# Audio file

[Warby Parker Dave Gilboa & Neil Blumenthal.mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:00:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[We hadn't told anyone that the site was live. We didn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:00:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[We didn't want to drive any traffic to it because we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:00:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Weren't sure it would work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:00:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So I get an order and then 10 minutes later we get another order and then another order and then another order and we kind of go from this feeling of element to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:00:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Ohh crap, we we don't have this much inventory.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:00:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:00:43 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[I'm Guy Raz, and on today's show 2.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:00:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Of the founders.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:00:46 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Of Warby Parker, tell the story of how they birthed an idea, an idea that disrupted the entire eyeglass industry in America and grew into a billion dollar company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:01:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So back in 2008, Neil Blumenthal and Dave Gilboa both arrived on the campus of the Wharton School at the University of Pennsylvania. They were there to start Business School, and they met each other and two other students, Andy Hunt and Jeff Rader, and the four of them would go on to cofound, Warby Parker. But in 2008, at that time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:01:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[They didn't know that yet. What they did know, and something that they all had in common was they were really frustrated with how eyeglasses worked. And it stemmed from this thing that, well, most.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:01:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[People have probably.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:01:31 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Experienced at some point, they kept losing their glasses and they.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:01:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[With in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:01:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Fact.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:01:36 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Right before he started, Business School had accidentally left his glasses on an airplane.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:01:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And they'd cost me $700.00, and I just couldn't justify as a full time student paying that much for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:01:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[A new pair.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:01:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Of glasses and the new iPhone 3G had come out that waited in line at the Apple Store, paid $200 for, and it did all these magical.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:01:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Things, and meanwhile, the technology behind a pair of glasses is 800 years old and it just didn't make sense.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:02:02 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And what you're like, OK, I've got this, this amazing iPhone, this magical portal to all of human knowledge, and it's going to cost me 200 bucks. And yet these eyeglasses made out of plastic.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:02:14 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Are like super expensive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:02:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Yeah. So, yeah, I was complaining to anyone that would listen about why glasses were so expensive. And then Andy kept losing his glasses and he was buying everything online but couldn't figure out why he couldn't buy new glasses online and why no one was effectively signing classes online.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:02:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Right. Because what I mean, this is like 2008 and I mean by that point it wasn't like, you know, like selling things online. Was this brand new?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:02:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Idea. Yeah, and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:02:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So we kind of started this conversation where we were kind of frustrated by different pieces of the eyewear industry and we knew that Neil had spent a number of years working for and I were nonprofit and and probably knew a lot more about this than we did. And so we were on the computer lab one day and we started asking Neil a bunch of questions and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:03:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[No pun intended, but I think all our eyes were open that there was this massive opportunity.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:03:06 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[What do you remember about that meeting in the computer lab, Neil? What? Like what were they asking you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:03:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[It was sort of like wire glasses, so expensive. And when I was working at that nonprofit Vision Spring, I'd actually designed eyewear, and I would go to the factories to produce these glasses. And so I knew a little bit about the optical industry, and it's dominated by a few very large companies, one of which is Luxottica.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:03:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Looks Attica has a market cap of about 30 billion.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:03:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Dollars. They own Oakley, Ray ban all of our peoples personal and our net they license almost every major fashion brand under the Sun like Ralph Lauren and Chanel and Prada and Dolce and Gabbana. They also own a lot of the major retail chains like LensCrafters and Pearl Vision and Sunglass Hut.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:03:52 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[One company owns all those things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:03:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[It's crazy. Sears Optical target, optical.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:03:57 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Well, so when you go to like a glasses store and all those brands per sold and ray ban and all like it's all owned by.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:04:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[The same company all owned by the same company and they own the second largest vision insurance plan in the country.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:04:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[I Med so you walk into a LensCrafters, you don't realize that most of their selection are frames that they've made and the vision insurance that you're using is also the same.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:04:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Company. So you knew this?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:04:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Right, exactly. So we just thought like, oh, well, now it's a lot clearer. Why?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:04:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So we thought, oh, why not sell glasses and the light bulbs went off and all of our minds. And then later that night, like, you know, when you have a feeling or just an idea, you're so excited about, you actually have trouble sleeping.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:04:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[It doesn't. You get. Can't get it out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:04:46 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Of your head.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:04:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Exactly. It was that feeling and I think it was like 2 in the morning and shot off an e-mail and then at like 201, Dave responded and 202 Jeff respond and then Andy responded and like we were all up thinking about this. So the next day we decide, hey, after class let's all get together, we actually sat down at a bar.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:05:01 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:05:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Right on 23rd and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:05:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Alma and over a beer, we're discussing this more and we said hey, like should we do this like, should we really?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:05:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Go after this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:05:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And we also said, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:05:27 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So you guys are are are in business?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:05:29 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Cool. And you're thinking, OK, let's do this. So I mean, at that point, what did you do? Like, did you, like, write a business plan? Did you start?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:05:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Looking for money? Yeah. So, yeah, I think all of us, we talked about how excited we were about this idea. And we said, well, we're at Business School to learn how to run a business. What better way than to actually build 1 ourselves. So we all decided to take the same class.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:05:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And entrepreneurship class, where the output of that class is a full business plan. And so we spent the next several weeks really researching every element of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:05:55](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:06:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Our idea, getting a bunch of great insights from professors running a bunch of surveys standing for hours in different optical shops and and then that culminated in a 40 page business plan. We entered the Wharton business Plan competition and we got eliminated.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:06:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[In the semifinal round.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:06:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[I think just kind of put a chip on our shoulder where we said, OK, well now we got something to prove. And at that point we felt really passionate that that this was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:06:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Going to work and and at that point you're, I mean, you guys were still working off off paper, right? I mean you you still did not have any money, I'm assuming you didn't have a product, you didn't have a manufacturer, so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:06:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Why were you guys so confident? Like, how, how were you even able to test the idea?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:06:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[You know we we talked to everyone that would give us 5 minutes just about the idea. Initially we got a bunch of pushback that said, well, the idea of buying glasses online is kind of strange to me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:07:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Like who? Who was saying?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:07:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[That to you, basically all our friends and classmates. Yeah. And a lot of people told us that creating a brand is hard enough. So is creating an in e-commerce site. You should pick one of those. But for us, the magic was in creating a vertical and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:07:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Brand. So we honed in on this issue that we had to figure out a way people could try on glasses.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:07:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Because people were saying nobody's gonna buy glasses online because you've gotta touch them, you to feel them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:07:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Exactly. And it's a real moment of self doubt. These journeys are always these moments where you feel like a complete idiot. And this was like one of those challenges that really made us question, should we continue to spend time on this versus the million other things that we could be doing at school?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:07:43 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So how did you think you could?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:07:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Get over this problem.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:07:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Of people you know, thinking they needed to touch them to try.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:07:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Them on so we just thought a lot about how do we remove every obstacle to purchasing and the thought was well, if we offer free shipping that will encourage people to buy. If we offer free returns, that will also make it less risky for our customers. And that's sort of led us to this other idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:08:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[To do a home trying program.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:08:08 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So you guys decide, let's send these frames to people, let them try them on at home.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:08:14 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And if they like them, they just send them back and we'll put the lenses in. And that's it. Did you guys have? I mean, were there any other problems that you had anticipated as you were thinking through this idea?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:08:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Yeah, I think the other element was that we were trying to sell a product that normally cost several $100 and we were selling it for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:08:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Less than $100 and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:08:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[There was inherent skepticism about the quality, and so we said, well, how do we just get as many of our glasses on people's faces as possible. And that's when kind of this light bulb went off for the home Tryon program, which really. No, no company was offering until that time. And we said we just want to get our product on people's faces.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:08:38 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:08:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And we think people will buy afterwards.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:08:57 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So so so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:08:58 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[You guys wanted your glasses to, obviously, to be much cheaper than the competitions, like even less than.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:09:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[100 bucks? How? How did you decide on the exact price?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:09:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Our initial thought was to sell glasses for $45 and we remember going into the head of the marketing departments office at Wharton, and we sit next to him, slide the deck on his desk and say, hey, we're going to transform the optical industry. We're going to charge $45.00 for a $500 pair of glasses. And he kind of just laughed at us and said no way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:09:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Don't work like wait. You didn't even like, read our deck? Like every graph goes up and to the right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:09:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And and he said. I'm sorry, guys. First of all, price is the biggest indicator of quality and it's just outside of the realm of believability that you can sell a product for a 10th of this price. So we walked out of this meeting pretty deflated, but it led us to investigate pricing a little further.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:09:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And it showed us that, yes, prices indicator of quality, there's a psychological barrier around $100.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:10:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So one thought was, should we charge $99.00? And we felt that was too discounting and cheap and we were building an aspirational brand. So we actually settled on 95 dollars using just our instinct, thinking that this doesn't sound cheap and that it looks deliberate and visually looks decent.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:10:22 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[How did you guys come up with a name? Because it sounds like like a an aristocrat from like, you know, North Umm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:10:28 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And in England or something like Warby Parker.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:10:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[You know, we often joke that the the hardest thing that we did in those early days was settle on a name that all four of us liked. I think we still have our spreadsheet of over 2000 names that we tested on our very patient friends.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:10:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Yeah, 2 early Jack Kerouac characters that Dave actually discovered when he went to the New York Public Library.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:10:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Exhibit on Kerouac and to the characters were Warby Pepper and Zach Parker.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:10:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And that's how you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:10:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Got the name? That's how. And now everybody that joins Warby Parker on their first day on their desk, they get a copy of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:11:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Bums, along with a few other goodies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:11:10 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[That's Neil Blumenthal of Warby Parker. After the break, Neil and Co founder Dave Gilboa will talk about moving that well thought out business plan off of paper and into the real world. I'm Guy Raz, and you're listening to how I built this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:11:25 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[From NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:11:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Hey everyone, just a quick thanks to two of our sponsors who helped make this podcast possible. First to Google and Squarespace for making your business official. When you create a custom domain in a beautiful business website with Squarespace, you'll receive a free year of business e-mail and professional tools from Google. It's the simplest way to look professional.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:11:54 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Online visit squarespace.com/google to start your free trial. Use offer code. Build it for 10% off your first.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:12:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Purchase Google and Squarespace, make it professional, make it beautiful.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:12:08 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Thanks also to Wonder Capital, they're asking what if you could help combat global climate change and make money at the same time introducing Wonder Capital, the award-winning online investment platform that allows individuals to invest in solar energy projects. You can earn up to 8.5% annually while diversifying your portfolio. Best of all, wonder.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:12:28 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Capital doesn't take any fees for investing your money. Create an account for free at wondercapital.com/NPR Wonder Capital. Do well and do good.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:12:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Hey and one last thing, as the year winds down, NPR podcasts are popping up on the best of 2016 lists from iTunes, Esquire, the New York Times, vulture and more. When you're ready for a break, find the good stuff on the NPR One app or visit npr.org/podcast.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:12:59 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. And today on the show, we've got Neil Blumenthal and Dave Gilboa, two of the founders of Warby Parker. So when we left off, they had come up with this idea, and they had thought it through. And now the only thing left was to execute.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:13:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[How much money did you guys raise initially to to to launch this company and how did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:13:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Do it so the nice thing about Business School was that most people work for a few years before going back to school, and so collectively, the four of us took our life savings from when we were working before school and invested into the business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:13:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[We invested $120,000 between the four of us to get the business off the ground and you know, we worked for a year and a half without paying ourselves a salary. We didn't have an office. We did win a couple of grants from Wharton so that that helped as well. But we were very scrappy and very much bootstrapped for quite a while, and we ended up launching the business and then went.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:13:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Another 15 months before we raised our first round of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:14:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Funding and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:14:01 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Then how did you guys actually find the the manufacturer to make the glasses for you, right? I mean, did you, Neil, did you have contacts from when you worked at that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:14:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Nonprofit. Yeah, we leveraged a lot of the relationships that I have and we went over to visit the factories and we actually prepared a PowerPoint because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:14:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Even though this was going to be a vendor that we were buying from right, we had to sell them on our vision and that we were indeed serious and would be able to afford to pay them. Of course they took unless the payment upfront, so they did assume much risk.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:14:36 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[OK, so you pay for these frames the the manufacturer makes them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:14:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And what did you even do with all those glasses?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:14:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Like, do you remember getting boxes and boxes of these frames shipped to our apartment? And like it was a doorman building, the doorman had no idea what to do. It literally took us a couple hours to load. Do all these runs in the elevator?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:15:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Into our apartment, then stack all these boxes and then unpack them, and we ourselves inspected every single frame. Yeah, and this was all the while we were working to figure out how are we gonna launch this thing? We basically to start the business only invested in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:15:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Three things, our initial inventory, our website and some PR. Knowing that you only have one shot to sort of launch a brand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:15:26 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So so even before you launched the company, you had a publicist going out trying to to drum up publicity for it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:15:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Yeah. So we had meetings with almost 50 PR firms and part of it was us evaluating them. But at the same time, we had to sell ourselves to those PR firms and right there's nothing less sexy in the fashion world than for MBA's. From Orton, we knew we were going to launch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:15:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Sometime in the spring of 2010 and we really wanted to be in these premier magazines as a stamp of approval. So what we were targeting was GQ and Vogue. And so we had some production samples. We didn't have a website up, but we were really pitching these magazines as exclusive launch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:16:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Partners and we were thrilled to hear that GQ and Vogue were going to run stories. We had no idea what those stories were gonna look like, what the content was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:16:12](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:16:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Going to look like, but you guys were totally hustled like this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:16:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[I mean, why would these huge magazines like trust a bunch of Business School students who didn't even have a company? Like if you went to the website at that point, there was nothing up there like, it's crazy to think that they would have done that, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:16:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Yeah, I you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:16:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[I think there were a few things that worked in our favor, right? One was identifying the right PR person to help represent us, but we often say that PR is, I think 30% the messenger, 70% the message. And for us, the message, this was a pretty novel at the time, right. There was nobody selling.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:16:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Glasses online. So the idea of selling glasses online was novel.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:17:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[The $95 price point for $500 glasses was pretty novel. The Home Tryon program was novel, so in fact, GQ actually called us the Netflix of eyewear. In the article they they put, so I think they were like these hooks that writers and editors could get excited about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:17:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So how much of an impact did that did that have on?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:17:22 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[The launch of the company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:17:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[You know we we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:17:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Were just blown away by the the impact that it had in terms of traffic and sales. So we got a call from our publicist the day before GQ was going to hit news stands and we still had a landing page up. If you went to warbyparker.com, it said coming soon, please enter your e-mail address and you said guys, what's going on here?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:17:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:17:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[He's hitting tomorrow and our website still had a bunch of bugs in it. We were working with 1 developer and we were on the phone with him kind of frantically working out some of the most critical bugs on the site, and we finally at 4:00 AM said OK guys, this is stable.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:18:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Enough. And we all need a couple hours of sleep before we have class tomorrow. Let's make the site live.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:18:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And we were sitting in in class the next day. We hadn't told anyone that the site was live. Our parents didn't know the site was live. Our best friends didn't know the site was live, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:18:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[We didn't want to drive any traffic to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:18:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[It because we weren't sure it would work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:18:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And I had my phone set up to be notified anytime we got an order through the site.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:18:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And so it was around 10 AM. And so I get an order and then 10 minutes later, we get another order and then another order and then another order and we kind of go from this feeling of element to ohh crap we we don't have this much inventory and we hadn't contemplated.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:18:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Building in any sold out functionality or wait list functionality in the site.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:18:53 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So you were literally selling out of glasses, but people were still ordering them because the website didn't know when you would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:19:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Run out of them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:19:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Yeah, we had no inventory tracking at all because we, you know, we were assuming one to two orders a day and kind of joke that you know nothing else. My mom would buy 100 pairs of glasses from us, but we we really had tempered expectations.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:19:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Because we also recognize that what we were trying to do was build a brand, but and that takes a really long time. So we called an emergency meeting after that first hour and a half class and we were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:19:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Waiting. OK, what do we do here? Do we just keep taking orders and then figure out what to tell people later? Or do we take down the website? And while we're having this 2 minute discussion, I'm looking at my phone and we have 10 more orders and I'm like guys we we got to do something here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:19:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And so we placed an emergency call to our developer and miraculously was able to build in this wait list functionality on the fly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:19:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And within a four week period, we'd sold out of our best selling styles. We had a wait list of 20,000 customers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:19:51 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[How many? How many frames did you guys sell?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:19:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Yeah, 10s of thousands. It was, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:19:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And you just did not. You had not ordered enough glasses from the manufacturer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:20:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Like you, you literally.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:20:01 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[You couldn't, and they couldn't make them fast enough.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:20:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[For you, you know, I I think I think we were ambitious in terms of the number of frames that we purchased, but also.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:20:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Not overly risk tolerant and I think we've approached this business in a way that, yeah, let's not bankrupt ourselves on inventory.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:20:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[But we're also constrained. I mean, we hadn't raised any money from investors, so yeah, it was our our life savings that we poured in. So there was really a a limited number of frames that we had the ability to purchase.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:20:29 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:20:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[I mean, it sounds like a good problem to have that you you, you you have a wait list of 20,000 people you're you're like, out of the gate. You're just killing it. Is that, am I right or is it actually a bad problem?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:20:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And I think we learned a lot of important lessons in those early days where we were terrified that right, we had all these early adopters.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:20:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[That we're excited to place an order from us and we didn't have anything to sell them and for a lot of those customers, it took us upwards of nine months to get through the wait.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:20:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So we were terrified, you know, are these people going to leave with a bad taste in their mouth that you really only have one?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:21:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Opportunity to launch a brand. I mean they were waiting and a lot of companies would not survive that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:21:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Yeah. And I think it did have some positive effects that it created this aura that, wow, this is in really high demand and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:21:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Nothing creates cool like scarcity.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:21:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[But I think we, you know, we also learned a lot of important lessons in terms of, you know, being empathetic to customers. All four of US founders, we reached out to everyone on that wait list.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:21:24](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:21:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[For people that were had bad experiences or were really disappointed, we would give them free glasses. We gave people discounts.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:21:36](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Hi.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:21:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[You know, I think from the get go, we wanted to create a business to have a positive impact on the world and part of that is treating customers fairly it. It's treating them fairly. When it comes to price, it's treating them fairly when they call up and complain and to apologize and explain when we make mistakes and and that was something that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:21:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[We did from the very beginning.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:21:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[You know, we were primarily, you know, we're still trying to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:22:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Figure out how to run this business. We were working out of our apartments as full-time students. Our customer service line was a Google Voice number that we set up when someone would call it would simultaneously ring all four, found her cell phones, and whoever.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:22:13 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Whoever answered that we were the customer service Rep.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:22:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Right. And so we looked at our class schedules and they're 12 hours per week when all four of us were in class at the same time. And we said, well, we should hire someone who can answer the phone when none of us are available. And so we hired this woman named Mara and said you're going to be working 12 hours a week and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:22:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Ranger on what we're doing and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:22:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And I think that first week she ended up working 100 hours, and now she's running our customer experience team, which is about 150 people. And so as as kind of off to the races from day one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:22:50 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So did you guys, I mean, how quickly did you guys kind of get together and just?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:22:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Holy hell, this is real. We're gonna make it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:23:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[We were too busy staying up all night responding to customer emails and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:23:04](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[I remember 1.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:23:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Of the first couple of days, like we actually decided to go to one of the classes that we were all in and we were all typing feverishly on our computers because we weren't really paying attention.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:23:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And we were just responding to customer emails and helping to process orders and everything in the classroom got really quiet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:23:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And then the four of us sort of looked up and everybody was staring at us, including the professor, and here we were typing away when clearly there were no notes to be had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:23:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[It was obvious you were not. You were not listening.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:23:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Yeah. So we just stopped going to that class after that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:23:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[I mean, I I remember waking up every morning with a laptop on my chest because I'd fallen asleep responding to customer emails, and there was just an overwhelming amount of work in those early days. And so we didn't have even a minute to breathe and and take a step back and and think about what was happening.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:23:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So so after this launch and after the company, obviously you know starts to gain traction. When did you guys decide, you know, like we we better start to raise some?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:24:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Money we went and tried to get debt because we figured like, why give up equity? And if we could just get some loans to help us fund this inventory that we needed?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:24:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[We went to 18 different.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:24:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Our banks and only one would talk to us and again this was 2010. So soon after the financial crisis and what all these loan officers said is, hey, we've never seen such a beautiful business plan. We've never seen a company that has such great early results, but we can't give you a loan.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:24:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Because you don't have two years of tax returns.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:24:42 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So. So what did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:24:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Guys do we ended up getting a $200,000 SBA loan. We had to sign probably 400 documents including one that said we weren't going to use the money to open a zoo and we really tried to think of other creative forms of financing the business and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:25:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[We were working with a third party logistics company that managed some of our inventory and the CEO loved our brand, our business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:25:06](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:25:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And he was asking, what can he do to help drive growth in our business so that they can have more business? Yeah. And we said, well, really constrained by our ability to purchase inventory at this point, he said, well, you guys seem like you really get a PR. Our company needs some help with PR. What if you do some PR consulting for us and we'll pay you a few $100,000?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:25:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[For that, and we said, Yep, that's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:25:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[That sounds great.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:25:32](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:25:41 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So OK, so you launched in 2010, today you have close to 800 employees you've sold, I'm sure millions of pairs of glasses. How much do you think your success was was because of, you know you guys are like super smart and you're?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:25:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Really hard workers or?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:25:57 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Or or how much of it was was luck.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:26:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[We like to say that there's a lot of deliberate serendipity. For example, we were really lucky to be exposed to our marketing professor that helped us think through pricing, but we had created goodwill by being friendly and doing well in this class that was willing to dedicate time to us. So I think there's a million examples of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:26:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[That, or our friends calling in favors on our behalf. One of the things that we were just straight up lucky on is timing, right? Timing is everything you know coming off the financial crisis, the public was looking for ways to save money. And I think a brand like ours even resonated even more.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:26:39 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So so last year I read that that you guys raised like something like $100 million from investors. So what's what's the company valued at at?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:26:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Now our last valuation was over a billion dollars.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:26:51 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[When you when you hear that a billion dollar.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:26:54 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Do you think that's crazy?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:26:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[It is pretty crazy. Yeah. You know, it's exciting, but not nearly as exciting as, like coming to work every day and being in an office that we've actually designed ourselves, seeing people in the subway wearing our glasses like that. We'll never get old.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:27:13 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Can you recognize your glasses?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:27:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Ohh yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:27:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[In fact, like the first time that we saw the glasses in in the wild, I remember seeing this person at the corner of my eye was on the subway platform in Union Square.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:27:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[There and I just started following the person and, you know, being in New York, like, if someone's following you on the platform like Freak, so got a dirty look. But I had this big like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:27:28](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Mm-hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:27:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Like what are you doing?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:27:31 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[You feel like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:27:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Year to year smile, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:27:41 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[That's Neil Blumenthal of Warby Parker Neil and Dave Gilboa, co-founder Warby Parker. With two other friends from Business School, Jeff Rader and Andy Hunt, the company actually partners with the nonprofit where Neil used to work, Vision Spring to bring eyeglasses to people around the world who don't have access to them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:28:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Hey, thanks for listening to the show this week. If you want to find out more or listen to previous episodes, you can go to howibuiltthis.npr.org. You can also write to us at hibt@npr.org and if you want to send a tweet, it's at how I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:28:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Built this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:28:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Our show is produced this week by Casey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:28:21 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[German, with music composed by Ramtin Arabella I thanks also to Neva Grant Sanaz Meshkin poor and Jeff Rogers. I'm Guy Raz, and you're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:28:36 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Hey, thanks for sticking around because we are now at the very end of the show. The part of the show where we hear about the things you are building and this week the story of two sisters who are trying to change the way people snack.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:28:50 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Hi, my name is Melissa Lee. I am from Somerville, MA, and my sister Linda and I are.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:28:56 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Co founders of crew snacks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:28:58 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Melissa and Linda are into two things you wouldn't necessarily think need to be fixed. Skiing and trail mix both seem like they're kind of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:29:08 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Great, except when you put them together because then then you have a problem.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:29:14 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[It's this trade off of I'm really hungry, but I have to figure out how to get this snack and not have my fingers going on. So you have to, you know, take one glove off, use your teeth and then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:29:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[You've been there, right? Fumbling to grab a glove full of pretzels or M&M's in the pocket of your winter coat. It doesn't work. So to solve this problem, Melissa and her sister came up with a trail mix that comes in a tube with a hinged lid attached.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:29:40 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[To it, we wanted it to be able to be opened with one hand to be able to be opened with a glove on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:29:45 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And sort of to be able to fit in your pocket.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:29:48 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[No matter how bulky your gloves, just a flick of your thumb opens the tube. You just tip it back, you chug some dried fruits and nuts and you hit the slopes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:29:58 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So I think spreading the idea that it's drinkable or that you would use it like you would use a water bottle, that's where like people really start to understand the concept of wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:30:07 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[This is like something different than just my regular trail mix in a zip lock bag.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:30:12 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[It actually took Melissa and Linda several months to find the right kid.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:30:17 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Tube. They went to a bunch of different science labs and eventually they landed on what they thought was the perfect fit and incubation tube. We.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:30:25 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Were testing those on people. They were like, they look kind of like urine samples. And I was like, I don't want to package it in something that reminds people of urine. That's the last thing I want.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:30:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[So the two sisters kept searching till they found the right match, which of course they did. Chris Snacks are now being sold at a few ski resorts in New Hampshire and Vermont. The company is only six months old and it's not yet profitable. So for now, Melissa and Linda are keeping their part time jobs as baristas in Summerville. But the best part for Melissa?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:30:54 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[She gets to work with her sister.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:30:55 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[I wouldn't be able to do this if I had to do it alone. There's just so much doubt that goes into the process and I think it was really, really helpful to have someone by your side and someone going through all the same ups and downs as.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:31:08 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[You are. That's Melissa Lee. She co-founded crew snacks. That's CRO.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:31:14 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[If you want to tell us about the company or idea you are building, go to build.npr.org. That's build with ad.npr.org and thanks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:31:28 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[As the end of the year approaches, a lot of you have been asking about the best way to support how I built this. So first of all, thank you for asking and it is pretty easy to do. You go to stations.npr.org, you find your local station and you make a year end contribution. Or even better, you become a regular monthly donor.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:31:48 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[And when you do, please tell them that how I built this sent to you. So find your local station at stations.npr.org. It takes like 2 minutes. It's totally text.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[00:32:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)

[Selectable and please do tell them how I built this sent you again. That's stations.npr.org and thanks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd6751b79f90d40cfa9e1317c224c4016)