# Audio file

[Tatcha Vicky Tsai.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[Hey really quick before we get to this brand new episode of how I built this, we have a book coming out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[It's designed as a road map for building an idea into a real business, and it includes hundreds of stories and lessons from some of the most inspiring entrepreneurs in the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[You can pre-order the book by looking up how I built this. Wherever you get your books or by visiting gyros com OK on to the show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[We ran out of money over and over and over again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Couldn't afford a salary my partner couldn't afford a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I couldn't afford rent anymore and my parents had bought a place in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Near the airport at that point and they let me move into there and we had this really, really incredible high end clientele and and I was I was working on my mom's crush.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[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_gVQ)

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

[I'm Guy Raz, and on today's show, how a trip to Japan in a meeting with a geisha inspired Vicky Sai to launch Tacha. A line of skin care products that almost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Nobody thought was a good idea until everybody did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[O, as you've heard on this show, really good ideas often come from solving a problem that you and other people have. And of course you can spend years solving that particular problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:01:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[In just the right way, obsessing over countless designs, doing mountains of research to find the perfect fit between what you made and what the market wants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[But sometimes ideas just sort of reveal themselves even when you're not looking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And that can often happen when you're visiting a different country, like Gordon and Carol Siegel, who came across Scandinavian furniture on their honeymoon and went on to build crate&barrel. Or Susan Griffin Black, who encountered lavender oil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:02:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[To Covent Garden in London and came up with the body care company EO products, or Blake Mikosky, whose trip to Argentina exposed him to a type of espadrill shoe that he recreate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And for Vicky Ty our guest today, the pivotal trip for her was to Kyoto, Japan in 2008.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[She went there to kind of decompress after leaving a job that left her feeling pretty bad about herself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And it was on that trip that Vicki came across the nearly impenetrable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:02:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[And in particular, the natural beauty products that the geisha used on their skin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:03:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[To make it look smooth and flawless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And when Vicki started to research the idea of maybe introducing some of these products to American consumers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:03:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[She heard no from almost everyone. People in Japan told her that the skin care products used by the geisha were old fashioned.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:03:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Kind of stuff your grandma might use, and in the US, beauty experts told Vicki something even more disappointing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:03:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[That Americans weren't even interested in beauty products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Asia, but it turns out they were, though it would definitely take years for Vicky's brand tatcha to gain traction. And much of that time she worked out of her mom's garage, scrambling to pay her team and pitching her skin care products on QVC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:03:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But by 2018, Tata was doing $70 million in sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:03:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And a year later, it was acquired by Unilever for a reported half a billion dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Now Vicki actually got her start in the beauty industry working for her mom, who ran a small cosmetic shop in Houston.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Both her mom and dad came to the US from Taiwan and after high school Vicky went to UT Austin before transferring to Wellesley. The woman's Liberal Arts College in Massachusetts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:04:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I loved my experience at Wellesley, but it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:04:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:04:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[UT Austin's huge school and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I was used to my independence and used to big classes and lots of different kinds of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So when I went to Wellesley it it's a very small.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Boutique experience, tiny liberal arts college and it's women only, which I understood theoretically. But it wasn't until I got there where I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Like where are the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[But but I guess while you were there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:04:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[00:04:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Who would eventually become your husband named?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:04:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:04:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[That you the story I read is that you actually really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:05:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Kind of pursued him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[That actually at the beginning he was he was sort of not the kind of person who would ask someone out, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[That the story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[And it was the weekend before school started at Wellesley, and it hit me that there really were no men there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:05:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And they had this dance, called Tower court mixer and men from surrounding schools would come in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:05:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[For the dance. And I saw him and he wasn't at all interested in me. And I kind of kept on doing laps around the dance floor with my, with my new girlfriends. And they kept on getting plucked off 1 by 1. And then every few months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:05:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I would try to get his attention and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:05:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[E-mail him and call him, but he just wasn't interested.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:05:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So what kind of interested?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Did you eventually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[To agree to go out with you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I'm not totally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I think it just wore him down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[We've been together over 20 years now and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:06:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I just kept asking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:06:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Wow. So I guess after after graduation, both of you moved to New York to work in, in finance, and both of you wind up, I think, at at Merrill Lynch, right? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[So both of you are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:06:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Are working in lower Manhattan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Yes. And and you guys were there on on September 11th, 2001, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

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

[00:06:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[In one of the world financial centers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:06:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[That's actually connected to the trade centers via a land bridge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:06:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so I was on the trading floor, which was the 7th floor of that building, and my husband was on the 26th floor, which is where he worked of the financial centers and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:06:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I was in a meeting when the first plane hit and there was no windows in the meeting room, so we we felt the rumble and we heard it, but we didn't know what it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:07:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:07:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But my husband, when he heard the first plane hit, he went straight to the windows to see what was happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And he actually watched the second plane come in and bank, and he watched it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Go into the tower. At that point I was back on the trading floor. We'd gotten out of our meeting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:07:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[When we heard the second plane hit, we didn't know what was going on and nothing came on over the loud speakers yet. But I remember getting up and walking seven flights down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And actually being one of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Ones to leave the building.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:07:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I I'm ashamed to say that it didn't even occur to me to call up to my husband, to tell him what was going on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:07:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Split and then I I waited outside for him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:07:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You on the sidewalk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:07:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[On the sidewalk and I realized we were never going to find each other because as as people started flowing out out of all the buildings, that got pretty chaotic down there and then. And then the people were jumping.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And I couldn't. I couldn't watch it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:08:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Any longer so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I walked back to our apartment, which was in the West Village.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And I thought he's going to know that we can't find each other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:08:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And he'll he'll come find me, and he'll probably beat me there because I have heels on and he's fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[A marathon run at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So then when I got home and he still wasn't there, that's when I realized, like, shoot, he was looking for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Then I had no way of getting hold of him because the the mobile phones weren't working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:08:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Both both the tower fell before he got home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:08:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So there was a moment, there was a moment in there where I thought he was God.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:08:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[How long before you saw him before he got home?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:09:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It must have been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:09:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It must have been minutes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:09:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Not not too long, but it was enough for me to be watching on the TV.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:09:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And see the towers fall.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I couldn't even quantify how long, but then he came up after and he was OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[When that happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I guess most of you decided you need to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Of rethink what you want to do with your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[That maybe being a a trader in on Wall Street wasn't what you wanted to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:09:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah, I don't know if I don't know if I came up with that immediately, but I knew I didn't want to be there anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:09:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[He got sick with an autoimmune disease.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Pretty soon after.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Right. And it was not related unrelated to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[We almost immediately after.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[You know, we'll never, we'll never really know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[He never had any symptoms before that he had run, I think 5 marathons in two years prior to that super healthy captain of the crew team, and then all of a sudden he couldn't move. He couldn't keep food down. He lost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:09:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:09:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[How long was he getting treated for it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[About 3 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:10:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So we would spend the weekends in the emergency room.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Eventually we did go to the Mayo Clinic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:10:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:10:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[They didn't know what it was. Towards the end, they were thinking about Remicade, which is a pretty strong treatment that the side effects included, you know, things like infections of the nervous system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:10:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Pretty horrifying stuff and we decided to just pull the plug on all the treatments.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:10:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Stop with all the the medicine and the steroids and just quit it and see what happens. And thank goodness he got his health back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:10:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So for three years he was struggling with his autoimmune disease. You were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Spending your weekends at emergency rooms must have just been totally, like, debilitating and scared and scary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:10:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah, it it should have been. But I think what I did at that time and I only realized it recently, is I sort of I started to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:10:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[I didn't want to be in Manhattan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I didn't want to be in Ground Zero I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:11:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I didn't want to have to go there every day, especially because when the temporary trading floor, New Jersey was moved back to Ground Zero right before Christmas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[The only thing that I could see was out the window, which looks straight at the hole that was left and you could always tell when they found your body or body parts because it would be covered with an American flag and that was my only view.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:11:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[For months I couldn't see anything but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And then I would go home and my husband would be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:11:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so I actually just went really numb and I just went on complete autopilot and I started planning how do we get out of Wall Street?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:11:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[Mode and I guess eventually you did get out of new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[You, you guys both moved to Boston, where you went to to Business School, to Harvard Business School, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:11:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yes and right that while you were there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I guess I guess you kind of got your first experience working in the beauty industry like you got an internship with Procter and Gamble.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Yeah. So I was actually working on SK2, which is a Japanese skin care brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[That they own and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I treated my face like a science experiment and gave myself acute dermatitis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Wait, you treated when you say you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Your face like a science experiment you meant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[You were trying all the products that you were working with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[The products that we were working with, but then also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[To do competitive benchmarking, I would go to the other luxury brands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Lemare and La Prairie doesn't matter across the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:12:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I just got a chance to buy a lot of them to use a lot of them to try to craft SK2 strategy and it was at that point that I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:12:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I ruined my face. You cut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:12:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You cut acute drummer. What is acute derm?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:12:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It's when the barrier function of your skin has become disrupted, and so things that would typically not irritate the skin suddenly start irritating it because it it's getting into the skin itself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:12:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[It looks like bleeding blistering scaling on my entire face, including my lips and my eyelids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:13:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:13:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:13:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And you had never had that before?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And once you have disrupted the barrier function of your skin after that, it's not able to effectively keep things out. And so anything after that can start irritating your skin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:13:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Detergents in my pillow cases or fragrances or my, you know, shampoos that had traditional ingredients in it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:13:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It was everything. If, when the spring came, pollution, whatever, I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:13:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It would freak out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:13:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It's like the the plagues in ancient.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Like first there's 9/11 and then your husbands autoimmune disease and then your dermatitis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[We're we're only into 2004 here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:13:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Oh yeah, we didn't get to the fun stuff yet. That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:13:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Wow. So you guys were dealing with a lot of. So how are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Eventually get did it just go away on its own? Or how did you eventually bring it under control?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:13:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Had it from the summer of Business School, so between those years I had my entire second year of Business School and then I had it two years after that when I graduated and I worked for Starbucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So after Business School, we moved to Seattle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:14:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:14:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[My job was to launch Starbucks Consumer products business in China and I was flying all the time through Japan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:14:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Were not direct flights between Seattle and Beijing at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And the only thing I could put on my face that didn't irritate it was Aquaphor, which they have diaper rashes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:14:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I know Aqua squirt well, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:14:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But it leaves you looking kind of greasy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So when I would go to China via Japan, I would pick up these blotting papers that I found in Japan that I couldn't find in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[What are blotting papers for people who live?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:14:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:14:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah, that's a great question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:14:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It's a piece of paper that is made out of there's very kind of materials. The ones in the US remain out of cotton. The ones in Japan are made out of a certain type of leaf and you press it to your skin when it's oily and it lift.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Off the oil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:15:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It won't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:15:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Disrupt your makeup or or take any moisture from the skin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And that helped. It helped.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:15:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So you got the blinding paper you got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[China, are you working for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Which sounds like a pretty amazing job. And was there like a Starbucks craze in China already at that point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Were people waiting in line to get their?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[I don't know if there's lines, but it was already a very popular and admired brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:15:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:15:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[OK. And your job is to is to launch what in in a Starbucks?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:15:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:15:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[So so I I read a story and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:15:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:15:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Don't know if it's entirely accurate that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:15:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You know, you were grinding away at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[You were just working really, really hard and going back and forth and you really proud of this initiative. And then I guess it was time for you get your annual review and it was like meets expectations. That was what what it said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:15:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You do do your research.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:15:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And and and that that really hurt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:15:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

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

[Feelings like you were really upset by that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:16:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[I would go 40 days straight without taking a day off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I would fly over the weekend so that I would miss anytime and be back in in the office by 8:00 AM Monday morning. The timeline for the project was extremely compressed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[As a team of one with no manager and in the middle of all of that, I broke my arm and I hit a cast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:16:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Went all the way up to almost my shoulder that I had to wear for months and I missed 0 days of work and it ended up being a very successful launch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Howard was super happy with it and had me present to his board of directors and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I had AVP in my group.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:16:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I had very little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:16:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Mentorship or guidance from and at the end of the year, he gave me my performance review and it was meets expectations and I just thought this is not a place where I'll be successful even though I have so much admiration for Howard and the company and the brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:17:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[00:17:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[Yeah. So you you left Starbucks?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[And then I was recruited out to the Bay Area to head up marketing for a sustainability start up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:17:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then Howard Schultz found out, and he called me on my mobile phone and asked me to come in and meet with him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:17:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So I went back to his office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And it was the the week that my furniture was already on a truck to San Francisco, and he kept on being like, why? Why would you go and tell me what you want to do and tell me what job you're interested in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:17:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But I had a weird loyalty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:17:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[To the to the VP who gave me a Meep expectations review.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:17:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[All he said to Howard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:17:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Was oh, you know, I just don't fit in here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So if I could do it all over again, Howard, I left because I got a crap interview that I did not deserve.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[No, I mean of course like and and when you're like, wait a minute. I worked so hard and somebody else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Is, you know, recruiting me now, it makes sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[So you you got recruited by this this other company and what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:18:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[Well, it eventually became called Goodguide.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Very hard to say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:18:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And good guide and it probably went to Berkeley.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:18:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It was a few scientists out of Berkeley.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:18:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And they wanted to create sustainability ratings for consumers by scraping the Internet so that a consumer could plug in their values. You know, I care about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:18:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I care about gay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:18:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I care about, you know, animal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:18:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I care about carcinogens, but I I also want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Shampoo for curly hair and be able to check all these things off and how have it pop out a recommendation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:18:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:18:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[They're really ahead of their time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:18:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So much credit for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:18:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Because it was 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[That's still just as the iPhone is coming out, so still pre app really and yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:19:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It was, as you mentioned, you were married at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:19:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Guys did in between you did get married.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[We still had a house in Seattle and so I picked up and I left so quickly that I moved here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Moved to the Bay Area.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Alone. Got it. OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Your job at that Internet startup, what were you task to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I was their first business hire and so my job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:19:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Was effectively to come up with a launch plan for them as well as a marketing strategy and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I was with them for only, I think maybe four months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:19:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[I mean, so you four months in and did you have a plan when you quit or did you just say I'm gonna walk, I'm gonna step aside.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:19:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You know, I think it dates back to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:19:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[9/11 and the experiences there but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:19:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I was becoming increasingly impatient with spending the hours of my waking life doing things that I didn't believe in, or if I believed in, but it just didn't feel like the right fit for the right people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:20:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So I typed up a letter, a resignation letter, and I drove into the office and I handed it to them and I told them that I very much respected what they were doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[It wasn't the right fit for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:20:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I tried to leave rather elegantly, but one I was crying because I was so lost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And then two, I had brought this big clunky chair with me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And I was trying to take the chair out and then it would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:20:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Deep breaths in the office, like a chair that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Wanted to sit on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Like it, like an ergonomic chair. And then so when I left, I had to take the chair with me. And and I couldn't fit it in my car on the way out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:20:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:20:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So I had to actually call up to someone in the office and have them help me compress the chair so I can close the trunk and drive away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:20:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Who is the messiest resignation? It's humiliating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So you're like four months in and you're out of work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Did you did a part of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Kind of regret leaving Starbucks at that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:20:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Or did a part of you think like God? What am I doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Oh yeah, I I thought to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Howard Schultz called me my cell phone and offered me any job that I wanted at Starbucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Am unemployed, standing in the street, crying with my chair in a different city than my husband.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

['Cause he was up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[In Seattle, yeah, and I definitely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Was thinking about all the debt that we had because we had two Business School debts plus a mortgage in Seattle, plus a lease for an apartment in San Francisco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:21:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And my husband had undergrad debt on top of that, and I just remember thinking, I've really made a mess for myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Yeah, I mean, you probably had hundreds of thousands of dollars in debt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:21:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I it's probably about 600,000 at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:21:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then now this is 2008, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Which is just the beginning of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:21:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[What was your what did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[You want to like hide in bed and put the covers over your head. Like what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Was your plan?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:22:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[I told my my landlord that I was not working and she let me help be the most like the Super for my building and rent out apartments for her and her other buildings for 400 bucks a pop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[How do you and and was that was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Was that enough to kind of keep you going?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[He worked about four jobs at that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[That was one of them. I think the only thing was interesting about that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:22:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Oftentimes, the Business School types when they move to San Francisco will live in the Marina.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:22:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[So when I was out there running out apartments, it was not uncommon for me to see my Business School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:22:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Classmates and they would be like. Is this your apartment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:22:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Like, no, like, why are you running it out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:22:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[They would give me this look of pity and confusion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:22:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But it didn't matter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:22:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So you left the job at the startup and you're kind of doing a bunch of different things to to make money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:23:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And and then I guess you at some point took a trip to to, to Kyoto, to Japan just to go visit like was there a reason why you you went to Kyoto in 2008?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

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

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

[I'm still using Aquaphor in my face and I ran out of my blotting papers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:23:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I tried to find those budding papers around in the US and they're not available.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[There's different kinds here, but not that kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And so I called up my friend from Starbucks Japan, and I asked her where to find these blinding papers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:23:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:23:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And she said they're actually from around Kyoto and they come from gold leaf artisans.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[From gold, gold leaf artisans.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:23:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:23:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:23:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[They're beating papers and I was like, what are you talking about? Tomoko and I. I didn't really understand what she was saying, but I I thought the whole thing was so fascinating and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[I felt drawn to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:24:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I think I think I was trying to find myself so I just picked up and I I went to Japan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[All right, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:24:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Most people wouldn't just go to Japan to get a fresh batch of blotting papers. I have to imagine that you're thinking these work really well for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Want to go check them out and see if they're? Maybe I can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Do something with them in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:24:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:24:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Did none have a commercial idea yet at that point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:24:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:24:29](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:24:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We had had a pretty rough 1st 10 years of our adult life and and pretty rough as relative.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:24:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Couldn't say that it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:24:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[You own that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:24:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You get to, you get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

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

[00:24:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You know, I just, I felt like I didn't believe in anything anymore. And I questioned my value system and I questioned what I had been chasing my whole life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Because my parents is first generation Asian immigrants, you know it's a very clear equation for success. You go to an Ivy League school, become a doctor or lawyer, and then make your parents super proud and make their sacrifices worth it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:25:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I have sort of veered off every one of these paths.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And I just started traveling and I I think like a lot of people I was traveling to find myself. And when she said Kyoto, there was something about it that drew me, even though I had never really spent significant time in Japan before I knew nothing about Japan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:25:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Culture, because I'm not Japanese.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:25:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But I just felt drawn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So I went there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[And what happens when you get there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[You get your blood in papers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[When I got to Kyoto, I went to the artisans who are a couple hours outside of Kyoto and when I went to the workshop there, all they make there is gold and there's gold everywhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:25:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Like there's gold on their eyelashes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Gold on their clothes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:25:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Let's get mess of gold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:25:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And this is gold leaf for like art for like paintings and decorative works.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[In Japan, things that are precious are often left in gold, including the Golden Temple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:26:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[In Japan or in Japan, so basically for century.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:26:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Blotting like blotting paper in Japan came from these gold leaf artisans who were using it to hammer gold into into, you know, thin sheets of paper.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:26:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Exactly. So gold is soft and what they would do is they take gold, paper, gold, paper, gold, paper, gold, paper and then these massive hammers made out of like stones and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[It protects the gold during the hammering process because gold leaf is only a few micrometers in thickness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[It really has to get hammered down to almost nothing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[This paper would get hammered with the gold and it would protect the gold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:26:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then when they were done with hammering, the hammering paper would get thrown away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So how did they figure out that this this paper that you were that they were using the hammer gold into into leaf would be useful on human skin?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:26:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[That was my question because it's such a weird leap and so they they actually said you would have to ask a geisha or kabuki actor because they're the ones who have been coming around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:27:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And getting them at the end of the day. And I was like, can I meet one? And they said, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:27:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So they introduced me to one which is crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Because they they like got you in touch with some with the geisha.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[They introduced me to a geisha that they knew, and they helped arrange for me to meet her in a tea house either later that day or the next day, and I had a translator with me, named Yuko, who's wonderful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:27:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:27:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:27:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[In and I was just completely beside myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[It was the summer time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:27:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[I was trying to sit on my knees, which I'm not very good at, and I was sweating and I kept sliding off of my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:27:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:27:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[The sweat. And yet she was just the picture of perfection in wrapped in kimono.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:28:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Never had to budget, never broke character.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I just remember thinking, I'm a hot mess, but you're amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[In in her uniform, in her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:28:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Sort of costume with makeup on and the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Makeup and kimono.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Alright, so you meet this woman and you start asking her. Hey, tell me the story about this blotting paper.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:28:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah. And honestly, she didn't have a great answer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Just said I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[We always knew that if we went and we used it before we put on our makeup, it would help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:28:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Create the nice canvas for makeup, and if we use it after we keep our makeup fresh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:28:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But she didn't have a lot to tell me about how that leap happened from 1 industry to in the next. But at the same time, I was so enchanted by her look.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[And they told me vacation had been around 3 to 400 years, and I knew a lot of the things that scared me about ingredients in personal care were largely from the petrochemical industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:29:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so I knew whatever they're using largely predated the petrochemical industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So I started asking her questions about her makeup.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:29:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Not because I wanted that look, but I was looking for anything at that point that I felt safe putting on my skin because I still have my skin issue too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:29:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Now I'm pregnant, so I'm super careful about what I'm putting on my skin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:29:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Was her advice. What did she tell you to buy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Hi. But she just told me some basic stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Use oil to take off our makeup.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:29:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We use a lot of rice powder and camelee oil and saute and then Yuko took me to go find some of those things afterwards and that's when I started seeing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Geisha flitting in and out of the store while we were there, without any makeup on. Wow and their skin looks like a child's skin. And so if they reached for, you know, a bottle of oil, I would reach for that bottle of oil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:29:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:29:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then if they reach for a powder, I would reach for a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Powder and what were the like, the materials that were so different that you hadn't seen anywhere?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Else, like what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[What was the source of the of the cosmetics like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[They making it out of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Largely food ingredients.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[When I took them home, Yuko had to write down on post it note, saying, you know, this is a rice powder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:30:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Create a foam massage onto the skin or leave on as a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Mask because everyone was in Japanese, right? OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:30:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It's Japanese and so I I just came home with this box of things like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Like that and I used half of them wrong, but about 8 weeks later my skin had pretty much healed, and that was after three years of dermatitis and steroids and antibiotics. And at the same time I was so enchanted with the story of the blotting papers, the gold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:30:33](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:30:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Artisans, the geisha and the history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:30:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And to me, it embodied so much of what I was looking for as a woman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:30:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:30:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It was steeped in true history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And so I guess if I take one step back is when I was still in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[After I met the geisha, I went back to the Goldie Fordisons and I did ask if I could bring the blotting papers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[To the US, if you could buy some from them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:31:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And they said no, we're not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:31:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:31:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[In distribution and by the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:31:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Way were they selling the blotting papers to the geisha or they just like it was just refuse? The geisha were just picking it up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:31:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Originally it was refused and now now they sell it to them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:31:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[All right, so originally refuse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[But and clearly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[They were being sold in Japan because you had already used these blotting papers before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:31:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Exactly. And I was just asking if I could bring them to the US because they weren't available in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:31:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And they said we're not interested.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:31:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[They said they they weren't interested.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:31:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So then I said, how many would I have to buy to to get you interested? And they said 10,000 and I was like, I'll buy it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[One. Oh, oh, oh, piece of aer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I'll buy 10,000 booklets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Right. And how much does that cost you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[But like a couple 1000 bucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:32:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[No, like 30,000 more than 30,000. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[So they said you have to buy 10,000 these booklets and you said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:32:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But first of all, how did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Well, first I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:32:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Then I went back to my hotel room and called my husband that night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[It's maybe 6:00 AM his time and I said good morning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Hope you're doing great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[I just bought 10,000 plotting papers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[To bring back with me to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:32:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[00:32:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[How are you going to pay for them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:32:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I looked around the room and the only thing of value that I had left at that point was my engage ring in my hand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:32:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I said I'll just sell my Gator ring.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:32:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:32:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You said you'll sell your engagement ring. Did you pawn it at a pawn shop?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:32:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I called the place in New York where I bought my engage ring because I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:32:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I had proposed my husband and bought my ring, and so I just called them and said I need to sell it back to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You buy it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So they took it on consignment. It took a few months for them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Find a buyer, OK?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And and what were you gonna do with the blotting paper with 10,000 booklets of blotting paper in the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:13](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:33:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Not really. Thought it that far out, honestly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[What you just thought these work? Really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[There's something here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[There's something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Maybe I'll keep like 1000 for myself and then I'll figure out give everybody. I'll sell another 9000 and then I'll, I'll have a steady supply for myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

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

[00:33:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So you come back to San Francisco?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Go and did you ship the blotting papers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Or they it it took them about a month to actually make them and send them to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Maybe a couple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And so they showed up in big crates a few months later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So did you have an apartment just full of blotting papers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:33:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But like what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[What like do you start calling?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Do you have like, a a blotting paper party at your apartment? Invite people over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:33:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[What do you do with them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:34:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:34:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I I still can't explain it, but I saw this vision in my head of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Sharing these beautiful little treasures that I found in Japan with other women like me who were looking for something that was real and beautiful and safe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:34:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so I thought maybe maybe I can create a way to keep sharing these things that I'm finding because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:34:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[There's these ingredients that heal my skin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:34:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[This paper with this beautiful history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[You know fantastic and simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:34:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so I actually created tacha as just as a way of sharing these things I was finding when I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[There and how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Did you come up with the name Tacha?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:34:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I had been helping out my friend Stanley, who had been the global head of creative for Starbucks and had left to start his own creative agency.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:34:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I had asked him for his advice on creating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[A brand because I didn't know how to do that and when I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:35:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Telling him what I wanted it to feel like. I just said I want it to feel like an exhale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:35:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Like a breath of fresh air. And so he actually came up with the name tacha, and then shortly thereafter he introduced me to this incredible woman named Sarah, who's still with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Who's our director of culture?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:35:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And she said when I saw the name tacha, I assumed that it was short for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Which is one of the classical Japanese arts of flowery arrangement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:35:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And it speaks to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Beauty of simplicity in nature.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And so we said, you know what? That's far.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:35:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[That's far more beautiful than just being an exhale and a breath of fresh air. So let's imbue it with meaning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:35:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:35:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[To talk to people about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:35:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, you had gone to Business School, so you knew a little bit about like what it takes to fundraise and how did you build a deck and start?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Like pitching the the the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I knew enough about fundraising that I didn't wanna.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

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

[00:36:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Wanted to create something really really pure and really really true and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:36:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[A lot of people from Business School end up in the private equity world and in the VC world, and the ROI is is very straightforward.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:36:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah, they want 10X, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:36:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah, it's money and it's growth and it's money and it's growth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And I wasn't interested in creating something for money or for growth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:36:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I was interested in creating something worth loving and that I would want to spend the waking hours of my life doing so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:36:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I just wanted to self finance it and and just see what it could become.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:36:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But the only thing I wanted was to make sure it stayed really true.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:36:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But here's a question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And I get this question a lot from people. Listen, they say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:36:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You know, I keep hearing these stories about people who self financed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:36:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:36:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, I don't have any money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:37:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You sold your engagement ring, but and and presumably you had some savings from your Starbucks days and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:37:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Stuff like that, but I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:37:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[No savings, no, it was gone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[But how did you do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[How did you finance it without any? Because to do it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:37:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Create a company cosmetics company presumably requires a lot of capital, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:37:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Indeed, indeed. Yeah. Well, I started before I even started the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Maybe half a million in debt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:37:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So we've immediately went to credit cards, which I I don't recommend, but it is what we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:37:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:37:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I begged my landlord for a discount in rent in exchange for renting out the apartments and being the Super for the building. I sold anything that I had that was of any worth, including my car, my furniture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:37:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[My husband is very good at poker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:37:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so when he moved to San Francisco every Tuesday night, he would go play poker and it would be just enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:37:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:38:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Would wake up Wednesday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[There would be a little stack of cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Reduce that to buy food and then I just I was just a team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[One working out of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Apartment working out of my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[But I mean to be to be completely honest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Financially, things were dire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We would when we Max that one credit card, we would roll.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It all over to another credit card to buy ourselves some time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And I have a distinct memory of being nine months pregnant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I couldn't afford maternity clothes, so I just sort of pulled the drawstring out of my sweatpants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But then I'm like Humpty Dumpty without the suspenders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So like I have to hold on to the pants when I walk, or else they're on the ground or and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I went to the grocery store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I was checking out and my credit card got declined and the people behind me in the cash the cashier looked at me with a great deal of pity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Because I was super pregnant and I couldn't afford my groceries.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:38:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[Then I left them there and I walked out without them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:39:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[When we come back in just a moment, how Vicky finally got Tasha off the ground and into her parents garage where she would begin an 8 year long struggle to keep the company from sinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:39:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:39:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[Hey everyone, just a quick thanks to our sponsors who helped make this podcast possible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:39:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[1st to E\*Trade trading isn't for everyone, but E\*Trade is whether it's saving for a rainy day or your retirement, etrade has you covered.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:39:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[They can help you check financial goals off your list and with a team of professionals giving you support when you need it, you can be confident that your money is working hard for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Get more with just trading with E\*Trade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[To get started, visit Etrade com podcast For more information.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

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

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

[LLC, member FINRA sipc.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:40:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Thanks also to Comcast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Today, businesses are starting to bounce back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[But what if you could do better than that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Learnhowyoucannotjustbouncebackbutbounceforward@comcastbusiness.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:40:31 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Whenever you face a choice, it helps to think like an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:40:36 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And this week on Planet Money Summer school, we'll start off our course in economics with a workout for your brain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:40:41 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[How to decide what something truly costs?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:40:45 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Listen now to planet money from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:40:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Hey, welcome back to how I built this from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:40:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I'm Guy Raz. So it's 2009 and Vicki and her husband Eric are about to become new parents with a bank account that's almost empty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And an apartment. That's pretty much full of Japanese blotting papers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And Vicki needs to come up with a plan to launch her brand new business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:41:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I was completely mistaken about how I would bring it to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:41:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I thought if they're beautifully designed and I tell you know, this, this beautiful and true story about where they're from, I'll be able to find.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:41:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Partners to work with so retailers who would want to carry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[PR agencies who want to work with us and we were turned down everywhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:41:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You you pitched everybody you said. Hey, I've got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:41:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Great product and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:41:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You name it. Yeah. PR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Even I couldn't even give people money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:41:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Client and then retailers were not interested at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:41:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So and everybody also told me at the time too that there is no demand or interest in Asian beauty in the US because it's not aspirational.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[And they had pointed out that, you know, Shiseido had been in the US for over 2 decades and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:42:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Had not been able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[To really make it beyond Chinatown, SK2, Procter and Gamble was behind them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[They weren't having, you know, any meaningful success yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Show you amura, which is owned by L'Oreal, had been pulled out of the market and shut down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:42:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And there was no other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:42:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Asian brands and you know, people told me very, very plainly that skin care is not really a thing in the US we will care about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:42:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Care about makeup and then Asian beauty in totality is not aspirational.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So don't do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:42:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But you, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:42:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Did do it. I mean you you started putting the blotting papers out into the world, so like how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:42:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:42:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[How did you get the word out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:42:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Well, I went to the library and I couldn't afford the magazines, but I flipped through them and I wrote down the names of the editors and their mailing addresses and the makeup artist that I admired.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:43:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I started sending out care packages with handwritten letters to them, just with the blotting papers and all I did was tell the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Of their story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I said, I hope you enjoy them and that was where the press coverage started coming from. And so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:15](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[But you just and you're just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I mean, you were doing your own PR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Is you literally mailing it to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Somebody at one of those places.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[And the makeup artists.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[The makeup artists I saw the names in the credits on the side of the picture and then I looked them up online and I found their agencies and I would send them to their agencies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[Where was the coverage?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[What magazines?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Pretty much everyone. Vogue did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[A spread Oprah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It was on the Today show pretty quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We got a ton of press. It was amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so in your first year, you're doing great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, it was difficult.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:43:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I I had the labels made from a wine label maker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[In Marin and then when I got the labels home, I realized that the adhesive wasn't sticking the way that I needed it to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:44:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so I got like a purple cow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Paper cutter and had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:44:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Cut down 10,000 tops off of these stickers. But I was pregnant, so like I was, it was hard to even reach the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So I did those 10,000. Then I bundled it all up and my husband helped me and a lot of the, I would say half that order. I actually shipped to the UK space and K was my first retailer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[In case that's the beauty retailer in Britain, yeah. How do they even find out about you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:44:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:44:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And and you're still running this out of your apartment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:44:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Out of my apartment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:44:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So so they weren't buying huge amounts, they were buying manageable amounts, they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:44:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[A few thousand, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And then I had merchandising units made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:45:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So it's pretty much every single dollar I can script together turned into either merchandising units or these plotting papers and they ended up hitting stores the day that I was in labor with my daughter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:45:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:45:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So we we officially launched the day that my daughter was born.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[What was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[What was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Yeah. What was Eric doing? Was his job at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:45:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Eric had found a job at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Think he was with Cisco?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:45:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We had one income.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:45:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So you're a brand new mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:45:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[How are you guys dealing with childcare?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:45:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I was taking care of her myself, but I also was really lucky. My mom had visited and she helped me find a nanny.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Missus Leo, who didn't speak English.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:45:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[She's originally from China and she took care of my daughter in my one bedroom apartment while I worked, and then when my daughter napped, she would help me pack out orders. And then she became our first employee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:45:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:46:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Was it clear to you that you could make a go just above it just by selling blotting paper like that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:46:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:46:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[A sustainable business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:46:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[No, it was not. I I was making far less revenue doing that than than my lowest paid salary job I'd ever had. It was not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:46:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Was not a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:46:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It was a hobby business at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And did you have huge ambitions for it, or did you think it was going to kind of be a side hustle 'cause? It sounds like like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:46:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:46:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Was definitely not a side hustle in the sense that I worked 70 hours a week doing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I took one day off in the hospital when I gave birth and then I went back to work. So about two weeks after that I flew after the birth of my daughter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:46:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[After the birth of your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Maybe it was more like 3 weeks. I I was flying again either consulting or going to Japan and continuing to research this and it was horrible to leave a newborn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:46:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah. Wait, wait. You were you were doing part time consulting gigs like to make ends meet. In addition to running the company, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And how? How long did you do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[How long was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Was it before you were able to to stop doing outside work and just focus on on the company? Was like like 2 years, three years in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Three to four years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:47:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then about a year into it, I had exhausted my search for those other ingredients that I had found in Japan and used.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[The the rice powder, the mineral powders, the camellia oil. The things that had healed my skin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Were not available in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Even in San Francisco, with an incredible Japan town.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:47:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I went to Japan town, Chinatown, Korea town.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I went to traditional Chinese medicine places because they there's a lot of herbal treatments there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:47:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, I went everywhere it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Just not here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[For that, like rice bran, whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:47:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Like foaming powder that you were using and the camellia oil. You could not find. Surprised you could not find.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[That could not find.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:48:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then even even then, I did not realize how unique it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:48:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so on one of my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:48:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Trips back to Japan, I actually flew to Tokyo and I just went to the department store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:48:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I went straight to the cosmetics counters for the Japanese brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:48:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And they they all sort of looked at me like I was crazy too, and and Yuko was like, yeah, they don't sell that kind of stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[People don't use that kind of stuff here in Japan anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[It's for like old dislike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Like old fashioned people or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:48:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Like it was things like their great grandmothers or grandmothers had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And you're like, no, no, this is actually really great stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:48:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah, I don't like. No, this is super legit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:48:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Have no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:48:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Why? It's super legit, but it is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:48:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So it seems like like at this point, Vicky, you were thinking of selling these products because you knew you couldn't make a go of it, just just doing the blotting papers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:48:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:48:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then I started working with scientists to develop these formulas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:48:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah. So you found a lab in Tokyo?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Yes. And I got really lucky because it turns out that they are some of the most famous skin care scientists in Japan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:49:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[By the way, from what I understand, like the three main ingredients in a lot of these products are green tea, rice and algae seaweed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:49:16](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:49:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:49:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Those are the ingredients that I had first used that healed my skin and then we went really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So we interviewed a dozen geisha. We went to old texts, including the oldest beauty book ever written in Japan, which was written in 1813.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:49:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And the more that we dug, the more that we realized that the Japanese traditional approach to beautiful skin was not some sort of exotic flower.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:49:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Only grows in the dark side of the moon like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:49:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Many other cultures hundreds of years ago, when women found that their skin was dry or patchy or breaking out, they go to what's within reach.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:49:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[What's within reaches in the kitchen? And so the basis of the Japanese diet is the basis of their beauty and that's it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:49:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[00:50:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:50:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So they started tinkering with different different products and what what did you say you said I want to do a lotion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Want to do a face?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I want to do like was it that specific?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I bought them things that I had been using that the geisha had shown me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:50:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[This is to wash your face or to clean your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Or to to do what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah, there's a camellia oil that you use to melt off your makeup.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[There is a rice powder that you use to enzymatically. Exfoliate your skin and then a moisturizer that was made out of silk extracts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And when I showed them the things that I was hoping to create, I remembered that they laughed a little bit because they said, why do you like these?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[00:50:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Nobody will like this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Uses these anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I was like, because they work. I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Don't really care what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It works for me, but it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Interesting because they were old fashioned, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But you understood that if you just updated the design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:50:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:50:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[To people in the US because so much of so much of these things is about design, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:51:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Have great product in in the design sucks. No ones gonna notice it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:51:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:51:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:51:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You know the way that most beauty brands come to life these days is, you know, if you've ever wondered how does this model or this actress suddenly come out with a 80 piece skin care collection, what does she know about skin care?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[It's pretty easy if you want to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[The fast way you go to a contract manufacturer, they have stock formulas and stock packaging.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:51:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You pick it, you put in 0.01% of a marketing level.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:51:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You put your name on it. You pick a fragrance and it's out the door and that is how the vast majority of skin care is made in the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:51:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I will be completely honest. I did go to labs in Japan and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:51:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:51:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Do you have formulas like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:51:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Because no brands are making anything like this and they said no, we don't make formulas like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:51:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You were looking for like a potential white label product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:51:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I think we have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:51:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Because that's that's why you make these in in the beauty world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:51:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:51:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so they would take me to their like glass cases where they would say we used to make something like that a 20 years ago. But no, we don't make that anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:52:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so that's why I had to find my own science.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

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

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

[I mean, at this point, did you did you get some outside money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[How will you be able to pay that lab and those scientists?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:52:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[At that point I had gone and started doing a friends and family round and my friends and family was mostly my family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:52:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[This is like 20 2010 2011.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And so I went to my mom and my dad, Stanley my Co.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:52:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Founder and then some people who eventually started working for Tatcha, they invested as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:52:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:52:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Were you able to raise more than $1,000,000?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:52:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:52:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I think it was over the course of a few rounds it added up to 1,000,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:52:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And that was going to be certainly going to be enough to get the lab to come up with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:52:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[The formula is. We also did custom packaging, which is unusual as well. So building our own molds and from scratch and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[The formulas, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Models and and and tubes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:53:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And the molds are expensive because they're they're huge and they're made out of steel. And so having custom molds made in the engineering and the design that goes into that, that's quite expensive as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So in those first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Like you know, while you were developing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

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

[00:53:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Burning through cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:53:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[You know, you asked me about the fundraising, and I mentioned that over the course of a few rounds it was, it came to maybe $1,000,000 eventually too, but it was not an organized affair in any way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:53:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:53:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:53:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Wasn't like we had a thoughtful business plan despite having multiple Ivy League.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:53:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[MBA on the team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:53:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We we were all finance people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:53:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Should have known better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:53:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And been able to stick to a budget and a forecast and a business plan, and if that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:53:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Happen at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And we ran out of money over and over and over again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:53:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I couldn't afford a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:53:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[My partner couldn't afford a salary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Couldn't afford rent anymore?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[My parents had bought a place in near the airport at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:54:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[In San Francisco, the Millbrae and they let me move into there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Wait, where was your husband?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Husband moved with me, but we couldn't afford the apartment in the Marine anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But he had a job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:54:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But every single dollar that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Had I took and I put into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Company, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So you see, you moved into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Apartment for how long?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Into their house for seven years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[And worked out their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[00:54:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[You were making essentially a high end brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You were making a beauty product that was going to appeal to people who had money to spend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:54:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:54:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:54:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Could you could not live that kind of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Certainly the beginning, but I guess at the same time, didn't you kind of present yourself that way a little bit like kind of as glamorous and you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[To people you were talking about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:55:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:55:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I try to hide and not meet them in person and only speak with them or send them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:55:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And you're right. One of our first customers and I don't normally mention our customers, but one of our first customers was Donatella Versace.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:55:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And we had this really, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:55:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Incredible high end clientele and and I was I was working on my mom's crush.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:55:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

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

[So you launched the part line and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:55:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You already had a customer base.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Were people buying the product in in 2012 when when it started?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:55:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[When we launched the skin care, this little four piece collection with just, you know, a cleanser and exfoliant to serum and a moisturizer, I was so fortunate in that I had sort of the Holy Grail of of press hit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:55:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:55:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Or weekend that the products launched online. And so that was it was like A2 page spread in vogue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Was a feature in Oprah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:56:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It was the Today show again and we had this website set up and it was beautiful and I remember we sold exactly 1 serum.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:56:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then that was moving on Friday and then that that weekend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:56:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I was trying to figure out how to create a promotion code and I made a mistake and I zeroed out all the pricing on the website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:56:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I didn't know it for two days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:56:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Finally, a woman that I knew from Starbucks who had seen a Facebook plea that I had put up. Like please come check out my website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:56:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[She went through the website and saw that everything was $0.00 purchased and made an order and then forwarded the order to me and was like hey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:56:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:56:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I realized gosh, even with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:56:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Wait, sorry. There was like a glitch on your website, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:56:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yes. And so the weekend after we got the holy grill of Press, the only order that I got for $0.00 because I had zeroed out all the pricing was from someone I know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:56:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:56:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[OK. And no, retailers wanted to carry us and they said I don't think this is interesting or compelling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Think that anybody will think that Asian beauty is compelling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:57:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And you needed retailers, you needed it to be in Sephora and in the the the department stores for to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Couldn't just do direct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[00:57:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I had hoped that I could do a combination of direct to consumer in retail, but there was no traffic to our website even when I made the price of 0, nobody came.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:57:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Even when I had great price press, nobody.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:57:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then all of the retailers said that they weren't interested.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:57:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[With the exception of Sephora, to their credit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:57:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And by the way, at this point, how many people are working for you, like in your mom's garage, in in Millbrae?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:57:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Up to 50.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:57:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:57:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Every day. Yeah, I in the orders. Because then around that point, I started going on QVC and QVC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:57:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:57:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[How did you get on to QVC?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:57:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[00:57:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And begged for an introduction and I was turned down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:58:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Swiftly, at least four times to even get a meeting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:58:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then finally, this one merchant was kind enough to take a meeting with me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Then they gave me a chance to go up there and we sold out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[You went on to QVC as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[The pitch, the pitch person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:58:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yep, was that likely nervous because because it's live TV, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[You or were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Just like. Yep, I'm. I'm here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:58:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:58:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I wasn't nervous about the TV part of it because I just when I get too so stressed out, I just sort of leave my body.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:58:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But I was nervous about whether I would hit my sales, because if I didn't hit my sales goal, I didn't know how I was going to make salary, and I had already called my mom, probably by that .4 times for an emergency loan to pay salaries.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:58:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Because 15 people means 15 salaries or 14 salaries this side and take one, and then I would come home and my house would be full of half packed boxes and they would go from floor to about 5 feet up in every single room of my house there is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:59:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Coming in from Japan and then there is orders going out throughtouch.com and then for QVC. And so it was just boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Halfway up the wall, at one point we lost the baby in the boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[Well, all right. When you went on QVC and and you're talking about the product and the story and and and how how much of A turning point was that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Mean did did the QVC sales?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:59:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Like lead to, you know, online sales from from your your website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:59:32 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[00:59:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Is symbiotic, but the what happened in between which I I think I jumped over is that after we launched the blotting paper.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:59:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We had two acquisition offers within a few weeks of starting the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:59:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[2009.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:59:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[2009, 2010.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:59:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Wow. And and what was the story?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:59:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Mean that's pretty great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[00:59:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Was a retail partner and the other one was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[A large strategic acquirer and I had no intention of selling the company, but one, the strategic acquirer said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:00:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[And it was a mentor of mine who, who I really, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[He's a beauty veteran and said you have lucked into a brand that has the potential to be one of the greats and if you love it like you love your child then you'll give it to a mother who knows how to raise it because you do not have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:00:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It takes you don't have the money, you don't have the know how you don't have the team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:00:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I had a newborn child at home when he said that to me and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:00:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:00:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, if it was me, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:00:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Have taken the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I would have said yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:00:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Please throw me a lifeline and and I mean, I think it would have been crazy of you not to have considered it at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:00:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I did consider it and it would have been just enough to pay down the debt and that's what was that was crushing me at that point was that I had been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[01:00:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I taken my parents retirement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[I had taken money from my friends and family who are not rich.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[We were probably 800,000 in debt at that point and maxed out all of our credit cards. And then when he said you don't have what it takes, I thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:01:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Felt terrified that I had bitten off more than I can chew and that I would lose people's money and disrespect a culture that's on my own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:01:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so I was going to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:01:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[For no no personal profit, but just to just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[To get out to pay everybody back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:01:29](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:01:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And to let the brand live on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[And you would have no equity in it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:01:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[No. So you were going to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:01:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And why did it happen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:01:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:01:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We thought we were going to do the deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:01:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I wake up one day and I turn on the news and there had been a tsunami.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:01:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then a radioactive incident with the nuclear and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[Yeah, this is actually the the earthquake in Japan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:01:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[This the earthquake in Japan and then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[01:01:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[The acquire pulled out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:01:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[They pulled out because of the earthquake in Japan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:02:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

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

[01:02:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You know, they didn't really give me a reason at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:02:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Just within 2440 hours.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:02:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:02:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Wow. Yeah, and. And so you would have taken that deal had they not pulled out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:02:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It would have taken a deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:02:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We would not be talking about tachy today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:02:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Not with me. With them, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:02:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:02:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so I think the reason I told you the story is because you asked if I was ever scared or did I know that it was going to work out. And no, at no point did I think it was going to work out. I just at some point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:02:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:02:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[The fear finally went away when about three years into it, we formed a partnership with an organization called Room to read, and they are one of the leading nonprofits globally for children's education, and they have a special fund for girls and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:02:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:02:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Fund girls education, including.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:02:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[2nd.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:02:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Life skills training throughout Southeast Asia and Africa, and I always knew that I wanted anything that we created to give back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[So we created a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:03:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[One to one model where every single purchase funded a day of school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:03:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And before we started that partnership, I wanted to make sure that what we were going to tell our clients we were doing was actually happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:03:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I flew to Cambodia and I spent a few days with the girls in their schools with their teachers in their houses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:03:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Seeing what Roomtreade was doing first hand and when I saw that that's when my fear evaporated because I was surrounded by children who had no electricity, no running water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:03:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Maybe no parents, not a lot of personal safety over their bodies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:03:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And yet they showed up every day with hope and with courage about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:03:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[The fact that their their past wasn't going to define their future and they they look like my daughter, they they look like me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:03:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:03:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so that completely reframed for me what risk is and what sacrifices and what's dangerous.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:04:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Then how did the brown guy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:04:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[By like by 2014 I think your revenue was like $12 million that year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:04:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I don't know. Once people start to buy the product and it just was just kind of like a self generating process where it just grew and grew just just organically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:04:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:04:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We were not profitable for the first eight years, so we had to personally finance the losses and then when we ran out of money, we would have to go to friends and family and and ask for help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:04:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But no, every every step of the way was like figuring out from scratch again how to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:04:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[How to make sure that people knew that we existed?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:04:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[If it if you started the business in 2009, it took you like 8 years to get to profitability. So you weren't really profitable until like 2016, right or 17?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:04:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, like, at what point did you start to kind of breathe a sigh of relief a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:04:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, at what point were you able to say, OK, because you had been through, you know, periods where you almost accepted a deal right to to basically take care of your debt?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:05:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And you had to borrow money and you were constantly worrying about paying your team and nobody was making a whole lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:05:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Were all you know promised.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:05:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Like at what point did you start to feel like, OK, this is going to be OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:05:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[What was their point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:05:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Every year it felt like a high wire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:05:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Where the wire was getting moved higher and higher and higher, and it was probably only when our private equity company came in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:05:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[2 1/2 years ago and it was the only institutional round of of capital that that we did that I started feeling less alone so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:05:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And it was probably easier to attract that at that point because you had proven the concept exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:05:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And they they were wonderful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:05:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so that was the first time I started to breathe a sigh. Relief.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:06:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But it came with its own different pressures, because private equity doesn't invest for very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:06:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so I knew that the second that they invested the clock started and there would have to be another capital event to buy them out. And it was at that time that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:06:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[One of the operating partners.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:06:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Told me that he thought I should.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:06:25 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:06:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[A real CEO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:06:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:06:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:06:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:06:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[In 2017.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:06:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:06:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:06:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[This was in 2017 or 18.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:06:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Have to double check the timeline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:06:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And and it was a gut punch because you were like, I'm the CEO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:06:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah, I I had founded this company and been the CEO for at that .9 years and had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:06:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But it to you know, pretty meaningful growth and meaningful in our industry and meaningful to our customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, I think 2017, you're probably doing like thirty $40 million in sales a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Probably I would have to go look at the numbers so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, you had a degree from Harvard Business School. I mean, you clearly were qualified. So what? What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I'm not trying to disparage this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Maybe they were really, genuinely trying to give you advice in your best interest, but what was it that they felt you didn't have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I asked that question and the only answer that he gave me was if you are willing to hurt the company for your own ego, then we can have that conversation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:07:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:07:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Well, why would you be hurting the company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I said I would never hurt the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I love the company like I love my my family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:48 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:07:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:07:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It's in my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, what are you talking about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So I never actually got an answer, but it it took the wind out of my sails.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But what was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:07:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:07:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, if you could step out of your own body and get on the balcony and look down, what would you have said about your leadership if you were being critical?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:08:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I was definitely learning on the fly, but I would say that most founder CE OS do learn on the fly because the job changes everyday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:08:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I was trying to negotiate between being Vicki and Victoria.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:08:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Victoria is is what a lot of people see on QVC and in magazines. And Victoria is always then. And Victoria is always grateful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:08:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But you know Vicki.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:08:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Is an executive leader who?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:08:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Needs to manage an agile and demanding business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:08:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I didn't have a model of female leadership that I had seen before that I could look up to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:08:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so I never really felt comfortable asking my team to do things if they didn't want to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:08:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I think I needed to be liked too much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I didn't want to come across as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[A difficult female leader.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So I hadn't grown into my own skin. I think as a leader the results were there, but the confidence was not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:09:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[When he suggested that, I go and find a real CEO I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:09:23](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:09:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[That must have been really hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It's your baby and your company and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But at the same time, you want what's?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Best your your company in the future and all these people who invested some money into it and had seen a return.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And not just the forget about the private equity guys, but the, you know, the employees and your parents and the friends and right I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:09:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:09:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I'm sure there was a lot of pressure on you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:09:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:09:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:09:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:09:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I was on the road 250 days out of the year, missing my child's childhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:09:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:09:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I've left my husband and daughter in line at Disney World to catch a flight to go on QVC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:10:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I would have never told the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:10:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You're the only person I would ever tell the story to, and it's because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:10:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Your listeners are thinking about starting their company or they're running their own companies right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:10:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And if I could do anything over again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:10:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I would have told myself at that time that you're actually doing a great job, and if you want to hire a new leader of the company for all sorts of different reasons, that's OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:10:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You shouldn't doubt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:10:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Especially just because you're a woman, and especially just because this is your first time at the rodeo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:10:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So if I have one regret at the company, it's that I didn't believe in myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:10:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And the good news is, it did leave me to hire a new CEO, who is the light of my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:10:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:10:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:10:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I could ever ask for for this stage of growth of the company and it gives me the freedom to focus on what I love most, which is taking care of our clients and creating formulas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:10:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It all ended up great but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:11:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It it gutted me at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:11:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:11:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[In 2019 you get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:11:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:11:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Acquired and I'm assuming that this was a long drawn out process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:11:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[By Tachas, it's been reported for about half a billion dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:11:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:11:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Did they approach you? Were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:11:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Did you did you at this point feel like look, the investors are all in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:11:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We should shop our brand around and see if we can, you know, partner with a bigger brand at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:11:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We were not intending on selling the company at that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:11:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We had got acquisition offers or interest almost annually from our first year and every every time we said no outside of the one time where it just fell apart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:11:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And after we did a private equity deal, we assumed that we would, you know, be independent with the private equity company for five to seven years, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:11:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But then I had to sit back with myself and, you know, really have one of those heart to heart conversations with yourself about. Why did you really start this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:12:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Yeah. What was? What was this all about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:12:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:12:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We know it wasn't for the money and what I realized was that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:12:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I created it because at that point in my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:12:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I very much felt empty and when I went to Japan I had experienced a beauty and a kindness and a humanity and a craft that I had never seen in my life, and it healed my skin. But it healed my soul and I created.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:12:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[This thing to share what I was learning because I needed it in my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:12:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I needed in my heart and I I have always believed that a brand is a promise and it's a promise that I can't break and I want it to live 100 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:12:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Wanted to outlive me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:12:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And so while I love running it and I wish it could be independent forever, I have no intention on living forever. Like dying is definitely on my bucket list. And so I I know that eventually I have to find it a home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:13:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And then I met Unilever and I knew nothing about Unilever and had certainly never thought about them as a strategic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:13:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[But there was this woman, Vassiliki, who was creating a group within Unilever, and the rule was that they had to be purpose driven brands and they had to have a purpose above.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:13:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Commercial and we had a conversation and she brought me to tears. And she's a mother and she's a female leader that I admire. And one of the things that she loves most about the brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:13:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Was the giving model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:13:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:13:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[That's when I decided.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:13:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[While I would love to run this myself independently forever, I know that's not possible, so I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:13:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I would rather than get into a forever home where it can be protected and I stay with it, but then that's it's a forever home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:13:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

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

[When that became clear that they were going to acquire you, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:14:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:14:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You know, just changed the way you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:14:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, is it, I guess in a sense like I I interviewed Jamie Simonov, who sold ring to to Amazon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:14:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And now he works for Amazon and he loves it because he really, really is just a tinkerer. Like he loves to just go and invent things. And so he doesn't have the pressure of having to, like, raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:14:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Talk to investors and do all that stuff anymore. Like key now could just do what he loves and he's great with that is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:14:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Is that how you feel?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:14:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I feel so incredibly blessed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:14:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We're completely independent from you, Weaver, but they are very much a purpose driven company and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:14:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:14:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[To the test with Kovid because they made this acquisition.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:14:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And everybody can talk about values and purpose when things are going great, but it's when things are difficult that you really get put to the test. And the truth of it is, when we sheltered in place, you're in San Francisco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:15:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And the stores, you know, we started getting nervous about the safety of everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:15:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We shut down our office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:15:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Pull our field team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:15:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[We shut down our warehouse because we wanted to put everybody safety 1st and that meant that, you know, for the first couple weeks that this was happening, we were down like 80% a day in sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:15:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And I said, I know this is going to really hurt financially, but I have to protect my people. They didn't blink.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:15:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:15:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[There was never a, but they said pull your people right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:15:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And tell them that their jobs are OK and we're going to keep paying them from home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:15:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Well, I mean, in some ways it you're very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:15:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I mean, it's almost so fortunate that you you did accept the acquisition deal because you're part of now a huge, well financed multinational company that can insulate you. Had you been independent, it could have been a rocky erode right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[If we are independent, I think there's a very good chance we'd be shutting down the company right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:16:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Do you, when you think about all the things that have happened to you and and the success of the of the brand, the business, do you do you attribute most of that to your your intelligence and your your work ethic or do you think a lot of that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Had to do with luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[For sure not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I am no smarter than anybody else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I I think when you start any company, the most important thing is to show up every day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:16:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You just have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You just have to keep showing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[For the game, I did get very, very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Very blessed with amazing people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Who believed in us when there was nothing to believe in and who stayed with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:16:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So our scientists from day one or so are scientists today, our packaging partners from day one are still our packaging partners. Today, our retail partners Sephora, who did believe in us in day one, I just couldn't afford to be with them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:17:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Until you're 5, because it requires more investment, they are our best partners today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:17:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So I I've been really blessed, but I'm definitely not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:17:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I'm definitely not more strategic and that's why I love what you do and that's why I love this podcast and I wish.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:17:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I wish it was around when I first started because it would have been my lifeline to believe in myself and it would have felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:17:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Less lonely to do this and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:17:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[I'm so grateful for this opportunity to tell you the story, because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:17:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:17:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Other hundreds of times that people have asked me over the last 10 years about building this company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:17:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[They've only asked about the the highlights and so I think about the entrepreneurs and and hopeful entrepreneurs out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:17:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Who read stories like the ones like mine and think that it was sort of leaping from 1 gilded.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:17:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Lily pad to the next that just got getting better and better and easier and easier and that I'm at home meditating and it's all been very sad and beautiful and it has been a very sad and beautiful, but it has also been death defyingly difficult and treacherous and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:18:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[It has broken me down to to my very core and cause me to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:18:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Question who I am as a person and what I made of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:18:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[So I'm just a really big believer that if I can do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:18:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[And it's in the cards for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:18:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Can do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:18:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[That's Vicky Sai, founder of Tacha by the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:18:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Remember back in the early days when Vicki first sent samples of blotting paper to professional makeup artists?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:18:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Well, one of those artists was Daniel Martin, who went on to do the makeup for Megan Markle when she married Prince Harry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:18:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:18:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Anyway, Daniel Martin has just signed on to work with Tacha in a leading creative role in his first project, a 10th anniversary reissue of those original blotting papers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:19:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Hey, thanks so much for listening to the show this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:19:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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[01:19:11](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:19:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Raz, our show was produced this week by Jed Anderson with music composed by Ramtin Arablouei.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:19:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Thanks also to Julia Carney, Candice Lim, Derek Gales, Neva Grant and Jeff Rogers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:19:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:19:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[To how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:19:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:19:43 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[These days, Chelsea Handler tries to keep her and her friends white privilege in check.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:19:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:19:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Like really getting weepy and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:19:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

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

[01:19:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[What are you doing right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:19:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You just said you read white fragility. You cannot talk about reading white fragility and start to cry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:19:55 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[You can't cry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:19:57 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Comedian Chelsea Handler on white privilege and a new book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[01:20:01 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)

[Listen to. It's been a minute from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVQ)