, we're gonna run another one of our favorites from the archives. And as you will hear, when I did this interview with Sarah Lafleur back in 2020.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[We had no idea that a pandemic was about to hit and that the sudden shift to remote work would threaten the entire premise of her business. So be sure to listen through to the end because I will have a little update on how Sarah and the company are adjusting to a very different world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[We still continue to do trunk shows. We had revenue goals for the month and so if we weren't meeting our revenue goals then we would, you know, set up a trunk show stat. But online, it was just a totally different story. We could not sell our dresses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[I have to assume your cash reserves are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Close to running out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Not only do we run out, it actually went into the negatives. Our bank account. I think at one point and said like -2000 or something and I didn't know you could draw it down beyond zero. So that was a wake up call.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built. I'm Guy Raz, and on the show today, how a relentless morning routine inspired Sarah Lafleur to build a simpler wardrobe for women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:01:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[A multi $1,000,000 brand called M Lafleur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:01:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Back in 2004 and an American psychologist named Barry Schwartz published a book called The Paradox of Choice, Garry's Argument, and we've talked about it before on the show is pretty straightforward. He concluded that having lots and lots of choices.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Has actually made us more anxious and less happy. I mean, think about it. Do you ever get anxious at Chipotle or in and out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:02:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Burger. I'm guessing you don't because they have very few choices. Burger, Cheeseburger, double cheeseburger, Taco burrito, bowl quesadilla. You get my point right? Having fewer choices actually decreases anxiety. Now imagine waking up every morning and agonizing over what to wear. You go to your closet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:02:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And you either hate everything in it or you can't decide what would look.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Good. And I suspect this is not a thought experiment for many of you. In fact, this was how Sarah Lafleur started her day every morning as she went off to her corporate job at a firm in New York. And Sarah wasn't alone. The research is pretty clear. On average, women spend a lot more time getting ready in the morning than men.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[So Sarah decided to try and tackle this problem by tackling the closet essentially by coming up with a line of clothing that was simple and elegant without too many options that would speed up the morning routine. Clothes that were well made looked great and professional at a more reasonable price.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[But like so many of the founders I've talked to, Sarah had this ambitious plan and not the slightest idea initially of how she was going to carry it out. For starters, she knew nothing about the fashion industry. She had no idea how to make a dress or a pair of slacks. She just knew what she liked, but since she launched.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:03:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:03:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Memo lafleur. It's grown into a business closing in on $100 million in annual sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:03:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And a lot of the company's designs are inspired by Sarah's childhood in Asia. Her dad was an American diplomat, and for most of Sarah's childhood, the family lived in Japan, where her mother was from, and Sarah grew up speaking both English and Japanese.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:03:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[It was tough the the tour that people use in Japan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Describe biracial kids as half, I guess we say that two half Japanese, half American.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:04:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[My parents always said you're not half, you're double. You're both Japanese and you're you're also American. And so I think they were really insistent on that fact. But I think on a day-to-day basis. Like, I remember when I was in Tokyo, I really didn't want to use my last name. Lafleur, you know, in Japan, your last name really signifies whether you are Japanese or not. So much so that you Korean, Japanese people or Chinese, Japanese people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:04:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[They will change their last name to signify that they are truly Japanese, and so, you know, I I kind of hid my American.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:04:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Last name and then I would say simultaneously when I came to the US, I had the opposite experience, especially around college. I went to a school that was incredibly preppy and that prep culture I had never seen before in Japan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:04:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Tell me about about your mom. Did she?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:04:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Did she work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:04:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, she did. And I mean, really a huge inspiration. I mean, I would say the reason I started my business in many ways goes back to my mom. She is Japanese, raised in Japan and you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[Very, very unusual person for someone of her generation. She worked throughout her life and continues to work today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:05:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[She loves her job, she runs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:05:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[A business selling travel jewelry out of Tokyo, which she started because I think in many ways it's it's tough being a diplomat. That's why if you have to move every three to four years and I think the common assumption is that the wife usually gives up her career so that she can, you know, be the diplomats, wife host receptions, etcetera. But she couldn't. She always says I can't wait.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:05:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[On Monday, you know your kids are like, what? Excuse me? Like, how about us on the weekends? But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:05:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[She just she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:05:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Loved going to work and I think that was a real inspiration for me and my sister.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:05:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You know, we never assumed that we would not get jobs. That was the only thing we assumed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[So I mean looking imam as as this kind of inspiration for how to be an entrepreneur. I mean, I can't imagine as a kid you thought I'm going to be an entrepreneur or did you mean? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:05:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[No, not at all, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:06:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[She didn't hide how hard it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Was trying to start the business with her friends, having her friends leave the business all of a sudden, out of nowhere, financial struggles, just hard, personal conversations that she was having with her business partners. And I remember as a kid I would come down the middle of the night to grab a glass of water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:06:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And I would see my mom sitting in the armchair with a a light above her head, sipping whiskey on the rocks. And I just remember thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:06:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Wow, it is hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:06:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So when it came time for you to go to college, you went to Harvard. So, I mean, you must have been, you know, a pretty good student.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Yes and no. I think I never fancy myself to be this super smart person. I knew I was a really hard worker and my mom always used to say, you know, this is a Japanese book on the side, which means.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:06:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You're the kid who tries hard. And so my mom meant that in an encouraging way, but I never in my mind thought like, well, you know, I'm going to be the smartest person in the room. I I've actually, I've probably never thought that in my life. I just knew that whatever I wanted to do, it would have to be through sheer willpower, sheer determination.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[I mean, when you when you graduated, what did you think you you were gonna do with your life? Did you think? OK, I'll get a job and go work somewhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[You're out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[I should take a step back and say like basically from the time I was in high school, I wanted to become a a refugee camp officer. I wanted to be a logistics officer and I started researching refugee issues, got really, really passionate about it. And then I thought, gosh, that's what I want to go do. And so the somewhere between.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:07:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[My junior and senior year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:07:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I had this opportunity to go volunteer at a refugee camp in Zambia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:07:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[But you did this. You did this while you were still a student.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:07:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[You know, I think if I can point to one life changing experience that I've had, that would definitely, that would be the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[I mean, this refugee camp was, I think like 10 hours from Osaka, which is the capital of Zambia. So we would drive to the small town that was two hours away and I would buy random pieces of furniture layer and then we would, you know, paint this building.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:08:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That we fixed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:08:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Any news?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[It was basic stuff, it was, it was basic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Stuff, but I think I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:08:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I also I think simultaneously I realized the the powerlessness of it, of of myself really being in that space. I would have people come up to me just as I was, you know, walking back to the dorm where we were staying. And he would say I would, I have aids. My my wife has died.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[I have one kid who's died. Is there any way you could help me this you know? And this would just happen on a daily if not hourly basis and it's just fundamentally changes the way you see life. Hmm. And I went with this nonprofit organization.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Question. And one day the leader asked me, OK, so we are we're short on money and so we're going to have to make a trade off. We can either continue to buy lunch or we can continue to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Spend on fuel and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:09:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I was looking at him being like, wait, we have to choose between lunch and fuel. What kind of a choice is that? Like, how are we supposed?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:09:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[To work like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[And then I came back on campus senior year. I had all these friends who were coming back from their investment banking internships with 5000 dollar $10,000 signing bonus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:09:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And I just like, couldn't believe the like, you know, that was more than the money I had raised all summer, and it sparked some sort of curiosity, I think, for me. And then a a mentor that I had, who I've been with at the camp at the time she was someone who had worked in investment banking. And she said to me, you know, Sarah, it's it's never a bad idea to go learn how to work with the big boys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[00:09:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Kind of hit that expression big boys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:09:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:09:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:09:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[But but I knew what you meant and and the money. I just couldn't believe that you could sign a piece of paper and you could have $5000 in your checking account.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[Yeah. And I guess you kids were sort of got drawn into that because after college, you went into into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:10:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Like you went to work at at at Bain? Yeah. And and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[I was what was called an associate consultant and you are working on a case which if you are at a company like pain, it's usually for a Fortune 500.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Any and you were trying to solve a problem that the company presents to you, which might range from, you know, anything from we're trying to enter a new market. How should we do that to we have to cut costs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[How should we do that? You know, a significant percentage of people who been on the show, I'd say more than 10% working consulting for a couple of years early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:10:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[In their careers, where you, you're basically paid to learn everything about a business in order to give them advice for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:10:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[Or to be more efficient, or to to run a better operation and and then. Oftentimes these, you know, people who were in consulting are sitting around saying, wait a minute. I think I could do that better and they and they start a business, but it is actually really useful. I mean, super helpful in kind of training you and and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Giving you expertise in an industry that you otherwise would have known nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[It's so true. You know, I I mean, I didn't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[How to do really?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:11:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Basic things like I didn't know how to write a business e-mail. I didn't know how to do PowerPoint. That's like, that's a life skill. But they went into shape. So they really, I think, set a certain standard for me that I knew I had to meet if I wanted to be taken.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:11:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[So you I I guess you stayed a band for about 3 years, which is I think the sort of the average length of time I'm unless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

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

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

[People who decide that they want to make a career out of it and and you've got this opportunity to go to work in South Africa.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Yeah, that's it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Yes, I worked for a nonprofit called Technoserve, so that was started by a bunch of former McKinsey partners, and the idea was that South Africa had a really, really interesting challenge. Having gone through apartheid, you have this dual economy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[That you have the white economy and essentially the black economy and the two operate incredibly differently. And the question was how can we get the the Black South African farmers to plug into this incredibly successful?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Supermarket economy that was. That was what I was working on. And so I think that was the moment where I discovered nonprofit wasn't for me. It wasn't the mission of the work, the mission of the work is so important. But my personality was wholly unsuited for it. I think. What what irked me was the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:12:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[The amount of delicacy and diplomacy that's really needed to push projects through in the nonprofit sector.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[It's a really admirable skill and you need to have it to be successful in that world, and it was not something that I naturally had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:12:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, I mean it's it's interesting because you are the child of a diplomat and like had aspirations to work in in refugee camps. But the combination of of where you were in life and you're sort of wanting to move quickly, which just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Wasn't the right fit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:13:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[At at the time for that job. Yeah, you 2011, you come back to the United States and you go to New York and get a job at a private equity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Firm. Yes. Yeah. So you can see how I've been involved in my career.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[You're still in your 20s at this point and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Private equity is intense and you're looking for companies to invest in, and it must have been exciting and you get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[00:13:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And what was it like? Well, I will start by saying it was it was, it was might be weird. After saying that my dream was working on profit to say this was my other dream.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:13:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[But it really was, I thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:13:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[What they were doing was fascinating, and when I got the job, I took it and I started, gosh, January of 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:13:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And I thought this was going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Be my dream job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[So this is January of 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:13:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[On June 28th. I'm sorry. January 2011.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Sorry, so January 2011 you get to New York and you were just there for four months, which seems seems like something happened and it just seems unusual. What happened. Why? Why were you there for such a short?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Time. Why'd you leave?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[00:14:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I loved the job, but the short of it was that it was a a terrible cultural fit for me. I was one of two female investment professionals, I think out of dozens if not hundreds. The company culture was hypermasculine and aggressive, swaggering, which all looks very cool on TV. And I'm, I'm sure there was a part of me that idolized it, too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[But the truth is, it was terrible for me. I was, I think it professionally performed just fine, but internally, I mean I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:14:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:14:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Started hyperventilating at work. I developed a weird tick. It was just very clear, I think, from week one. I was like ohh I made a mistake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Always a breaking point because four months is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Yeah, it's a short time and there must have been something that happened that you you just said. I can't come back here anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:14:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Breaking point was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Me. Just like crying uncontrollably and calling my friend and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Like I don't wanna go to work tomorrow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:15:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:15:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I just. I generally felt like a loser. I mean, here was I I spent three years at Bain and I I moved to South Africa thinking that that's gonna. That's gonna be my thing. And then, you know, after a year I decided.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:15:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[OK, it's not for me, so let me let me give this thing a try.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[00:15:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[There for four months, like the narrative I had written for myself was that I was a loser, and so it was. It was really. It was just a devastating time for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:15:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[When you told them you were leaving, were they shocked?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:15:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I think their boss was surprised. I think private equity is filled with a bunch of people who are incredibly determined and want to climb the ladder. And here I was saying, like I've been here four months and I'm out. And I remember the first thing he said to me was don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:15:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You want to become vice president?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:15:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And like, that's honestly the last thing I want to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:15:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And so you start to have real moments of doubt about who you are as a person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:15:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[Yeah, up until that point, you're always like Sarah, who goes to college, you know, Sarah, who works at Bay, and Sarah who blah. So much of my personal identity was tied up in the job that I had. And to so to go from Sarah, who works in private equity, who flies on private jets to Paris.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:16:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[To Sarah, who doesn't have a job and is worried about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:16:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[How she's going?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[To pay her COBRA payment next month. That was a. That was a a sucker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[So at this point you're like 2728 maybe and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Yeah, 27, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[You would rather.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Leave without a plan than to stay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Yes. And I would say word is a that's a a strong word like, I felt like I had no choice but to leave without a plan. I just needed to get out. So I still remember that feeling when I, like, took the metro north.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:16:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:16:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[On my last day back into the city, you can see out in front the railway in front of you and I just remember thinking, Oh my gosh, freedom. I'm. I'm free again. And so yeah, I I left without a plan. I like cried for a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[I had started seeing my psychiatrist about a few months into a couple months into that job because I was, you know, I was a nervous wreck and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[I you know, I spending a lot of time actually in her office. I think it's probably going like to maybe sometimes even three times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[A week just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[To feel normal again. And that was around the time I had always had this idea for starting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:17:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[A clothing company for working women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:17:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Wait, you you always have this idea or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:17:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, well, I I should say always, as in like when I when I was working management consulting because I could never find good clothes. And so I think I think a lot of women can relate to that. So. So I always having that idea I guess since working at Bain and since needing those clothes myself. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Just just this idea like we all have ideas, right? Like there's, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:17:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:17:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Idea exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:17:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:17:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Like, somebody needs to make a better pickle or I shouldn't have like great Pickles. But whatever it is, right. We all have these things. And this was your thing. It was like, but it wasn't really a serious. Like you weren't sitting down at night and weekends writing a business plan for a clothing company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[No, I mean, I was just like, what fashion? Like, I'm not even interested in fashion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:18:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Now I just. I was like I but however I am a consumer of clothes. I have to wear clothes everyday. I I care about looking good and and gaining the respect of my peers and my clients. So I'm going to put effort into it. But God, it is so hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Yeah, but so this is like the spring of 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[11 You quit your job, and now you've got time, which sort of like one. If we're, like, watching one movie on this, you've got time. And then you get, you know, you're excited and you think now I can start this business. But there's another movie which is you're going to see therapists. I have to assume.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:18:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:18:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Experiencing some depression from, you know, leaving that job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:18:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:18:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That can be a hard time to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:18:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Get motivated to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:18:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Feel like right? Did you just take some time to just kind of be sad and depressed or or were you thinking I'm going to jump into this next idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Terribly sad and depressed and unwell. And I also remember thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:19:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I need to get moving or else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:19:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[And so I only remember this because I remember the dates that I signed, certain contracts I signed for we work office starting May 1, back when we work was still very small. I think we had like 2 buildings in New York and then I officially registered as a LLC June 1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[In Delaware.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:19:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So I just I have records of those contracts which makes me think like, OK, there was a part of me that like kept kept pushing myself. Yes. But then I also remember going on a run and stop in the middle of the run because I had to, like, cry for 30 minutes. And I think that was mid-july, right. So it was. It was kind of a. It was a parallel process. It wasn't like, OK, now I'm done being sad and I'm going to go start my company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

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

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

[I was. I was. I was working through both things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:19:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[At the same time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[So as you started to as kind of the the gears in your head start to turn more and more about this idea of of professional clothing for women, did you have a sort of a a solid vision of what that would be or was it still kind of abstract in in the spring of 2011?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[You know, surprisingly, my my vision for the product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:20:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:20:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[My mom before she started her her jewelry business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Have worked in high end fashion and so I think through her I got to see and touch a lot of these beautiful pieces of high end clothing that she would bring home. Not because she bought them. But you know as samples or as gifts. And I think she dressed also in that way incredibly tailored and polished and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[I think my big question I was starting this business was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:20:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Why aren't there clothes like this for regular working women? You know, with the clothes that I was shopping for at the time, it was always ill sitting. It would RIP a lot easily. I would always have to get it tailored it it just. It would wrinkle easily. I mean, there's so many things that were wrong with it, and I was spending so much money trying to dress professionally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[00:21:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So I I knew exactly the kind of clothing that I wanted to create, which is really like I wanted to sell dresses that would sell for two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[$1000 for a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Fraction of the price and I I wanted to work with the luxury designer because I wanted my customers. I wanted regular working women to wear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Luxury quality clothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[So you so you register an LLC and I mean what like if if I said to somebody, alright, let's go start a clothing company like I would have no idea what to do. OK. Register The LLC and then and then what first?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:21:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[People. You need money, right? So how much money did you have at the time to start this thing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Very little. I had about $35,000 saved up, which is not very little, but you know, in the context of starting a business, it does.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:21:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Not get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:21:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You very far and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Right. But you had saved this money over the course of your time at Bain and this private equity firm and yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:21:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I mean, in my entire life, yeah, it was like the Piggy Bank that I kept.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:21:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah. And what, like, what's $35,000 going?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[To gonna do, I mean it's going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[To last. Yeah, it doesn't it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Doesn't go very far, which was the short story my parents also went me 35,000 so they said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Yes, you got 70,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:22:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah. So I started with $70,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:22:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:22:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[To see how far you could go, and then eventually fundraise. Or did you think I'm gonna go for fundraising right away?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Yeah, it was. It was. I mean, I I couldn't even think about fundraising like I knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Through the Grapevine, you know the bonobos founders were partner founders, both worked at Bay and. And so I think, I mean, in some ways, they served as great role models. You, you you kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[From afar, that maybe it was possible to fundraise, and so I think in those initial days it really it wasn't like this is the business plan. Let's go raise some money. Let's go start this business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:22:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Like, does anyone know anything about making clothes because?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[If you do, I'd like to talk to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:22:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I mean, when you know we've had conversations with founders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:22:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Who at this point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[The first thing they do is start to reach out to anybody who will talk to them. They, you know, they'll send like cold emails and and cold call people for advice. And is that is that who you who you are like is that your personality? Is that what you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:23:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Did was more organic again, I didn't know anybody who worked in fashion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:23:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:23:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So I remembered that there was a a woman who was a couple of years ahead of me, but college she had gone to risda to study interior design and I think textiles in interior design. And I was like, well, that's that's one step closer to fashion. So I reached out to her and I was like, hey, do you know anybody who works?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:23:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[In fashion, she was like, actually, I do know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:23:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[One person from wisdom who went into fashion. So let me put you in touch with her. So she was the one fashion designer that I knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:23:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And she put me in touch with her five headhunters in fashion, most of whom had no time for me. You know, they were like what? Being like, never heard of it. Don't care. Like please come back when you're serious. I've got Calvin Klein on the other line.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[00:23:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[But one of those?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:23:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[5 Headhunters decided to take a chance on me. He you know, said. Let me see if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:24:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I can help you out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Help you out with what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Recruiting. Recruiting so. Ohh so this headhunter. So he said. Let me see if I can help you find somebody to join you as a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Find somebody as a Co founders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Because you could not. You felt like you couldn't do this by yourself. You didn't have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Of the understanding of the knowledge of the industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:24:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, that's right. And I think it's not only that I couldn't do it. I didn't want to do it. You know, I wanted to design the most beautiful dresses in the world and I have not trained as a designer. And so it was really important to me that I had a high and passionate designer. I I had other designers who.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:24:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:24:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Said, you know, why don't you just?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:24:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You can do it yourself like you can just copy these designs you know, add a sleeve, you know, add whatever and and sell it and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:24:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[Was like, no, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:24:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That's that is not what I want to do. I don't. I don't want to create more of what is already out there. I want to fundamentally actually create something different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[So there's this guy, he's a headhunter, and he agrees to kind of help you out. And he identifies somebody who's a fashion designer. You know who you should meet? Her name is Miyako Nakamura. Who was she? What? What was she doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:25:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[At the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Miyako at the time you think, had just left Zac Posen. She was their head designer. She was known in the fashion industry and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:25:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You know, she we were just in totally different roles. I think that was actually my other kind of surprising moment. You know, I thought I understood when New York was about, but it was one of those moments where I was like, wow, I literally don't know anybody in the fashion world. And yet, like, the capital of fashion is New York City. The garment district is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:25:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

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

[New York City and and our circles did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:25:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Not overlap at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[Miyako and what's your pitch? Tour like you, you say? Hey, I'm. I'm starting this company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[I want to make really beautiful, you know, clothing for professional women, that is, you know, relatively affordable is was that how you described it to her?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:25:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah. Basically, she was like what, you know, she the way she described it to me. And she says, I thought everything in the world that needed to be designed had already been designed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:26:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And I think she herself at that time was going through a kind of career crisis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:26:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Where she didn't really understand the point of design anymore because she thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:26:11](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[All already been done. Like. Why? Why bother?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:26:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So this is what I'm curious about. You meet miyako? She had been the lead fashion designer for Zac Posen's major fashion brand, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Diner brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[You've got $70,000 in seed money between you and the and the below, and you say you have 0 experience. Obviously you're intelligent, but no experience in fashion. You've got this kind of hair brained idea to start a company and that's pretty much in a we work hot desk like why? Why would she say yeah, sure, I'll.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:26:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I'll go work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[Just. Yeah, why? Why would she agree to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:26:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[This well I am. I'm just irresistible one person. No, I'm. I'm totally joking. I every investor that I've ever spoken to. I mean frankly like I've anybody I have ever spoken to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[About this in any sort of detail, their follow-up question is usually like what was she thinking and why would she come and work for you? Totally fair question, you know, hey, I don't want to answer for her, but I I think for her it was it just it was so different. It was so unlike anything else that had ever been proposed to her, this idea of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Designing for a group of women that she didn't even really know about working women, this idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Know that she always says I never actually seen my clothes on a real person. That means a a non model. I've never actually seen my clothes on the street, you know? She designed Oscar gowns. I think she designed a gown once for Natalie Portman. You know, that was kind of the the world she was moving in. But she said there there was no practical element to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[The beautiful designs that I was making and I think that was that was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:27:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Big question Mark for her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[I mean I that I understand the creative side of it, right? But you couldn't even offer her, like a steady income. You know, you you could offer her partnership, but like, she was going to be, she was not going to have an income for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:27:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[Who knows how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Long. Yeah. I mean, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[I mean, all of your questions are fair. I'm sure this could have played out very differently. I think the only way to describe it is that we had some sort of connection. You know, I was actually going to go with a different designer. I had met someone else who had been the head designer for of another very famous brand. And I actually wasn't even going to meet me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Go, I told headhunter. You know, I really like this other person. Like she feels like the right person. Like, you know, I don't really even care to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:28:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[With another candidate and he was like, no, no, just meet with her because I think you guys are going to really hit it off. And even when we first met and I, you know, I was telling her about the the kind of women I wanted her to design for, they said, you know, don't you know those women, they they walk to work in their flats and they have their heels in their bag. And once they get into the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:28:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Elevator they change out into their heels and she was like, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:28:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I've never met anyone like that and I was like, wait, what world do you operate? And she was like everyone I know walks to work in heels and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:29:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Stays in their heels.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:29:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[All day, but at that point, like I didn't even know what was involved in designing clothing, I share the story just to level set just how.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Elementary my understanding of clothing manufacturing was I remember Miyako early on, said to me, we're going to need to find a pattern maker and I was like, oh, no, no, don't worry, we're not going to do any prints. We're only going to do solid colors. She started laughing in my face because a pattern maker to the uninitiated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:29:16](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[In fashion, manufacturing is like the architect of the dress. Exactly, exactly. The person who designs on a white piece of paper how the different pieces of fabric are supposed to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:29:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah. The person who cuts out the shapes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:29:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Laid out and cut and I thought pattern and she meant like floral patterns or checkered patterns.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:29:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Or Plaid. Yeah. Yeah, exactly. I thought that's what a platter maker was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:29:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And we're going to find.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[So I was like, don't worry, we're just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:29:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Going to do like Navy dresses and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:29:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So that is that is how much I didn't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[When we come back, how Sarah got a crash course in dressmaking, how she tried and failed to raise money and how she and Miyako discovered what it means to have a bank account with a minus sign. Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[This message comes from NPR sponsor burro so much time and energy is spent worrying about how furniture looks, that it's easy to forget that it's just as important to know how it works. Borough has put function on equal footing as fashion since day one when they launched their award-winning modular sectional. They continue to apply that same.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:30:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Innovative approach to everything your home needs, from coffee tables to credenzas and more to learn how listeners can get $75 off their first order, visit burro.com/bill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:31:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[This message comes from NPR sponsor NUM. When it comes to weight loss, it's easy to get caught up in habits that just aren't sustainable. New uses of psychology based approach to help you understand your mind and body for long term results. With just 10 minutes a day, noon is designed to change your mindset.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:31:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So you can lose the weight for good and build healthy habits that last 60% of users keep the weight off for a year or more, sign up for your trial at noon.com/build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 2011, and Sarah has teamed up with a well known designer named Miyako Nakamura, and they began to imagine what a new line of clothing for professional women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:31:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Could look like I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:31:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Embarrassed to say that I once bought 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:31:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[From what odd, $1000 of clothing from a luxury department store, which really only amounted to like 7 pieces because each one was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:32:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So expensive because I wanted to show Miyako the kind of clothes that I wanted her to design. And by the way, I I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Return it. Yes, I did but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:32:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You returned them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:32:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:32:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I was the scariest 24 hours in my life where the the 24 hours where I had those 7 dresses in my possession in my apartment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[What if we have a fire, but I you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:32:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Know we and then I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Started showing her I was like, you know this style.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[It's so beautiful. It would actually be perfect for work, but it costs $25,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[And describe the style like clean lines, dark blacks, Grays. What? What do they look?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:32:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Like it was tailored and I think most importantly the fit was good. And when I say the fit was good. So I have since learned a lot about pattern making and fitting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Clothing. Most brands, if you're lucky, the designer will fit the garment on a real fit model once before it goes into production. If the fit on something you buy is off, it's probably because it wasn't fitted correctly or it went into production before all of the errors were corrected.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:33:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Luxury brands can afford to do 3 or 4 fitting to really perfect the fit, whereas lower priced brands they might be fitting at once or maybe never. They might just go straight to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Selection. And I mean there are so many things that are involved in good fit, but that was really one thing that I I wanted her to understand is the way your body feels when you're like, wearing a well fitted garment. It's magical and you just can't get that at most of the price points that are out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[And who did you tell her to imagine she was designing for? Like what? And what was the job? It was. It was a a woman working doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:33:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:33:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You know, we had all these three tests. One was called the taxi test. So if you're climbing into a taxi, can you jump in without ripping your steam? The other one was the bend over test, which is if you if you bend over, can the person sitting opposite from you see your cleavage or your bra? Because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:33:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[That's strike two and then strike three was can you see underwear lines?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Every morning where I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:34:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Working at main or private.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Equity. I would always turn around and check the mirror to make sure that my underwear lines weren't actually showing through. Whatever I was wearing and those were the three tests. And so with every garment that we were making, I said I just want you to make sure that those 3 bases are covered. And so I would just move around and every single garment that she made to make sure that it met those things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[And and I guess this is a good place to to kind of talk about confidence in in a, in a work environment, right, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:34:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:34:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[It sounds like you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:34:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Like you were looking to design something that would make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:34:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Women feel more confident in the workplace. Is that is it more or less right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:34:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, that's. I mean, you put it perfectly. I I just didn't want women to have to worry. Working women have to worry enough about whatever it is that they're doing. The last thing I want them to worry about is the clothes that they're wearing. And I'm sure men can relate to this, too. When you leave home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:35:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That morning and you're not quite confident in whatever it is you're wearing. Like maybe your sweater has a hole in it. Or maybe your pants are are a little bit dirty. Or maybe there's not quite fitting right, and it it's always in the back of your mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[It and I just wanted to do away with all that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[So once you had sort of the the first prototypes agreed upon designs, how did you get them made? Where did you get them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:35:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Made in the garment district of of Manhattan, I didn't realize the the extent to which manufacturing is still very much alive in in New York. And you know, just when I was working at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[And I was working right in Times Square and I I couldn't believe that, you know, these factories were literally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Two blocks, three blocks South of me. And you open the elevators and it just just rows and rows of sewing machines. And I I just didn't even know this industry existed. But that is where we made our first run of dresses and make it sound easy. But it wasn't at all. Most factories are not willing to work with a no name because, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:36:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[All designers come and go and so I didn't realize like I was like, well, I'm willing to pay money. And they were like, it doesn't matter. You're willing to pay us money like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[We need sustainable businesses so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[If you're not going to be around in a year, which was true of most fashion brands, then we don't want to start this partnership. And so you know, we had to beg our first factory to make the dresses for us and at this stage they were just samples. We weren't even doing factory runs, but I think miyako's experience was everything. So they, they trusted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:36:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That's because Miyako was doing it, you know, and I was just the woman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:36:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Who signed the checks? And so you got a factory to agree to make you just a few samples.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:36:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Of each item.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:36:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:36:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So you know, the other thing that's scaring retail businesses is inventory. And because we only had $70,000, I didn't want to tie up my cash in inventory. And so we decided that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:37:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[We would do trunk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:37:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Shows and we would bring samples and we will bring one of every size and we would have people try them on and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Based on that, we would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Right. And a trunk show is literally like bringing a trunk and going to someones apartment or some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:37:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Small space and hopefully people will show up inviting people to come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:37:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That is correct. I think we did, gosh, a dozen or so in the first year and it was hard work. You know, you're lugging around suitcases. I was lugging around fabric rolls of fabric on my shoulder through the garment district. It's a very physically intensive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[And who did you invite to the trunk shows. How did you even get?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:37:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[People to show up friends and former colleagues.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:37:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Coming to where?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[We rented this hotel suite. We turned the bathroom into a dressing room, the shower stall into a dressing room. I think we we created one more makeshift one and the first two shows. I think you know, legitimately it was really just my friends and friends of friends coming to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Sort of, but I think by the third trunk show, I hardly knew anybody there. And what what? What started happening was women would be telling each other at the workplace we had zero money to spend on marketing. So, you know, it wasn't like we were inviting editors or taking out ads or any of that. It was women just telling other women, remember, there was a group of women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:38:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Goldman at our our third trunk show and I was like, how did you hear about us? And they were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Oh well, Jenny, Salt so and so wearing this dress. And she asked her where she got it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[Are and most products that people make you rely on editors, magazines, ads to spread the word? It's it's essential for your business. And I think one thing I didn't quite realize, you know, we may not. They're not looking to fashion magazines.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:38:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:38:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Tell them what to wear to work. They're turning to each other. They're asking each other. Where do you get that? Where do you? Where do you shop for that? And so that was that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:38:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Was hugely beneficial in the early days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:38:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[And Miyako would would just be at these trunk shows describing the clothing. Or was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Just you. Yeah. No. So it was me. My other co-founder, Nuri, who is someone I worked with at Bain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:39:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You. You brought her on because you needed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Somebody with a different skill set.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:39:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That it was actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[Opposite of Miyako, I needed someone who who could do what I was doing because at that point I was getting stretched too thin. I should also share, probably at that point I was, you know, I wasn't taking a salary. I was tutoring to make ends meet. So usually everyday from, you know, I would wake up and I would work. I would be running around the factory. The pattern maker, the factory, the pattern maker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:39:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And then from 4:00 to 7:00 PM, my apartment would turn into a tutoring facility and I would be teaching the SAT's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:39:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Or 5th grade math or 7th grade English and then I would start working on my business again in the evening. I mean I just had no time to attend everything that I needed to and Marie was someone who I I worked with. She was actually the first person I managed at Bayne. And so, you know I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[00:40:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I want to take this company to the next level. Do you want to come? And she said sure. And she? She also didn't have a salary. I couldn't pay her salary. So she started tutoring too. And that's how the two of us made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Ends meet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[All right. So in 2012, you're doing trunk shows and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[You're getting some people to show up, but I mean, you can't sustain a business doing trunk shows, right? And and I have to imagine that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:40:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You guys were not making any money in that first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:40:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:40:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Think I was after we did our our first set of Trump shows and and by the way we sold out. I mean that was we made about $50,000 at that point and we said OK, this is a quote UN quote proof of concept we're going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Raise money now. So already in 2012, that's where you you said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:40:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Now it's time to go out and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:40:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:40:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, that's right. I was like, you know what, not only do we have product, we have made money now. So this raising money thing is going to be a piece of cake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:40:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, you hadn't really made money because your money was right. You have expenses and you had to pay for the fabric, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[Had generated revenue, you know, I think it was in the fundraising world. They talked about pre revenue companies and post revenue companies. And so I was like, well, we are a post revenue company and OK we said you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[00:41:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I don't know. Do we want to raise $1,000,000?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[$2,000,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[And and so who did you? Who did you reach out to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:41:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[We started with friends and family. This is a a trick that I pass on to other entrepreneurs. We're trying to raise money in the very early stages because a lot of people, I think women especially tell me they feel bad about asking for money. They feel nervous.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:41:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[What if I lose their money etc etc. And what I tell them is rich people get asked for money all the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:41:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[It's you and 500 other people asking for their money and one phrase that I developed which I I started using in all my emails, is if you or anyone you know might be interested, please let me know. I think that you or anyone else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:41:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You know, gave the other person an elegant out. If they weren't interested, you know, they could say like, yes, I'll think about who I know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:42:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Or if they're interested, they'll say, like, actually I'm interested.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:42:08](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:42:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Or they really might connect you with someone else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Were you able to raise any money that in that in 2012?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:42:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I raised so contrary to you know what we thought we wanted to do, which was like I don't know 1,000,000 to 2 million. We raised $400,000 and it took me 9 months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:42:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So then what you continue to do these trunk?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:42:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Those because that's not going to like, that's not going to cut it. You you're talking about other companies like Bonobos and Warby Parker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:42:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And these are e-commerce companies, right? They they've got websites where people can can order stuff so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:42:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:42:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That's right. And around this time, this direct to consumer was becoming a thing. And so online was where it was at. And I think I, I foolishly had this notion that if you launch a website, your customers come and they shop and you become millionaires.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:42:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:42:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Of course, I think we have all learned since then that that is not the case. But at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:43:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And there was such a media frenzy around these new DTC businesses. And I I just thought like, wow, it's so easy. Like let's launch a site. And so we did can never forget this at 3:00 AM of January 1st, 2013. That was the official launch of our e-commerce site mmoserver.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:43:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And and the name and I mean obviously the floor is your last name. What did that come?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:43:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Oh, it's my mom's nickname. Her nickname is Minnie, which is a child's way of saying eyes in Japanese, and she has really big eyes. And so that was her nickname and initially, actually it was called Meme Lafleur, but meme in French means Nana. So after a while I I realized like Nana Flower doesn't actually have the best ring to it. Like maybe we should change that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:43:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And so we took the initials of meme, which is M and uh, made it M muffler.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[All right. So 2013, you launched the e-commerce site and it was the same kind of model. People would order something and then you would have it made in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[No, at that point we did decide to hold inventory.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[How many did you have made?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Let's see, we probably did a run of 50 for each because I think that was the minimum. So we probably have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[350 dresses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[So 350 dresses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[All sitting in my apartment, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[All sitting in your apartment, you put up the website. Sit back. You're like, waiting for the orders to come in and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[And crickets. Crickets is the short of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Like no one is clicking on the website and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Like I don't know, maybe we get like 10-15 orders on the day of launch and then afterwards we get like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[32 I'm sure there were days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[With zero I mean it was painful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Those three or two, it might be 200.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Dollars or $400.00 it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Correct. And you thought just putting up a website, people would find you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:44:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That was my very naive assumption.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And you, presumably you didn't have money to to do a lot of marketing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:44:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[No, I mean, yes, we it was really still continue to do. Trump shows we had revenue goals for the month and so if we weren't meeting our revenue goals then we would you know set up a trunk show stat and try to make some money off that. And the Trump shows actually were always quite lucrative. You know we knew that when our customers actually tried on the clothes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:45:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[In person, they they they loved them so often women were were buying multiple dresses, but online it was just a totally different story. We could not sell our dresses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:45:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:45:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[When we come back in just a moment, has Sarah and her team figure out how to sell a lot more dresses, point where revenue starts to double and even triple stay with us? I'm Guy Raz, and you're listening to how I built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:45:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:45:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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[00:46:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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[00:46:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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[00:46:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 2013. The very first year of business for M Lafleur. And it does about $300,000 in sales, which on the one hand sounds pretty good. But on the other, it's only a fraction of what Sarah was hoping they'd make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:47:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I think actually that for the first year, my goal was like a million. So we felt quite short of that and in 2013 we had hired three other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:47:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[People, and presumably you couldn't pay them a whole lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Now you know, we were paying ourselves very, very little. And you know, we're we're watching the the cash dwindle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:47:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Alright, so that first year you're doing a third of what you were hoping to do you get into 2014 and I have to assume your cash reserves are getting close to running out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:47:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Not only do we run out, it actually went into the negatives. Our bank account. I think at one point and said like -2000 or something and I didn't know you could draw down beyond zero. So that was a wake up call and I had to go out and fundraise again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:48:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Same people, same seed folks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:48:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[No, no, no. I I knew I couldn't go back to them because we haven't done what we said we wanted to do on the on the cash that we had raised at that point. So I had to go and fund.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:48:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Again, and the most amazing part of this story is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Meeting Bob, Bob Deutsch Bob was a CFO at these two insurance companies. I had gone to meet my husband's friend's father, who was a very successful entrepreneur. For some advice secret and also hoping maybe he'll invest. But he said, you know, you got to meet with my former.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:48:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And who's Bob?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:48:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:48:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[CFO, Bob, but Bob and I have started two companies together. They sold both incredibly successful and I go and meet Bob and I say hey Bob, I'm just having a really hard time trying to raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:48:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Can you please give me some?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:48:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Guidance. And he said, well, you know, the first thing we should think about is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:48:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[How much should your company be valued at and how much do you want to give up and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:49:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:49:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Have my company value at anything just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[To keep the business going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, right. Just keep it afloat. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Exactly. And he's like, no, no, like step one. Let's go do this. And so he essentially gives me a homework assignment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[A homework assignment to help you figure out what what you think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[The company's worth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, and and how much I should be raising? And I go back to Bob and he says this is really interesting. Like, these are the facts that you need to go out with when you go and talk to these VC's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[None of the VC conversations actually go anywhere, but armed with this information I'm able to say my company. We've already generated revenue similar companies when they were at my size. We're raising this amount of money at this valuation. Can we talk?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So what did you value the company at?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[The time, gosh, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[6,000,000 maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[When you, you are out of money and you've got to raise money and Bob is helping you, kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:49:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:49:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[A pitch and you want to to be seized and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:50:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[What was their?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:50:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Response when you pitched them on this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Company their response was the same response that I would basically hear for the next three to four years, which is congratulations. It looks like you started a real great niche business for yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:50:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[But we're not interested because basically that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:50:19](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:50:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Each business is essentially its code.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[For this is small potatoes and you know I'm thinking myself like, what about working women? Is such a niche business. You know, there are 30 million women age 25 to 45 who work in some sort of corporate environment. And these women spend, on average for women making 75K and up $4000 a year on clothes to where to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:50:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And so that's roughly 100 to $120 billion market. You know, to me nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:50:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[About that was me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:50:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[But would you pay? I mean, were you mostly pitching to men? Yes, and not to. I don't want to, you know, pile on it. But. But I have to assume they didn't quite. You know, they they were going to be able to relate to this. This is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:50:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[Maybe they didn't fully.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:51:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Understand the opportunity. Yeah, there was a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:51:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Of that, I'm sure you've heard this from your other founders, but there was a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Ohh I'm going to have my wife who is a stay at home Mom. Try it. You know nothing against her. But she's been at home for 30.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:51:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Years and probably has different needs for what she wants to wear every single day or you know, I'll have my my 17.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Year old daughter to try it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:51:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[But just just kind of lumping in all women into the same category. You know, the most honest thing I heard was I had an investor call me after we did the pitch and he said to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:51:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[We we really like you. We really think there's a lot to like about the business, but it's just so early and we're four guys sitting around the room and we just can't get a gut feel on the product. I've repeated that elsewhere and people like, Oh my God, I can't believe he said that. How sexist. But to me it was. It was a relief. That was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:51:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[It's the first time where someone said to me like it's actually not you, it's it's. It's us not being able to understand the product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:52:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[But then I think the the part that I didn't share was that Bob, after seeing me go through a couple of these VC meetings, you know I think he's seeing how determined I am to to raise this money, he says, you know what, I'm willing to write a check, which I I honestly at that point wasn't expecting because he's more coaching me through this process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:52:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[He was like, you know, I'm, I'm willing to invest 50, maybe $100,000, which is a lot of money for us at that time. And he says to me, and are you interested in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:52:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Raising maybe a little bit more money from me and my friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:52:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:52:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Know absolutely. And he says, OK, give me give me 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:52:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:52:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Hours and so 24 hours later, Bob calls me and he says OK, Sarah, I've put together $400,000 for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:52:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Wow, that is the quickest any single investor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:52:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Has put together around like that for me, and I think Bob has these very close connections with other business people, well established business people and and they do deals together all the time. I think they they pass each other deals and they move together. They talk to each other, they invest together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[And I just never saw that with any of my other female Angel investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:53:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Here's a question now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Right. Because I think a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:53:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[People who start businesses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:53:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[This is a challenge, right? You've got to balance, you know, your independence and your vision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:53:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:53:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You know the ownership you want to retain, but you needed money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:53:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yes, it's so true. And I I think you're actually you're pointing to something really important there and I catch myself doing this too now. And I I really try to stop myself from doing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:53:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Which is telling other entrepreneurs like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:53:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Don't just take anyone's money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:53:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Or be really careful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:53:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Who you take money from, that's all well and good when you've got cash in the bank when you don't, it's really unhelpful advice because it's true. You really want to make sure who you take money from, but you also just want to keep your company alive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So you had. You were in that position in 2014, which means that, you know, you had to be willing to give.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[You know quite a bit of your of this company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That you started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, that's right. You know, I think that's where I mean meeting Bob and he ended up being a phenomenal partner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[But Bob could have also been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Somewhat terrible. He could have really screwed me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Over. Yeah, because everyone's seen Shark Tank where they're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

[I'll give you $25,000 for 70% of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:54:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Company I. You know, I was just like I I can't watch that show anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Because every time I'm, like, walk away, walk away. But yeah, $75,000 when you've got negative $2000 in the bank is pretty precious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[It's a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, it's alright. So you get this money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[2014 you're saved from extinction, but meantime, you've got a website and no one's going to it, and you've got inventory piling up, which is not a good place to be in because at some point designs are going to change or tastes are going to change and that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:54:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[You're going to end up shredding all that stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:55:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yes, you know, we had moved into a really humble.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Office in the garment district on 35th St. it was above the methadone clinic and I would just walk into this tiny room and I would see it flowing to the ceiling in in inventory. And I would think to myself, Oh my God, we are going to die under a mountain of process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:55:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And I think that was the point where I was like, I saw the dresses and I said, what if we just sent our existing customers an e-mail asking them if we could send them a box of dresses because we somehow have to physically move these dresses out of here. And so we we sent our, I think we have like 1000 customers on our our mailing list at that time and we said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:55:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[We'll send you a box of products that we think you'll like, and if you like them, you can keep them. If you don't, you can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:55:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Return them and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:55:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That was the pitch. So this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:55:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Is more like a now like a, we're going to send you a box of stuff and what you want you keep and you pay for and what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:55:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You don't want you returned to us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:55:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah. And 18% of customers responded to that e-mail saying sure, send me something. I don't have time. It would be so great if you chose it for me and we ended up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:56:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Sending those 180 boxes out and making more money in that one week than we ever had in any month leading up to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:56:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[It I mean that model was starting to be out there, right. There was a literally a company called Trunk Club and and Stitch Fix and some of these companies that we know and and you you guys were not doing that. You weren't picking outfits for people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Sending them and letting them pick and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:56:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Sending stuff back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:56:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[No, we were not. You know, I think we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[00:56:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Thought it was actually it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:56:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Interesting, because even when I suggested this initially to my team, there were a lot of. When I say a lot of people, there were four people who said like, Oh no, I I would never want someone else to pick out what it is that I should wear. Like, I want to choose for myself. Why would I want someone else to pick for me and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:56:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You know, I kind of had to say, Annie, Annie was my CMO. Annie and I were in the camp of, you know, we're not fashion lovers. Like, if someone else who who understands fashion better than we do told us what we should be wearing, like, that's actually a pretty amazing surface.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[So we we launched this I guess you could call it the beta in February and operationally it was a total nightmare. I mean we sent the wrong size to people. Some people were like why? Why did you send this to me? I don't understand. There were a lot of those things, but the numbers really spoke for themselves. We there was more demand for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:57:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That service than than we had ever seen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[I'm trying to figure out. I mean, how did you even know what to send to people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:57:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:57:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Number of those 1000 customers we had met them through trunk shows and so they had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:57:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Already purchased something with us and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:57:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Right. So you have some data about them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:57:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[We had some data about what they pay to renew their size.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:57:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And then actually that was a really brilliant moment by Annie, who said, you know, I wonder if we should try this with the new customers. And so she said, you know, why don't we e-mail a group of people who've never shop with us before and ask them to fill out some basic information about themselves? And based on that, why don't we tell them we're going to send a box of dresses to you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[And you call them Bento boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Right. Yeah, we did, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:58:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Did call them Bentos back then, but when we launched it into the official form later that year in the fall, we called them bentos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:58:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And that really actually starts to move the needle, right like it. You actually started to see?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[The real revenue coming in that seemed to point in the right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:58:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Direction. Yeah, that was the moment that Silicon Valley calls finding your product market fit. We launched its official form October 2014. We suddenly went from not being able to pay rent to tripling our revenue. You know oftentimes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:58:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[On the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:58:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[12th and by the end of the year 2014, did you? Do you remember what your your revenue was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:58:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, it was 8 million, but we had made more than half of that in the last 12 weeks of the year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Wow, I mean, I mean obviously that model, right, like the the choosing and and sending people clothing was working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[But it it still doesn't explain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:59:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[To me why it would just?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:59:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Like explode in the last.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:59:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Weeks of the year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Yeah. I mean, I think when you walk into a clothing store, price is maybe one of 10 things that you're considering when you decide you want to buy that thing, you know you like the feel. Do you like how it fits on you? Do you like how the salesperson is selling it to you, whereas when you're shopping online, first of all, it's really hard to tell what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:59:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[What products actually look like and when you see this, like really simple black dress, it's not going to jump out at you and you're thinking like, am I really going to spend $195 on a pair of black pants? And I think what Bento did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:59:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[In many ways is it took that decision paralysis away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[00:59:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[00:59:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Getting our products into our customers hands and only once they they tried it on where they really understanding why these pants cost $195 you know and then they start to say OK, I get it, I get I get why this cost $150.00 I get why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:00:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:00:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[But it is really hard to make that case online and in commerce. And I I think things have changed a lot since then. People are buying $2000 peloton bikes only.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[And so I think that that sentiment has shifted a lot. But back in 2014, it was a really tough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[01:00:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

[I want to touch on a slightly sensitive topic which is cost right. Some people might look at your clothing and say, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:00:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

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

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

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

[Get it? It's not designers. It's not Chanel, but still, you know, $240 for a a dress.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:00:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:00:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Or, you know, $225.00 for a pair of trousers. What am I getting out of this that I can't get from Zara or H and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:00:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[M Yeah, we hear that all the time and we were actually briefly briefly talking to a department store, a luxury department store. And you know, they said to us, you could sell these dresses for $700.00. That's what we would sell it for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:01:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And and we said exactly. But the point is we sell it for 202 fifty that's the that's the point, but it's little details that I think most fashion designers wouldn't care about. And I think that's really that's really where we set ourselves apart and and try to justify the price point. You know, does it have pockets it can you zip it up yourself easily.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[We're always checking to make sure that you can zip up yourself because you might be traveling by yourself and be in a hotel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[By yourself, you know, does it? Does it feel comfortable on the skin because you're going to be spending 14 hours on it? It's my incredibly practical major wanting machine, washability and wrinkle resistance and comfort and everything that I wear. And then Miyako, really saying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:01:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I've spent 20 years training to deliver the best designs in the world, so let me figure out how I can do that for for working women. And I think the place where those two things meet, that's M floor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[All right, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[As you really started to to see traction, presumably your your biggest market was in New York and then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:02:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And then where? Where were you also like what other markets were you seeing traction and you know by by 20/14/2015?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:02:14](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:02:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[New York was always #1 still is #1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:02:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[But we saw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:02:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Ourselves growing in two other markets which was DC and then the other one being San Francisco and DC was fascinating. You know, we have a lot of Congress women, couple of senators who wear our clothes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:02:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And staffers, too. You know, I was on Capitol Hill a few months ago and walked into the Congressional building and immediately saw a number of our customers. And then on the other end, we were seeing customers in San Francisco, which became our our third largest market. And these women were saying to us, you know, I don't actually want to go to work in jeans and a hoodie.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:02:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I make money. I want to wear nice clothes and at the same time, if I dress too nicely, people think I'm interviewing and in some ways the dress code is even more nebulous. Can you help me figure out what to wear?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:02:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:03:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And so we actually started working on what we're calling power casual, a power casual line for them where it's it's much more relaxed. It's a lot of pant based knit based offerings, but it's a a more dressed up version of the the jeans and the hoodie. And so we have a really loyal fan base out in San Francisco as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:03:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[So once you started to get like members of Congress while you're clothing and women in DC in San Francisco, and did it at that point become easier to raise more money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:03:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I don't think it had anything to do with who was wearing it. You know what we started to see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:03:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Was was traction and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:03:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You know, four years into it's around 2017 BC investor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:03:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Approached us and he said, hey, we're just interested in learning more about you. Could you tell us and I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:03:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:03:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That point I had a big, big chip on my shoulder because we had had total failure or trying to raise from from the season.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:03:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You're four years in and you had not raised any money from VC's at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:04:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, that's right. And so I was like, you know, we're gonna, we're gonna do this without VC's. Like, that's just the way it's going to be that then we we met this with him with this investor who was just really wonderful. And his wife was a customer. And he said to me, you know, I know nothing about women's clothing, but I'm a good student. And I'm willing to learn. So will you teach me?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:04:17](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:04:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And just came at it so differently, which really got me thinking about VC's in a in a different way. Up until that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:04:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And so they did invest at that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:04:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:04:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Yeah, they did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:04:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And because up until that point, the first four years, all your money came from friends, family and then like family investment firms are, you know, not right and and and you know, I'm sure that was frustrating that VC's were not, you know, throwing money away. I have to imagine that that was a huge advantage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:04:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:04:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[VC money can be a real double edged sword. As we've learned from previous guests on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:04:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:04:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:04:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[You know, I got to hold on to a lot more of my company because we couldn't raise for a while, but the result was, you know, we were, I think in a position we could we where we could better absorb those financial resources. So there wasn't risk of other investors coming on and saying like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:05:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Wait a minute. Wait a minute. Like you got to change your your product because this isn't working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:05:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I'm assuming that your financials are not public because you're not a public company, but the the last.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:05:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Number I saw was for 2017. Where you you did 70 million revenue. I have to assume it's higher now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:05:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I mean, do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:05:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[But at this point now, do you know how much money you've?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:05:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Raised in total, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:05:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[They do, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:05:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[They do. We don't disclose it and it's so funny because I I think there's a real there's a real dark side to talking about how much money you've raised. And I think what happens often in startup culture is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:05:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That is what you become known for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:05:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Oh, you're the exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:05:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That's your legitimacy. Your that your legitimacy means how much you've and that's your status. Exactly. And sounds like you. You were. You believed in that for a while. Like, when these VC's weren't giving you money. Maybe you thought that they that money would give you this veneer of legitimacy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:06:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Ohh for sure. It's uh. If you can't tell already there's this is like a a constant process of self doubt and me thinking that I'm a loser and and trying to you know navigate throughout this process and and not being able to raise from VC's repeatedly when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:06:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Other TTC companies are raising money. It it just makes you question a lot, but I think the result is like what I did was I ended up just spending a lot of time with my customers internally. We call our customer Samantha. But you know, where is Samantha working? How do we make her happy? How do we make make products that she really loves? And so by the time we took in that money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:06:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:06:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That precedent was already set. Like investors, you know, while I am so grateful for them and and very thankful for them, they don't direct the future of the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:06:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[When you think about how hard it was to convince people that this was going to be more than a niche business, right, do do you? I don't know. As part of you kind of feel like, see, I told you so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:07:06](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:07:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[I I feel that way, but I told you so. When it comes to working women not being in each category, I feel very strongly about that. You know, I feel like I'm I'm always being tested. I've never really had this moment where I've I've felt like I've showed you. I I feel like I am.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:07:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[The startup world has a way of always putting you back in your place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:07:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:07:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:07:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[The whiskey on the rocks in the middle of the night that never ends. I feel like I'm running a different company every two years and this stage of the business brings a whole different set of challenges that that the first two years did, you know, I will, I will qualify that by saying the first two years were by.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:07:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Are by far the hardest two years of, I think, my life it was. It was just incredibly lonely, incredibly hard getting this business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:08:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:08:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[When you think about your your journey, how much do you think about that? You know that this all coming as a result of your hard work and skill and and and versus luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:08:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Ohh it's 99% luck. I always go back to that experience I had in Zambia. It is mostly luck being born to the right parents at the right time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:08:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Even just like watching how different my mom's journey was as a female entrepreneur in Japan versus me born, you know, 37 years later and the benefits and the the funding, I am able to get in a way that I know that she was never able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:08:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That is all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:08:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Luck, and yes, a lot of hard work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:08:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:08:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[That Sarah Lafleur, she's the co-founder and CEO of M Lafleur. And by the way, a business that's all about dressing women for the office has to pivot pretty fast when all the offices get shut down due to COVID. And so over the past two years, M Lafleur has really leaned into those power.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[Casual styles that Sarah talked about, the clothes that feel comfortable to wear around the house but still look good in, say, a zoom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:09:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[And by the way, if you want to know more about this, just Google how I built this resilience with Sarah Lafleur. You'll find the interview I did with her at the beginning of the pandemic. Just when she and her team were starting to make some of those changes. Hey, thanks so much for listening to the show this week. Please do follow us on your podcast app so you always have the latest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:09:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Episode downloaded if you want to contact us, our e-mail address is hib.t@npr.org and if you want to follow us on Twitter, our account is at how I built this and mine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:09:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Is at guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:09:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Raz, our Instagram account is at how I built this NPR and mine is at Guy dot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:09:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[Raz. This episode was produced by JC Howard with music composed by Ramtin Arab Lui. It was edited by Need Grant with research help from Candace Lim. Our production staff also includes Casey Herman, Farrah Safari, Liz Metzger, Julia Carney, Carrie Thompson, Elaine Coates, and Harrison Vijay Choi. Our interned as Katherine Seifer. Jeff Rogers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:10:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[As our executive producer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:10:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

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

[01:10:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[To how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[01:10:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXc)