# Audio file

[Milk Bar Christina Tosi (2019) 1.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[Hey everyone so I don't know if it's actually possible to get a sugar rush just from listening to a podcast, but hey, why not see if that happens when you listen to my conversation with Christina Tosey, founder of Milk Bar. It's one of our favorites from the archives. I spoke with Christina in front of a live audience in New York City back in September of 2019.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Hope you enjoy.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[I just remember my BlackBerry kept buzzing and buzzing and I was like, what is going like? Did the bakery catch fire? Is my family OK? What could this possibly be? And I had all these voicemails and I have a my favorite voicemail was from this woman in Kansas City who I think maybe was someone's grandma.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

[And she was just like well.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[I heard, you know Anderson Cooper talk about this crackpot, and I just. I'm never going to make it to New York. So like, would you mind?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:00:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Shipping me one and it was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Are you going to tell her? Are you going to call her back and tell her no, because I was not going to call her back and tell her no. And we now have an online business where you can and daddy is like when opportunity knocks, what are you going to?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:01:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:01:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Say like, not today.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:01:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:01:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[When it's time to rise to the occasion.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:01:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

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

[I'm Guy Raz, and on the show today, how Christina Toshi's passion for pie and cookies litter to open milk bar, a multi $1,000,000 sweet shop that's reinventing nostalgic American desserts.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[We absolutely love food stories on this show. When we had Alice Waters on, I could have listened to her talk about strawberries for the entire hour or spent the whole interview with Jenny Britton Bauer, hearing about the molecular.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Structure of her.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Rich, dense. Jenny's splendid ice cream. There's a special creativity.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[About food and also something else. Unlike a tech device or a product that requires sophisticated machine tooling to build food, stories just seem a tiny bit more accessible.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Almost like you hear it and think I could do that now before I get carried away. Let's be clear about one thing. Coming up with an amazing burrito or burger or ice cream is hard. But it's even harder to produce it at scale and keep the quality high, especially if you are as obsessed about the details.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:02:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Says Christina tosi. But The funny thing is, if you've ever seen her milk bar pie or her compost cookie, you wouldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:02:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[For no, because in some ways they look like the least obsessed over desserts in the world, the cookie is a jumble of oats and butterscotch and potato chips and pretzels. The milk pie is a gooey mixture of butter and brown sugar and cream and eggs. Her cakes are unfrosted on the sides, but the moment you bite into.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Any of those treats I'm willing to bet you will freak out, because that's when you begin to understand Christina's level of.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:03:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Vision. The exact amount of chocolate or cream or vanilla, the perfect crumb on the cake. These are the products that Christina Tosi sells at her milk bar bakeries. But what she's really trying to sell is joy, a moment, a small and relatively affordable indulgence. All this from a kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

[Was raised on junk food and ended up deciding to learn to become a pastry.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Chef for several years, Christina worked in some of the best restaurants in New York until she became a logistics manager for David Chang. David's one of the most influential chefs in America, who opened a chain of Asian themed restaurants under the name Momofuku, and with his encouragement, Christina eventually founded Milk Bar.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[The bakery has since spread to 16 locations across the country, with a cult following and an estimated revenue in the 10s of millions of dollars. And if you're one of those people who love the leftover milk at the bottom of a bowl of.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Cereal Christina was perhaps the very first person to take that milk and turn it into soft serve ice cream. Christina Tosi joined me on stage at the town hall in New York City a few weeks ago for a live conversation and one of the first things I wanted to know was how do you milk a?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:04:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[You're very hip on culinary technique. That's exactly how we make cereal.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Milk you just milked.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:04:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[That's exactly it. It's like from the farms of Ohio to the streets of New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[It with little little teeny fingers.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Incredible. Just to be very you can be very deft with your fingers.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:04:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Right. So, so let's start with with where you grew up outside of Washington DC, what kind of kid were you? I mean, were you, like, super academic, sporty? What what do you remember about being a kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[I was a mix of all those things. I was very much an academic because like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:05:11 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[My parents would be like toesies don't get anything but A's, and I was active. I I remember loving running at a young age and I just have always had a lot of energy.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:05:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And just found places to put it, but I was always a curious kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[And you actually grew up speaking Italian, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:05:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Yeah, yeah, my dad's side of the family is from northern Italy. He's first generation American. And I didn't realize it didn't even occur to me that that was interesting or strange or different. It kind of just was. But I grew up with.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:05:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Like romance languages for sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:05:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And as a kid, I mean, because we'll get to this in a second about what you majored in, which I I just I you know, I'm just gonna tell everybody you majored in applied mathematics.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:05:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And what was the other thing? It sounds, yeah, it's an Italian, right. That that totally foreshadows compost cookies. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:05:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[The Italian language, that's a slam dunk.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Is so straight and narrow.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:06:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[So when I mean so when you were like a teenager or you know I mean were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Was baking even part of your life were?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:06:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[You looking was was part of my life from a super early age. I grew up in the home kitchen and it wasn't with.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:06:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[The nuance of technique or like culinary wisdom.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:06:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:06:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Was the youngest, and that was like kind of where childcare happened. My mom was a working.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:06:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:06:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Would just be like, go hang out with your grandmas, go into the kitchen because they're making dinner. I grew up in the suburbs, and like you didn't food wasn't a thing back then. Like you didn't go out to eat.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:06:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Like maybe if I read all my books for school, I was like a booklet member and went to Pizza Hut to get like a pan pizza. Or if we were really, really, really good.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:06:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[We would, as teenagers, we would go to like baskin-robbins on Thursday nights. That was like if we were very well behaved, but everything else happened at home and cooking was was fine. I was never really that into savory food based on my diet that I'm so happy you shared with everyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[You you were, you were basically you grew up on Craft, Mac and cheese and hot Dogs and Doritos, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:07:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Yeah, and Lima beans with ranch salad dressing. That's been a that's been a hidden secret.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:07:23 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:07:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[That was your vegetable.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:07:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[But I so I like grew up being trained to be super studious and super yielding.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:07:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And the place that I like resonated with most was when we were making cookies or baking brownies or lemon bars or just like ho hum home baked goods. But it was the place where I kind of like broke the rules and acted out was like stealing a little bit more cookie.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:07:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[When my grandma wasn't looking, they're like the little, the little nibbles that I knew I wasn't allowed to have. But that was also what resonated with me most because we would bake every single day or every single night, and it was less about having dessert on the table and more about.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

[These baked goods bringing us into the community that we lived.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[In, but as a as a teenager and and when you mentioned went to college like I'm I'm imagining that like baking was just something you did. It was just something you enjoyed doing. But it wasn't like I'm going to do this because you went to you start out at the University of Virginia studying.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Applied mathematics and Italian so.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:08:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Did the engineering school at UVA 1st and then I was like science. What's this about?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:08:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I like math and I like to bake. Not really seeing baking is.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[The connection? Yes. Did you envision?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:08:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Your life as a.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Life of somebody who was going to do something with applied mathematics, like like being accountant or economist or something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:08:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[My very practical mother after like my first year of college, was like, great, I got home, you know, like first day of break. And she was like, great like, when are you starting your summer job? And I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:09:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[What you talking about? And she was like, let's go. And I got a job in an actuary office and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:09:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:09:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Ohh I don't know that this resonates with me and I was raised by these people that were so passionate about what they did for a living and they always raised us to follow that passion. I think they just would have preferred that it was like as an actuary, as a mechanical engineer.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:09:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Of course, yeah. And so did you. I know that after a year at UVA, you dropped out. You decided to it wasn't for you, for for a variety of reasons. And you, you kind of decided to go to Italy for some time and but that again that.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:09:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:09:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Wasn't like it wasn't like the sort of revelatory, like Epiphany in food or. Or was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:09:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[No, it wasn't. So I figured out how to transfer from UVA to J MU but instead of going to JU on campus, how to enroll myself right into the study abroad program in Italy? Because the thing that I.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:09:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I knew for sure about myself was that I was a wanderlust, and I still am today.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:10:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And I just started over that like time frame of of being in my like late teens and early 20s just starting to be like who are you and whenever I get an answer to one of those things, I'd I'd start to collect the answers. And I want to be out in the world. I feed off of that. So I went to Italy, not under the guise of food under the guise of education.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:10:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[But I got so much.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[More out of it and. And so you finished James Madison. And I think in 2002 you get your degree in applied mathematics and Italian. And what what was your thought like, what did you think you were going to do at that point? Did you have an idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:10:41 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I was a little short sighted. I basically took as many courses as possible to get out of the formal education process. I graduated in three years. Being like I got to get out of here. I'm over getting straight A's and I know I don't actually want to do anything for a living with these things and so it's kind of on the eve of graduation that I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:11:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Uh oh, I can't go.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:11:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I speed so fast through this formal university education, but I don't want to do these things for a living, and so I just asked myself the simple question of like, all right girlfriend and like real talk. What is it that you're passionate about that you want to make into a living? And it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:11:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[This one thing that I just did every single day, habitually without thinking about it, and it was baked cookies.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[You would bake cookies like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Even in your dorm room and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:11:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Yeah, it's very common when you are, like, super studious, you work really hard. You study all night and then like your your way to sort of like, shed the weight of expectation, stress is to bake.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:11:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[It's an outlet and for me it's like a social outlet cause I would I'd bring it, I'd bring it every day to high school. You ask. People went to high school with me. I would show up every single morning with something baked. Ditto. Call it.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[So when you finish, so when you finish college, you start the. So the gears in your head start to think, OK, maybe there's something there and and you decide. Alright, I'll move to New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[And and and sort of find my way.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:12:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I knew my answer was baked cookies and so I took a step back and I was like, OK, am I going to do this at home? There's no way I'm going to do this at home, and I knew I wanted to get out and I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:12:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Always drawn to New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:12:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And so I kind of said like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:12:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[All right, I've been doing this formal education thing for a few years, so I already feel behind on this, like newfound dream. So like, I got to go to the, like most fast-paced, most well known food place, and I got to figure out how to make cookies a profession. So I enrolled myself in culinary school to become a pastry chef. That's like what you would call a formal cookie maker.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:12:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And at least in my term, that was my.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:12:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Of it and I moved to New York City, having only been here for a few hours once as a teenager and just hit the ground.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Running. So why did your parents feel about that? Because you went to the I think it was a French culinary institute to learn how to be a become a pastry chef. How did your mom?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

[Dad, feel about that. I.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:13:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Didn't give them much time to react.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:13:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Because I knew how they would feel about it. And.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:13:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And I knew who I was, and I knew what made sense to me. And I wasn't asking for permission. So I think I told my mom two days before I got on, like the Chinatown bus and with a suitcase full of like cleaning supplies and a sleeping bag and a change of clothes.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:13:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:13:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[She wasn't happy, but I imagine on some level as a child they also realized that there was a stubbornness about me and that I did everything they asked me to do and that it was my.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:13:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Life to live.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[And what did you think about about culinary school? I mean, did it? Was it everything that you'd hope was this, like, transformational, amazing, intense experience?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:14:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I loved every minute of it. I mean, part of it's kind of goofy because you're wearing the uniform and your uniform is like a white chefs coat and a curt chief that you have to tie a certain way, and it's a white paper toke that make kind of makes you feel very goofy the second you like, lean over, it falls off your head and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:14:24](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:14:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I didn't go. I went to public school like the thought of wearing a uniform. And someone tells you how to wear like I my the things I wear were always an expression of what I was. So there was part of it that was militaristic and curious to me. And then the other part.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:14:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[That I realized very quickly that with culinary school, just like any part of my education, you get as much out of it as you put into it. And that's when it's really started. Clicking. I was learning all of this technique. I was eating a lot of chocolate, making friends, and I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:14:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I was on my path. I was going to culinary school by day. I was working at restaurants to pay the rent at night, and I was never home because who can really afford any livable space in New York?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[City. What? What? What did you do after you graduated? What was your first?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:15:11 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[So I got my first job, while while I was in culinary school, I was a pastry cook at Boulet and I like, just wedged my way. My foot in the door when I was still a student because I was like again, like I'm behind. I'm. I was like, in my 20s and was like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:15:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:15:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Catch up. So I basically convinced them to hire me as an intern.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[And then convince them to give me a full time job. The 2nd that I graduated and I was working like the Fine Dining 4 Star Hustle, which is basically working six days a week. My schedule was from 11:00 AM until 3:00 AM and on the 6th day you had to work a double.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:15:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Which meant you had to go in at 7:00 AM to 3:00 AM to get your.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:15:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[7th day off. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

[And what would you do?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Like what was your job?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:15:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[You have a prep in a kitchen. You have a prep list, and so you you look at the prep list, it's in the and it's a list of things that you need for the day based on the desserts you sold the night before, the number of covers that you were expecting in terms of reservations at like in the morning when I worked the double, I would always have to make this white chocolate.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:16:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Moose pipe it into this beautiful tiny little cup and then make this green tea chalet. And it was with super expensive green tea and you had to boil it to a certain temperature and it could only sit there for two Mississippi. And then you had to whisk in the Agar and still. And if you messed it up, which I messed up plenty of.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:16:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Times you would really get hammered for it and even now to this day the smell of green tea I will there will never be anything green tea flavored on the menu at milk bar because it's like the most beautiful PTSD. Even though I I so appreciate why other people love it. For me it's something completely different.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:16:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Frank, you. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:16:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[So imagine like what was like cause kitchens can be like we've all seen cooking shows and have read stories by kitchens like they they can be pretty, you know, nasty places, right, really kind of brutal places. What was it like there? I mean, you know, it was a hot restaurant. Lots of people coming in was it was it you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Hostile 10s. Uncomfortable. Or was it just messy? All those things?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Yeah, all those.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:17:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[It's tough. I mean, it was tough. It's tough work. It's a tough pursuit.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:17:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And somehow I was totally built for the ride of it. On some level. I think my dad raised me enough as a tomboy to be like, let's go. Like, let's go. We're not like we're not.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:17:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Crying over spilled.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:17:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:17:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[We're not like I got. I like I see you skin your knees. You're like you're fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:17:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Let's go. Let's go. Let's go. And to not think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:17:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Out the barriers that were put in place to just like, are you here? Did you show up? Do you mean it? Nothing's that's worth it is ever easy. And I didn't think about anything other than that. I just charged.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Forward. So I mean, I'm just curious why you were able like, I mean you are learning how to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:18:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[The pastry chef, right? I mean, this is sort of like you are in the trenches. Were you already at that point thinking?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Yeah, you know, this is this is the thing I think I want to do. I want to be a pastry chef. I want to be the pastry chef at some famous restaurant. Was that did that start to become an ambition or was it more just you were?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Enjoying what you're doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:18:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And you were doing it. So my first year.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:18:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:18:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Getting to a point where I wasn't getting.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:18:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[My \*\*\*\* kicked.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:18:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Yeah, at some, if not every point of the day. And so for me, it was this pursuit of learning.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:18:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Almost like in the Sisyphean complex of just like you're just rolling the boulder up the hill and thinking about like, Oh my God, OK, tomorrow how am I going to do it better? How am I going to do it faster, quicker, more technique oriented? And after about a year of it is when I really started to see opportunity, not just meeting the standard, but seeing opportunity.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[You were there for a couple years. Yeah. And in 2005, you went to work for WD50. Was kind of a legendary molecular gastronomy restaurant in here in New York. Famous chef, while your friend but.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

[There to to work in the kitchen, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:19:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[So I left Boulet because I had learned everything about that technique and that style, and when I was thinking about what I wanted to.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:19:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:19:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Next, I was starting to think about who I was in food, not just learning how to perfect someone else's techniques, but who I was through food.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:19:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:19:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I knew I was all about, like the home baked good, but I also knew I was super curious and adventurous seeking, and so I did the same thing. I stuck my foot in the door at WD50 and said I want to intern for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:19:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[As a pastry.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:19:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Cook until you have a job opening and then I will happily wedge my way in there and it got to a point at.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:20:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[WD50 that my role was beyond pastry cook. I was helping the chef think about Hazard and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:20:09 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Assists plans with critical control point elements to.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[The list of Hazard Analysis, Hazard Analysis, Critical Control point plan. This is basically food safety, right? Because every restaurant, especially New York, you're going to get hammered if you do some tiny thing wrong. So you got sort of brought in to help Wiley, like, come up with a food safety plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

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

[00:20:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I'd say, hey, chef. Like, is there extra credit I can do because I was raised to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:20:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[That person in school.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:20:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And at first he was like, what are you even doing? What are you talking about? Not understanding that lens. And he was like, I need help with the health department.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:20:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I'm trying to figure out what this Hassett plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:20:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[What is it?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:20:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Yeah, they just are telling me I need it. And he was a super smart, super savvy guy, but there were a lot of walls up that he had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:20:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Figure out how to break down.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:20:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[A restaurant had to have a hazard analysis, critical control point plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:21:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[If using a certain technique, we're going like super dorky food. The cooking technique is called sous video. So under pressure, creating an anaerobic environment by sucking air out.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[OK. What's the? Yeah, what's the technique?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:21:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Of a bag and then gently boiling it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[So to do to use that technique, you needed this.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Like health, safety plan in your restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[You needed this like 60 page analysis of everything from you bring the watermelon in and who's receiving it and who's taking the temperature? And is there a? Is there a potential bacteria contamination step? And if so, is there a kill step all the way through?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:21:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[It landing perfectly placed on your beautiful plate.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:21:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Alright, so you help write this thing. In the meantime, are you doing any cooking at the?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:21:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Restaurant. Yeah, I'm working as one of.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:21:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Two pastry cook.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:21:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[And that was like a super hot restaurant, right? The time like it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:21:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Getting press. Yeah, it was it. It was. It was probably the last great restaurant in New York City that great, that, that. Oh my gosh, no. That existed before like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:21:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[Eater and food blogging and access to these great restaurants existed online. It was, it was the restaurant that only existed in this beautiful way, in the underbelly of the New York food scene by word of mouth. It was in the Lower East Side. No one even went to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:22:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Lower East Side back then and and were you getting a chance to experiment?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[At that point, or were you still sort of doing what you were?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:22:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[So I found a way to both experiment through the ideas of my pastry chef at the restaurant and learn so much about technique and flavor manipulation, how to bring the flavor of cornbread into an ice cream base. And then I started realizing because I didn't really.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:22:45](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:22:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Have a kitchen in New York City in my own home that if I just showed up to work early, I could just like, make my home spun dessert before my shift started. Work through the crazy technique driven demands of the shift and then serve.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:23:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And I like brownies. Chocolate chip cookies for family meal. And that was my first, like, step into serving my baked goods in an environment of discerning culinary mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:23:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:23:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[So when the staff like the restaurant staff.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[It's like 4:00 right before the restaurant opens at 5:30. Whatever family meal. You would just bring desserts.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:23:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:23:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And I would just bring up whatever I had showed up early to bake.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[And that really is the beginning of what would become your most famous dessert. Right? Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[When we come back in just a moment, how to make a pie that people cannot stop eating, 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_ggY)

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

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

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

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[00:24:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 2005 and Christina is working at the restaurant WD50 as a pastry chef. And she's about to make a pie that will change the course.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:25:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Her career, it was a Sunday. I was showing up to work early as I always did, and I was going to make something for family meal. That was my routine and I was looking in our fridges and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:25:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I was like, I don't really have anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:25:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Extra for me to work with and it was a Sunday and in restaurants you don't get deliveries of supplies of your of your raw food goods on Sundays. And what am I going to make? What am I going to make? What am I going to make? And my favorite cookbook at the time and still today is the joy of cooking. It's like equal parts dorky and historical.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:25:41 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And there's, like, not really pictures. So you have to really be under the words and was deep into the pie section. And I fell in love with the.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:25:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:25:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Story of chess pie.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:25:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And chess pie is this pie down South that you make when you don't have enough apples, make apple pie or pecans to make pecan pie. You make just pie with like, the southern twang said over and over again. Chess pie. And I love the idea of like it's kind of pie with the filling and none of the other probably better for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:26:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Stuff and I love the idea of putting just whatever you have together, the basic pantry items, butter, sugar, vanilla extract, eggs and whisking it together and putting in a pie shell and baking it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:26:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And I was never one for really following the recipes of another cookbook because I was always tinkering. And so I kind of I I purposefully didn't measure anything just sort of tasted the batter, put it in the shell, baked it, went off to do my normal pastry cooked duties, never really set. And the meal that you make.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:26:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Your family knows an important one because it shows your peers what you're made of, what you think tastes good, what you cook for them is almost maybe more important than what you're cooking for your guests. Not really. But in theory it.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:26:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:26:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And so I was. I was. I was embarrassed that day because I thought this is the first time I'm going to put up a family meal dessert, and I'm not proud of it. Didn't even set that. Just that's everything about that is bad technique. Threw it in the fridge. Didn't think about it, threw it up for family meal at 4:00 PM and kind of went and hid in the corner and ate my my meal quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:27:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And before I knew it, there was just like, loud oohs and ahs and strange things and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:27:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I was somebody get a.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:27:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Fight in the kitchen. What's going on? And these guys that I worked with were just, like, just buzzing all over the place. Like, what is this? What'd you make? And I'm like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:27:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Thinking that I'm hiding in the shadow around this desert, and instead they're freaking out about this like gooey, buttery, delicious mess of a pie that they named crack pie. And we have since renamed for other reasons.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:27:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[But it was it was this thing that lived in the underbelly of New York City dining before I even opened milk.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:27:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Bar alright. You're still at WD50. You're working as a pastry chef.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[But I I guess around 2005 or 2006, Wiley gets a call from David Chang, the famous David Chang, founder of Momofuku. He's having some problems with the health department. Yeah, because he wants to do right. He's trying to do suvid as well, and they keep shutting down, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:28:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[These guys running.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:28:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Yeah, these guys. Well, 2006 also noodle bar. David Chang, like y'all probably even know who that was. Noodle Bar had just opened. Noodle Bar had probably been opened six 7-8 months at the time. But Dave called Riley and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:28:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:28:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I'm getting in trouble for the same thing that you just.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:28:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[He was being he was being shut down by the health department, cause he wasn't able to show a plan with his.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:28:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Got in trouble for.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:28:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I mean, what entrepreneurial cook? You don't. They don't teach you the stuff at culinary school. It's like never seen before. Technique. And therefore, the idea of writing this crazy hazard analysis plan a great chef is not typically a book.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:29:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Term on that level. And so Wiley knew like clockwork that I'd be like chef. It's my weekend. What? What do you got for me? And he's like, I need you to go. I need you to go Uptown. Which was the east.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:29:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:29:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[You to go Uptown and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:29:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Help my friends Dave and I was like cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:29:22](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[Great. So when you got when you met him, did he say, hey, can you help me write this hazard critical analysis, control point plan, Rivers.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:29:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:29:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Did a bad thing and I need.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:29:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:29:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Dave, you know, like and most of us.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:29:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[That are in it is personal to us. So when someone comes in and like, threatens to shut down your business, it's everything we've got that's in it. And when someone threatens the one thing that you've been working so hard for, it's like, uh. And he kind of lost it on kind of lost it on them. And it was my job to clean it.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:29:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:29:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[So you started building a plan for him. Yeah. And what? At some point, he said, hey, will you come work with?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:30:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Yeah, I was in this interesting transition period at WD50 because I knew it was time for me to move on. I didn't see myself as the pastry chef there. Fine dining. It felt different than who I was as I was figuring out my voice and food. And on top of that, there was this magnetism.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:30:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[To Dave and to what he was doing and to how we got along, it was like we spoke the same language without ever having to.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:30:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Say a word.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[And what were you doing there? Because you you were not cooking, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:30:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[No, he was like, do you want a job? And I was like, well, what would the job be? And he's like, I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:30:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I don't know. You figure it out and there was something about the like, I don't know this or that really. Like whatever is needed. And also we'll figure it out. Like the openness of it was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:30:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Perfect. Where do I sign?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:30:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Up at that time, I don't think Momofuku had a pastry chef for dessert menu. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:31:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:31:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Just the wild, Wild West. I don't know that there was even a girl anywhere in. I don't even know that there was a girl in the kitchen. They were a bunch of dudes in a tiny little space.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:31:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Like going for it. Blood, sweat and tear is the thought of dessert right at that point. It was dainty. It was time consuming. It takes up space from an economic standpoint like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:31:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[It it was kind of in their mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:31:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Just a waste. So I mean, did you do the same thing at Momofuku, like when they had family meal, would you bring desserts and stuff like that, too? Yeah, crack pie and all these.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:31:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Things. Yeah. I think the first time because Dave was like, what is this? What is this crack pie that like, why he keeps telling me about pie pie. And he was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:31:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I wanna taste it and I was like, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:31:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And I made it. I think I made him a miso.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:31:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Crack pie once.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:31:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I'll just make whatever and bring it in.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:31:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:31:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:31:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Who doesn't like bake? This was everyone loves the person that brings baked goods in for work. Everyone loves that.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

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

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

[But I mean, it sounds like this was really an outlet for your creativity, right? Like it really was just something you loved doing. And because it was at this time where you kind of came up with the idea of playing around with cereal, milk and making panacotta so had because cereal milk, of course, would loom large in your life eventually.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

[How did you figure out how to extract milk from?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:32:23 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[From cereal Guy, I was starting to think through desserts differently and starting to really understand and flex these muscles of like rule breaking in the baking and in the dessert space for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:32:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[The fine dining part of desserts that I have always struggled to resonate with were the ones that feel like they're so far over your head or they're so luxurious that there's no.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:32:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Like connection to what your taste buds know to be like, sweet and guilty and indulgent and naughty and all the reasons why we love to eat dessert. And so I was thinking through like basic desserts. Panna cotta is a basic dessert. And I was like, oh, what a missed opportunity like buttermilk or lemon. Those are great ideas, but like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Would it be cool?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[If it was flavored something different and I just, I started to like use the weird isms that I saw solve a math problem with. It's like what's the lowest common denominator milk.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:33:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[What can I flavor this milk with to speak to people and I would just I my favorite thing to do as a kid and still my favorite thing to do today is just walk the aisles of the grocery store in New York City terms. We don't really have grocery stores as much as we have bodegas, and I would just walk the aisles and be like, could you be a flavor of milk?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:33:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Jubia flavor of milk. I got to the cereal aisle and was like, I mean, this is always.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:33:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:33:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[A flavor of milk.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:33:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I was like, it's a good idea or a bad idea but.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Yeah, right. Cause I mean, who doesn't remember that as a kid, right? Like captain Crunch, crunch berries. Right. Amazing. What? Amazing. Right, cinnamon toast crunch.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:34:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Well, everyone has their favorite flavor.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:34:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Crack. Come on. Like this was where when I made cereal milk for the first time. I did the same things I did with the pie. Where I was like this. Either a little ashamed. Not really certain. Because when you're trying to.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:34:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Find your true voice. You're not even sure that it sounds right when it comes.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:34:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Was out but it.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:34:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Was seeing the look on people's face. It was seeing the look on Dave's face was seeing the look on my coworkers face.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[You you made you basically took milk and you infused the milk with with like cornflakes, right? You just poured cornflakes in there and just let it sit there.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:34:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And then yeah, right. But basically, yeah, yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:34:41 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I mean, it's more than that.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:34:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[But that's like the basic of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Strained it, got and made panacotta out of that, and then served it. And you said, did you tell them what it was? No, you just said, hey, I've made this.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:34:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[No, no, I just gave it to them. I said taste. Just tell me what you think. And I kind of scattered away because.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

[Yeah, made a little toast. Corn. The Cornflake little seasoning and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[They came running after me and were like, what is this? What is this? It was like they knew what it was and they can't put their finger on it. And it was seeing their reaction of, like, you get me. You got me. What is this? I know what it is. I can't put my finger on it. My eyes are.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[It's just like malted a little bit, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:35:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Popping out of my head and I just want to give you a big hug that I was like this.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:35:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Is it?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Wow, like this is special, right? Cause serum. I mean, nobody was taking milk and then fusing it with cereal. And it's a little weird. It sounds. It sounds like a no brainer now, but right?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:35:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I mean, it sounds silly the same now, right? Because now you see.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:35:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:35:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Or you can say that everyone was doing it. We were just doing it over like in our holy pajamas.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:35:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[We were just drinking it. It's delicious.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:35:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Yeah, exactly. Yeah. No one was setting it into a panacotta thrilling it into a soft serve or thinking about it through that lens.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[At some point, David asked you. Hey, can you? I want you to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Dessert for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Restaurant what he just decided? Let's try this. Let's make dessert.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:36:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I think he saw in me someone that always needed to be in over my head to be moving and I think at the same time he knew he was building this amazing magical thing in Momofuku and that in order to continue to be taken.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:36:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Seriously, he was going to have to take his restaurant empire seriously and like it or not, that includes.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:36:41 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Strawberry short?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:36:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[But it wasn't. It wasn't. You know, it wasn't, it was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:36:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[The best dorky approach to strawberry?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:36:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Well, what it was this super high fat butter shortcake that had a little bit of corn powder in it for flavor and buttermilk, and I would roll it in confectioner sugar before baking it, because that was something my grandma would do with her cookies.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:37:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[When I was a kid and so it gave this incredible, like salty but sweet and sharp and buttery and crumbly and tender. And I take these tiny little gems of tri-star.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:37:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Robberies and I'd macerate them, but in a certain ratio of sugar, and I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:37:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Just a little.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:37:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Bit of Sherry and balsamic vinegar to make the strawberries taste like something you would never had, and I'd put sour cream in the whipped cream because it needed a little bit of an edge and it had all these things that like it couldn't just be strawberry.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:37:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Want that now? Don't you guys want that? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Sounds so good.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:37:41 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I mean, I couldn't just make us starving strikes, but I had to make something. And it was that it was being pushed to make something to say. Who are you on a plate? You're not standing behind somebody else. You are the person making the.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:37:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Dessert that brought out a different side of.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Me. So I guess around 2008 there was this opportunity, right? David had he had a restaurant, another restaurant and the neighboring laundromat or whatever they move out and what he comes to you and says, hey, Christina, why don't you?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Open like a dessert.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:38:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Place next door was that I mean, is that how it happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:38:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I was making desserts for a few of the Momofuku restaurants at that point, but the only place that I could make the desserts was in one of the restaurant kitchens and the only like that, guess what, that happens at 3:00 in the morning.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:38:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[When everyone else goes home.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:38:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[There's no space.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:38:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Right. And so there would be a point where he was like we have to like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:38:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Fine. We gotta find we're gonna find you space. We're gonna find you space. And he knew that I loved to bake. He knew that. I mean, I was. I would still bring in baked goods. So he's like, I have an idea. We gotta take over this laundromat space. I think you should take it. I think you should take it. We don't want somebody else to move into the block. I think you should take it. You'll still make desserts for us, but you'll then you'll just, like, do your own thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:39:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[On this menu.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:39:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[So it would be a bakery that had like a door storefront, but you would also make desserts for his.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Fronts and it would be like kind of part of Momofuku, but also sort of separate.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Yeah, I was like, great, let's.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:39:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Do it. Wow. Like that? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[And so he was going to basically kind of sponsor this thing and you were going to go in and kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:39:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Run it. He was like, great. Go figure out how to sign the lease and like, let's go. Who's going to open it?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:39:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And ends at that point. I'm just curious because you were. So I mean you, you know, you were so experienced, right? But still really young. I think you're 27. Did you go through the process of like, I don't know, creating a business and putting together a business plan and like getting lawyers and all these things?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:39:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:39:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:39:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Ever do that? No. I was young and I didn't know enough to know any better. I just said yes and jump. I just said yeah, I was like, great. That sounds great. That sounds like something exactly like what I would like to do. And I'll go.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[It was a cool opportunity to try this, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:40:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Do it. I'll just go do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[When we come back in just a moment here, Christina prepared for milk bars opening day. And what happened after Anderson Cooper ate a piece of crack pie? 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_ggY)

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

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

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[00:41:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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[00:41:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 2008, and Christina has just signed a lease to take over the space next to Momofuku's second restaurant and turn it into a bakery into milk Bar. And when it came to the look and feel of the bakery, it was a big departure from fine dining.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[The original, like inspiration for milk bar, was. It's gonna be like a modern day take on Dairy Queen slash baskin-robbins. But I'm also gonna serve a bunch of baked goods cause that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

[Just what I love to do, I'm curious about the aesthetic of it because I've I've read that I've read it described as part Punky Brewster. Partly.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:42:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[For Frank, I wish I love. I think it's awesome. Like we're we're amazing. I mean, did you think, did you have a kind of a vision in your mind of what you wanted it to look like and feel like or did that just kind of happen organically?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:42:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Hard tomboy chic, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:42:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Aesthetically, it didn't even occur to me to think of what it would look like, but I knew what it would feel like. I knew that I wanted to open this quirky American style bakery that served cookies and cakes and pies and soft serve.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:42:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And that I wanted it to hold space.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:42:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:42:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Lives. I was like, the world doesn't need more bakeries. We don't need more chocolate chip cookies. We need more of the theory of that. But in a way that, like, inspires and is sticky and is a place that anyone can come and people can get, like, still feel a little scene.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:43:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[A little, a little wacky. And so everything was just like brass tacks, stainless steel.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:43:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[You know the cheapest furniture we could find, scrape and scrape and paint off the side of an exposed brick wall, and then all of the other aesthetic from that, like our neon milk sign, was literally a the storefront is 1/4 of the way into the block, and people can't find it because I refuse to pay for like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:43:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Permitting and drawings to put a sign outside and I was like, but if I hang a really big neon sign in this creepy hallway.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:43:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I bet I bet that would work and I was like, OK, well, what does it say? Milk. I couldn't fit all of milk bar without it coming awkward. So I typed milk on my laptop and highlighted it and was like, you know, if it's modern day Dairy Queen, it should have like, a little bit of that nostalgic brush grip medium.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:44:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And then I was like, what? Yeah. And then I was like, what color is it going to be? And it's like, OK, well, taxi cabs in New York are yellow. The stop lights are red and green. The little crosswalk guy is, you know, like flash is white. And it's like, pink. That'll stand out. That'll get someone's attention. They'll at least see the light.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[She's an off the shelf off the shelf font brush the medium.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[That's the fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:44:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:44:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And and and what and and what were you when when you opened up, what were your first products? Had they all been tested out at at at Momofuku?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:44:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Yeah, I would still just make family meal the way that I always had, so I would some of the things that are still on the menu at milk bar today.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:44:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Like the corn Flake, chocolate chip marshmallow cookie was somebody burnt the Cornflake Crunch that was used for another desk.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:44:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Hurt. And I was like, well, we're not going to throw this away. We were, like, raised by parents that like waste not want, not mentality. So I was like, hide it in a cookie, put some chocolate chips in it. And we were using marshmallows for some other, like, R&D moment. And so I was like, just use the rest of the marshmallows. It was kind of just, like a hodgepodge cookie. And we made it and put it out, and it would. People freaked out. And we were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:45:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:45:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[The way I read that I read that I don't know if there's a pocket full that you for breakfast every day you.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

[Eat a cornflake marshmallow chocolate chip cookie.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:45:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I used to eat.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:45:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[2:00 every morning.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:45:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:45:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And the bad eleven years later, like gets very angry if I start with two warm cookies without like caffeine and something else. That's like slightly more responsible, though. My diet today is proven otherwise.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:45:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[Alright, so when so so the store was going to have cornflake marshmallow chocolate chip cookies. It was going to have crack pie.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Birthday cake? Yeah. I mean, did you have staff at the beginning or was it just you?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:45:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I think there were four of us at the beginning and they were the they, they remain.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:45:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Four of the most incredible loyal human beings, Lord knows why they followed me down into this crazy path, but we would show up every day. I mean, we literally like you go home and sleep two hours and then when you come back, I'm gonna go home and take a.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:46:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Shower and then you'll.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:46:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Come back because it was a hamster with like with the day you opened, there was a line.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Around the block to get into. What was that? How did the people how people know?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:46:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[About it, we had the trust of people that knew what the Momofuku name meant.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:46:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And it was like one. It was 2 November 15th, 2008 recession. People were scared. But you know how New Yorkers are like people still wanted to get out and and and be a part of a scene. And everyone loves a good mind. I don't know. It didn't make any sense to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[I was like, how do these people even know we're opening a bakery today? Do they even know what they're waiting in line for? And and they came and it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:46:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Like, I'm so grateful that I didn't have time to worry about. Are people going to get this? Are they going to get why we would put pretzels and potato chips and ground coffee and all these other crazy salty sweet things into a cooking called a compost cookie? Are they going to be like, go? What are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:47:04](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:47:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:47:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And it and and what it proved.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:47:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:47:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[There's like an incredible number of people that are like, I think of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:47:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[As like sweet toothed.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:47:23 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Soul mates that like showed up and they showed up for like a milkshake on a Monday morning at 10:00 AM and they showed up at 2:00 AM because they were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:47:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:47:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I'm trying to wire out but I got $2.00 and so can I get a cookie? Can I?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:47:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Get a cookie.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:47:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I'm trying to figure out how how did you like manage the business and also bake all this stuff because you these were your recipes.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:47:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[They had to be the your standards like you were in the kitchen. You were scooping out cookie dough. You were mixing stuff. But you were also like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Running a business that was increasing in popularity like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Did you never sleep?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:48:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[That's correct. That's correct. I still to this day and like always stressed out that I'm not going to get sleep.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:48:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[At night, but it never occurred to me it was a one day at a time thing. It was the same thing of like, cool. Today I'm gonna show up and I'm going to roll that boulder up a freaking mountain, and I'm going to do whatever it takes to to make it happen, because it's what I believe.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:48:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Even it's because it's what these four people believe in. It's because people that are showing up at 9:00 AM and are like I am here for that milkshake that we're going to show up, and we're going to figure.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:48:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:48:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Out how to.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:48:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Make it happen. How was the business funded? I mean, I know. Of course, David, had, you know, came in and helped you open it up. You were putting in sweat equity all your time.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:48:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I have to assume you were not independently wealthy at 27 years old. So like was it? I mean, did he put in money and then you had to depend on cash?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:48:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[There's a lot of sweat.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:48:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:48:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:49:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[He loaned me money through our through the hold Co of Momofuku, and it was I was very well versed at operating on a shoestring budget because that's how we built the Momofuku Empire. And so it was, it was a loan that we agreed that I'd pay back and I just figured out how to make it work.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:49:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I mean, I was raised in this mentality of like you only need what you need and most of the time you have everything that you need and you can make so much more work with so.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:49:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And it was always also really important to me that it was a patient pursuit and that it was a real business and that it was a business that was successful, both emotionally and financially.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:49:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[But the profit margin on baked goods is really slim and your cookies are not that expensive. I mean, at the time and they're 2 dollars, 225.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:49:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[They were $1.85 when we first opened.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:49:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[So how were you able to have a sustainable business even with all the hype and all the?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:50:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Tension, I mean, that's a very narrow margin.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:50:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[It has always been important to me like you can't hold space in people's lives. You can't be a bakery for the people. If people can't be a part of the bakery. And so it was always important to me our cookie.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:50:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Over 11 years hasn't even gone up a whole dollar in price.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:50:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[We we push back on that sort of listen, you have to sell a lot of cookies to pay the rent and it's and so on some level it's a volume business. But I've always thought about it in terms of like well, the more cookies we.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:50:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:50:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:50:41 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[The more people we're feeding.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:50:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Cookies like, that's what we're showing up for. That's what we're here for.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:50:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I am not.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:50:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Changing our fancy very expensive butter that the team that does the financial analysis of food cost is like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:50:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Like please please a cheaper, better and it's like no, this is what this is, what it's built on. It's a reality and it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:51:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Thing that we believe to be really important, my access to food, my inspiration of food was from the grocery store and I got excited about food because it was something that we could afford. And so it's always been.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:51:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Important to me that.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:51:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[That I'm always building something that could inspire like my 10 year old self and I can't price my 10 year old.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:51:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Self out of.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:51:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[It I mean I'm curious though because.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Obviously there was a lot of hype.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[2009 Anderson Cooper on national television on Regis and and Kelly said. Hey, I have had this amazing crack pie in New York's.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:51:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Incredible. Like. Was that a turning point? Did that result in just an explosion of interest?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:51:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I I didn't know was going on TV and I certainly it's not like he was.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:51:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:51:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Girl heads up.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:51:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[It's I got you. Tomorrow morning. I got you at at 8:15 in the morning, but I got home a few hours before and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:51:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[At that time, my BlackBerry was the customer service like dial-up hotline, and I just remember, my BlackBerry kept buzzing and buzzing and buzzing and buzzing. And I was like, what is going like, did the bakery catch fire? Is my family OK? What could this possibly be? And I had all these voicemails, and I have a my favorite voicemail was from this woman.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[In Kansas City, who I think maybe was someones grandma.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:52:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And she was just like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:52:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Well, I heard you know Anderson Cooper talk about this crackpot, and I just. I'm never going to make it to New York. So like, would you mind shipping me one?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:52:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:52:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Are you going to tell her? Are you going to call her back and tell her no, because I was not going to call her back and tell her no. And I was like, I know how to ship pie. My feel like my whole upbringing was about taking half the bacons we'd make and putting them into care packages and sending them in the mail. There's nothing better than receiving fake.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:52:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Goods in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:52:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Mail. So I was like, I know how to do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:52:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And I went to like the all the local drug stores and bought those like, break and freeze ice packs and then went to all of, like, the UPS and USPS stores was like, I'll take all the boxes. I'll take all the boxes and just showed up at the bakery and was like, here we go. We got a new day. It's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:53:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Bigger Boulder today than it was yesterday.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:53:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Today, and we now have an online business where you can e-mail us and.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:53:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[But that is like when opportunity knocks, what are you going to say like not today or like when it's time to rise to the occasion you rise?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:53:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[What? What was? I mean, I can't imagine how insane it was like baking all, keeping up with demand. Running a business. Like probably a lot of media requests were coming in. What was keeping you up at night, like what was causing stress for you? Was any were you stressed out?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:53:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[It's so interesting.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:53:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I'm. I'm confident I was stressed out, but I wouldn't be like I'm so stressed out. I can't function. I'd just be like, OK, what's next? What am I thinking about? What's slowing us down? There was a point where I I was worried about. I'd be worried about, like, do we have enough cookie scoop?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:54:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And is the team feeling inspired to scoop as fast as I know we can scoop?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:54:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Those are realities, and it became more operational than anything else. Financially, I was very I was very like.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:54:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Self mandated on knowing what numbers we needed to hit to be in a good place to be in a medium place, and I knew every year I'd or every quarter I would line up the like what do we need to.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

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

[Able to do it better and more thoughtfully now that we know a little bit more and what is our bottom line resource and how do we invest it back into the business?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:54:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[What? What was the relationship between you and David like? I mean, he is a brilliant chef, obviously an incredible reputation, but also has a reputation for having clashed with lots of people. It's not. I mean, was he, like coming in and trying to give you tips and advice and? And I don't know, like, were you sort of pushing back and saying get out of my way or or or did he just leave you alone?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:55:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[All of those things, all of those things, depending on the day. I think if you work in a kitchen that like healthy tension that like you're 1 moment, you're on my team. The next moment you're in my way, the next minute we just don't see eye to eye about how we're going to get to the finish line or whatever it is. Early days we'd.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:55:23 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Argue he'd be.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:55:23 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Like there can't be a line, no one wants to wait.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Like we would argue about how quick or how slow.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:55:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[The line would take and why? And at the same time when you are as stubborn as I can be, you need someone that's also willing to dig into you because they're you can't see it. No one can see everything. And what I have like taken the step or the leap or.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:55:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I don't know. I mean, I have no clue and I'm so grateful for having.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[A pin in my life to kind of kick me out.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:55:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[Did you? I mean, I think within about two years you started to expand, you went to three stores, you had 60 employees. I'm just curious about the economics of this. I mean, we're even paying yourself in the first year or so, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:56:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[00:56:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[But like also, what am I? I'm here to live, to build this bakery. I'm not like I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:56:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I'm taking a day off. What am I?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:56:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Like the the my going out is like going to a local bodega to get like, a dirty sandwich late at night. That is joy and splurge for me. And and it was whatever it took to make the business work after the first. I was like, I'm going to write a cookbook because one, I know that that part of the business will help. I can put that.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:56:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Back into the business and plus it helps us reach more people and give recipes. And this and the other.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:56:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[The reality of opening another store because at the time I had this sweet little care package business, thanks to Anderson Cooper and this one store. But that business was so big that we were doing crazy things like sticking shop shipping boxes basically all over our only store. Like there's a point where if you went in.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:57:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[You could only take 5 steps forward and three steps to the left and then three backwards. You know 5 backward steps out and I thought to myself like you gotta build a bigger ship. And so I knew I needed to think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:57:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[A larger production kitchen I founded amazing space in Williamsburg, which is where we produce everything for our New York City stores. Yeah. And I was like, great, this is like wonderful and takes so much weight off of that tension. And then all of a.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:57:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Sudden it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:57:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Like, oh, that's just two rents to pay instead of 1. And though the production part of it is easy.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:57:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[The I'm now under utilizing this commissary space and I need to open another few stores to support.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:57:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[It I'm curious because there's a point right in every business when an entrepreneur has to sort of decide, is this a lifestyle business like and and this could have been a great lifestyle business. You had about 33 shops you could you could have baked on you know two or three days a week and done.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:57:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[Payroll and done accounting and run a business and made a good living and had a nice life. Or do you scale it up? Do you make it something much much big?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:58:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[When I mean, you must have had that internal dialogue, right? When when did that happen?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:58:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I think the first time that it started that I started really taking that conversation seriously was two years ago when I decided to raise money to grow the business for the first time, to actually start taking this.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:58:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Business, which was eight years in at the time. Seriously. And yeah, we could start charging $5 for.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:58:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[A cookie but.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:58:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[That that wasn't right to us. That's not who we are. And that's not what we believe in. And I had a real reckoning with myself of this is a real business.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:58:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[And it's time to start thinking you're at that crossroads. And what is it and what do you want to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:58:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[With it, you know I was. I was at the San Francisco Airport recently and it was just like a a deli or bar there. And they had cookies with potato chips and and marshmallows and things that were so unusual when you introduced them in 2008.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:59:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Right, crack pie cereal, milk flavored things. All of those things are out there. I think Ben and Jerry's at one point had a cereal milk. I don't know if they still have cereal. Milk, ice cream. Do they still have it? They don't. OK, I got you.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[Sore point. Sorry, sorry.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[00:59:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[How do you feel about when you see, like, you know, the mainstreaming of potato chips and and sweet corn and cereal, milk flavors and and desserts all over the place?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:59:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[It's kind of supernatural.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[00:59:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[It's like both endearing and wonderful, because I think it points to people's enthusiasm to, like ignite their curiosity and to, like, get a little wacky and wild and to think about breaking the rules in these tiny little ways and and then on another level, like it turbo charges us, it makes us say.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:00:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[01:00:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[We're coming to the aisles of the grocery store, like, that's our space one. That's where my imagination started. It's where I still go. And that's that's where we're going. That's what we're doing. And and we're coming at, like, we're coming in strong in the future. Guy like we're we're here.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[You have stuff in.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:00:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Where you you just.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:00:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Wait, it's it's both wanting to celebrate peoples like curiosity and food and the and then to also be like we gotta keep going. Yeah, we're gonna keep going, and we're gonna keep pushing.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:00:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[But you bootstrapped this thing for like 8 years and you were growing and growing and growing.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:00:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[So did did you feel like you had to take outside money to really scale the business that you couldn't do it without outside money?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:00:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[No, it wasn't that at all. I mean that we had, I had proven for eight years that I didn't need the money, but I also knew that at this inflection point, it would.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:01:09 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Must be stubborn to not consider it, to not take myself seriously, to not.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:01:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Take this thing that we had built that is like based on humanity and patience and real things and things that we do with our hands and not with our thumbs. And to not put more.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:01:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[01:01:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[The world like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:01:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Have been super thoughtful around how to raise money to.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:01:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Fuel the business while also making sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:01:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[That the the values and the principles of what we stand for exist and that loss of control isn't possible.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:01:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I think you guys have 16 shops now, right? You've got the mail order business accounts for like a third of your business, something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:01:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[01:01:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Yeah, 440.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

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

[01:02:00 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Today I took the count for.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[01:02:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Just in case you.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Ask I I think I know the answer to this question because you have I mean very obviously a really strong work ethic. Mean does any part of you ever just want to?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I don't know, just kind of sell it. And I mean, get up hamster wheel and just kind of enjoy the fruits of your hard work over the last decade.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I don't see it as.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:23 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[A hamster wheel like I'm so fueled by it. Still where I'm like, I could go into like my my Gmail and click on my drafts.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[In my list of ideas that have to go on the menu, whether it's in grocery stores, whatever it is.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Is so long I just until that list gets shorter. I and I can't see it getting shorter anytime soon. I like. What am I going to do and what would I do in a day? I probably just wake up and start baking, so why would?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I like why?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Why would I?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Give that away. I got a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Of I got a lot of ovens to do the.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:02:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Speaking in these days.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[I know that you didn't get into.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:03:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[You didn't. You didn't open milk bar with David for to make a lot of money. It was a cool opportunity. It was a cool thing to do. You. You didn't sort of look out in the distance and say I'm going to be really rich, but you've.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:03:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Made money. How has that changed your?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:03:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Not much I would say. Like the thing that has changed about my life is I'm not like sleeping and eating and baking in the same cubby, which is nice. I mean. But then also you missed the romance of it because it was so lovely when that was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:03:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[01:03:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I spend, I would say for me my biggest how it's changed my life is.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:03:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I put so much of myself into this profession before milk bar even coming to New York City, I said goodbye to my family and knew that they wouldn't understand immediately. And now and I put everything into it. I never took a day off and now?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:04:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Now I can like arguably take a day off and get on a plane or a train or in a car or on a bus and go and see my people and go and live life in the ways that we like, create those sticky moments at milk bar for you. And that for me is like the greatest indulgence. Like nothing else changes like I'm still trying to go through store shopping.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:04:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I'm still trying to make friendship bracelets like it's cool because I can take like an embroidery craft class and not be like, Oh my gosh, am I going to eat? Am I going to be eating like Kraft Mac and cheese for the next 6 days to support it? And that part of it's easy and the rest of it, I just don't really care.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:04:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[01:04:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[You've heard me ask this question before and I'm going to ask you the same question. How much of all this that this happened to you is because of your intelligence, incredible hard work and how?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:04:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Much. Do you think it's just because you got lucky?](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:04:51](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[01:04:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Is more opportunity than it was luck. I think it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:04:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I'm never like the one that I don't win scratch off Lotto tickets. That is a splurge. That's when I left.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:05:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I don't consider myself to really have great luck. I'm never the one that like wins the contest, but I show up and I mean it, and I'm just a really big believer in good people that show up and mean it winning in the end. And I think that's a mixture of, like, focus and smarts and hard work. And PS like I had no St. smarts when I moved to New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:05:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[All of these skills you can sharpen as long as you remove the barriers to convincing yourself you can sharpen your skills and and it's opportunity and and like when opportunity knocks. When that BlackBerry starts buzzing, you better get your honey out of bed and get to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:05:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Christina Tosi found her milk bar Christina.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:05:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I spoke with Christina Tosi two years ago at the town hall in New York City, and since then she's been keeping pretty busy. Milk Bar has launched its baked goods and ice cream at stores across the country and just.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:06:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Recently, to mark the final episode of Ted Lasso, season 2, Milk Bar gave away for free the shortbread style biscuits that had become kind of a meme on the show. The cookies were only available for like a day, but Christina's version of the recipe is, of course, findable online.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:06:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Thanks so much for listening to this live episode of how I built this. This episode was produced by Rachel Faulkner and Candice Lem, with music composed by Ramtin Erebuni. He was edited by Neva Grant with research help from Sequoia.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:06:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[Carrillo, our live events team in New York, was Jessica Goldstein. Ally Prescott, Ellen Jorgensen and Andy huyser. Our production staff includes Casey Herman, Jacie Howard, Julia Carney, Elaine Coates and Farrah Safari, Liz Metzger and Harrison Vijay Choi. Our intern is Katie cipher. Jeff Rogers is our executive producer.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[01:06:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

[I'm Guy Raz, and you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)

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

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_ggY)