

[00:00:00] **Vani Gupta Dandia:** So Aarti, thank you so much for being on this show and you and I have worked together and I know what a huge difference you're making to the lives of women. You made a huge difference to me as well. I couldn't imagine I was feeling the way that I was feeling after your program and it's led me to think differently about exercise, food, and the way I treat myself.

But for the sake of our audiences, what is your mission about and how did you chance upon it? What compelled you towards this journey?

[00:00:30] **Aarti:** So Vani you use a bang-on word: chance upon it because my mission is, freedom from PCOS and my only motive is to give women a medicine-free life because it's alarming when you think of that one in every five women today have some or the other hormonal imbalance disorders, which you know, at the external face of it, it gives you acne and hair fall and facial hair and weight gain, which of course leads to lack of confidence and they get into a cocoon. But more than that, it's a psychosomatic disorder. It really impacts your mental wellbeing. There are mood swings, so it's impacting the whole family. Vani and I strongly, strongly believe that when the women of the house is healthy, the whole house is happy.

And that's why this mission came into being, it's for the women, it's by the women, it's of the women. And yes, how I chanced upon it Vani, is I myself had a very, very tough first pregnancy. I was a very active person before that and I always thought I'm healthy, but my myth got shattered, you know, during my pregnancy because only active doesn't mean you are healthy.

All my hormones were out of whack, I was bedridden for all, almost all nine months. I was puking every day. I was forced to quit my corporate job and from an active Aarti, I became a sedentary mom. And the only thing that got me out of that entire phase was fitness. So I started through a dance academy, then I took it a notch up and started a fitness club.

I also was mentioned in Limca book of records to start the first Indian folk dance-based exercise routine. But I always felt Vani that there is something missing. I'm not giving out a holistic, one platform where a working woman, a mother, a wife, gets solution to every challenge that she's facing.

You know, it was always in tidbits. I'm just making them dance or I'm just making them exercise, but there's more to it. That's when freedom from PCOS through a survey of my 35,000 women community, on the page, I did a survey, and the biggest challenge came out to be hormonal imbalance. And it took us two years Vani, almost 200 plus doctor conversations and talking to hundred plus women to really put down the five pillars, which are the base for a woman to really become vibrant hormones. To really become healthy in a holistic way without medicines.

[00:03:09] **Vani Gupta Dandia:** So, Aarti, tell me you have this when I did this program with you, I know you have, yours is a very, very high touch, personalized program and it involves a lot of personal interaction. I know that all of the members have direct access to you, and that's really, really endearing.

Tell us a little about this WhatsApp community that you have, like just how the program functions and how you foster this sense of, everybody's my family, like everybody feels as close to Aarti as you are to anyone else. You know, it feels like I have direct access to you, and not just that. Actually, it's not, the wonderful thing about the community that you create on WhatsApp is not just about you. It's about how women open up with their personal stories. And these are deeply intimate stories on, you know, wellbeing, on nutrition, bedroom stories, and they're all shared on that forum and we all draw so much strength from each other's stories.

Tell us, is there a science behind this? Like, how do you do this? How do women feel as close to each other as close to you?

[00:04:14] **Aarti:** Every single thing that is happening in this, you know, program Vani, there's a lot of research, a lot of science to make it simple, to make it easy and to make it accessible.

So when we started, I started with a community on Facebook, and it's still there. It's grown to 21,000 women now. One thing that was missing on Facebook is the one-on-one deeper connect, right? It's Facebook, it's great for masses. But when we start a journey, so it's a 12 weeks program, and when they get into that 12 weeks, though, there is an app though, there is a one-on-one coach.

I realize that what they want is, it's not just about the program. If I have an issue at home about my mother-in-law, I should be able to write and not get judged. And Facebook somewhere gave that, scare of maybe my relative would read or my bua would read, or what if it reaches somewhere else and they would stop it or they'll write it anonymous.

But in WhatsApp, it's a closed community and the only of that group who's starting on day one journey. So on day one, they're just getting honest and saying that you know, I'm nervous. I can't wake up in the morning. I can't eat this, I can't do this. And then the other women feels, Hey, I'm not alone. I'm not just suffering alone.

There are so many and we are doing this together. The reason of this WhatsApp community is because I put myself as a working woman, as a mother, as someone who struggled. I wish I had a place where I could write all my issues and not get judged. And people are not just, it's not a cribbing session, it's a session where you're giving solutions.

For an example, Vani, a girl writes that you know, I have to drop my kid at eight and I'm not able to do this juice at eight. I'm struggling. And then 10 women are giving her solution that this is how I did it, I called my maid a little early, I educated my husband, my mother-in-law supported. And then you have, instead of just one brain, you have 10 brains who are gone through it and giving you solution, you know?

[00:06:10] **Vani Gupta Dandia:** This is really nice. I loved what you said, Aarti, about Facebook versus WhatsApp. That's a very interesting insight, and you said Facebook is a public platform because it's public I'm still wary of what I put out there because everybody still has access to it, because all of my friends can read what I'm writing, correct?

[00:06:28] **Aarti:** So, that's a myth. Like, I have created a private women community, right? Vani, which is only for women, and only who join would write. But still there is this fear that I have to educate them that no, whatever your writing stays in the private community.

But there is a fear on WhatsApp I know, I know, I can see who's reading. There is a group, there are only hundred of women who are in the program. They are also struggling. Facebook doesn't give that sense of security. Though out of 21,000, there are 13,000 who are active, who write, so that's also growing. But WhatsApp gives a sense of security, which is lacking on Facebook, is my sense as of today.

See, I understand Vani, these, these girls who are struggling with hormonal imbalances, they're dealing with a lot of mental say trauma. So for an example, someone who's not conceived for 10 years, she's in her late thirties, you know? Now already, she's being bombarded with: why you're not conceiving and when will you conceive.

She's already blaming herself. She doesn't need more of that. What she needs is another woman in the same boat saying that, Hey, hold my hand, you're not alone, and we are going to go through this together. Suddenly a girl writes her story that, Hey, I conceived and she has this ray of hope. Another one writes that, Hey, I got my periods, and everyone starts celebrating.

Tell me, Vani, where have you seen women coming together to celebrate their periods? It's always a taboo, always hidden. It's always under wraps. Even the pad is under wraps and I'm creating this place where it come out. It's something that your body must go through and we must celebrate. Womanhood is celebrated on 8th of March every year once, and some of them are given awards, but the real womanhood is every single day when she's going through ups and downs of hormones when she needs that space.

And the whole myths that a woman is the woman's biggest enemy is shattered in this place, here, women are just celebrating each other. Small wins and these wins are of our own. This win is not her son coming first, her husband getting a promotion. This win is hers. Her bodies, her smile, her energy, and that's what this WhatsApp community is doing for them, giving them a place to just express freely, fully, and joyfully.

[00:08:41] **Vani Gupta Dandia:** And tell me, Aarti, is there some science behind how do you make women feel this way, so this has all happened organically, right? Like, how long does it take for women to get to know each other and to start talking to each other knowing that, you know, I'm not going to be judged over here?

Yes, we are all women. But finally, this is also a stranger. I don't know these names on this WhatsApp group, and now I'm gonna be talking about my periods on this WhatsApp group when there are other women talking. How does one, you know, get this conversation? Part of it is also in your own personality, a lot of it is your own personality, isn't it?

[00:09:16] **Aarti:** Vani, so, just to give you a heads up, so we, I have an annual community, which is about 535 women in that community on WhatsApp as of today.

And then we have parallely anywhere, three batches running, and I don't take more than 115 one batch. It works batch-wise. And once they finished 12 weeks, they have a choice to

join annually, right, so, when the batch starts as a woman on day one, I'm entering a WhatsApp space of an unknown place. The question's like, I'm not a morning person. I'm a night person. I am not an exercise person.

There are so many things the mind speaks. This whole program is based on behavioral changes of a woman. What is she going through? If you talk about community, my experts is a community in itself. My Freedom Partners is a community in itself. And from day one, everyone in the enterprise is taught that we are one, not doing sales.

I am not telling a woman, I'm listening to her story and telling her there is this safe space where you can come. And from that first call, Vani, because we have heard her, we have told her that you will get a solution here. And she's understood someone is listening to her. That's where it begins.

And then I cannot expect them to be honest if I am not.

So, I am my most raw, real, vulnerable person. I've spoken about my home's physical abuse situation. I've spoken about the difficulty in my marital status. I have spoken about how I felt masturbating is a taboo. So these topics where I, what did I feel? Because as you said, they connect to me first and then the team.

And everybody is real, raw, you don't have to be perfect. You have to be yourself. And that is where everyone.

[00:11:03] **Vani Gupta Dandia:** Beautiful Aarti, really beautiful. Really lovely.

Now yours is a subject where, you know, One can't not talk about one's own journey or one's own problems. And it's, you know, it's something that women desperately need value in. Like you said, you know, you are not selling you or your Freedom partners.

So just for the sake of the audience's, freedom partners are coaches.

[00:11:29] **Aarti:** They are coaches, so there's an enrollment team, consultants, but there are coaches and that also Vani, there are thousands of apps in the market.

They'll give you everything that you need to know, but the realization that it has to be a human touch.

[00:11:46] **Vani Gupta Dandia:** There has to be a human touch. This is such a huge, big thing you've said. There has to be a human touch. A lot of us feel aha scaling up mean it should be all tech and you know, let the end consumer just talk to the technology or a chat bot, and, the cash registers should keep ringing and money should keep coming into my bank account. Consumers don't want to talk to technology.

[00:12:08] **Aarti:** Correct, it's a fact that a lot of entrepreneurs are missing out. You know, there is so much of tech-based, there's so much of tech in the market. It has to be tech enabled, but there has to be human touch especially when you're talking about mental wellbeing and physical wellbeing, because everybody knows what to eat.

Everybody knows exercise is important. Then why are they not waking up and exercising?  
The why is missing.

[00:12:32] **Vani Gupta Dandia:** Every single soul in this world knows exercise is important, and yet they don't do it.

And that is why we need coaches. That is why we need Freedom Partners. So there's a, there's this role of the Freedom partner or the coach who is egging me on who's constantly motivating me. So I'm getting motivated, not just by my Freedom partner, but also from the stories of many women who are exactly like me, who are in this same space who suffer from the same inertia, the same problems at home, the same indiscipline, and I'm drawing strength from them. So I'm also in turn motivating them when I do a little something. If I've gotten up in the morning and had that glass of, garam lime pani, I'm telling her, look, I've done it.

Have you done it? And looking at her, you know, someone else is doing it. So, yes, there is this, it's, it's very organic in terms of what you've built. But come, let's come back to what you were earlier saying, Aarti, which is that we are not selling on this platform, which means that the community, communities are not built on the back of a selfish agenda of the founders, which is, Hey, I've gotta get more sales here. I've gotta get her to enroll into my five other programs, and I've gotta tell her about what else I do. These communities are thriving and women find reason to contribute on this WhatsApp group three or five or seven times in the day because they find genuine value in what they're hearing from other women.

Will you talk to me a little more about this?

[00:13:59] **Aarti:** Vani, whenever someone joins my team, you know, my first training to them is that we are not selling to a woman. We are helping the women, and if we feel that this program is not going to help her, you have to be honest and tell her, Hey, this program is not for you. For example, a woman comes to me and says, I don't have a lot of problems.

I'm exercising, I'm eating right, I'm feeling healthy, then this program is not for you. So you know, our community has this three Cs that I tell my women on first day, we will never do, and two Cs that we will do. And if you wish I will share it here.

So, none of the women will ever compare. Your mind is trained to take you to comparison. So no comparison in this group, no complaining in this group. So you won't believe, I intentionally sometimes slow my app. I intentionally sometimes delay just so that they start training their mind not to complain on every small thing because that's how mind is attuned.

You start saying that, Hey, it's okay. The app is slow, it'll work fine because in life everything is not gonna work perfect. So how do you train your mind? So no complaining, no comparing and no competing. These are the three Cs, which doesn't happen in this community. And the two Cs that definitely happen is a lot of celebration.

Anyone gets period, anyone loses a kg, anyone gets one acne less. We celebrate.

When you're complaining, you're increasing a cortisol, you're increasing the stress hormone, but when you are complimenting, which is the second C, so we will do a lot of celebration

and we will do a lot of complimenting. You are sitting on a zoom session, you like someone's hair, you will not stop yourself, you'll unmute and you'll say, Hey, I love the way your hair are looking today.

[00:15:48] **Vani Gupta Dandia:** I love the three Cs and the two Cs Aarti, this is so beautiful because this can actually be applied to any community.

I'm thinking of something like if I, as a brand owner, were to be able to get my community to secrete the right kind of chemicals.

[00:16:08] **Aarti:** No, it's true. And Vani, it sounds like, how can I? But you can, everything is in your control. Training your mind is step one.

So our mind-free pillar is where we begin with, so if you are cribbing throughout the day and doing this, you are all the time telling your body that what you're doing is not good. So you are releasing the negative hormones.

The negative secretion is happening, the whole day. And then, that's why you have mood swings. That's why you are always complaining and you're always irritated versus just tell that wow, I am going to open the bell door, I'm going to do my micro movement, and I'm going to give my quality life to my body. My cells are going to get that oxygen.

I'm doing my micro movement. There's a whole session on why they should move more because when you move more, your quality of life improves. You are doing movement throughout the day. Incidentally, life goes down, your DHEA, which is your, you know, anti-aging hormone increases.

Right, so your mood are always fine. So the same glass of water you're giving your mother-in-law, you can give it in two ways. Crib and give, or tell that I'm doing my micro-movement and give, you see the difference in a woman's life. Today when they're doing their whole chores through the day, they are not complaining that I only have to do, they have started taking it that, wow, I'm glad I get an opportunity to move more.

I'm getting an opportunity to give my cells more. I'm getting an opportunity to have a quality life, a long life, which is not on bed.

[00:17:39] **Vani Gupta Dandia:** This is amazing. And tell me Aarti, when somebody feels stuck in the community like I'm sure you would notice that there are a few members who don't contribute.

Have you also found that on your group there are some women who are just sitting and observing or sitting and, who are not contributing? Like how do you get them to sort of feel unstuck?

[00:18:00] **Aarti:** Hundred percent, that's where this human touch of coaches come. So every week there is a formal call between the coach and the member. And every day they have this touchpoints through the app where, every Sunday they put their progress on different measurements, their qualitative measurements and their quantitative measurements.



Vani, so when this coaching call happens, and she shares all the changes that she has seen and how she's improving, the coach inspires her. Doesn't matter what language, whether it's Hindi, Marathi, an audio, a picture, you want to do a short poem, whatever is your way of expressing express, because you're expressing for yourselves.

But there is one segment who would not feel enough till they have achieved that goal. To them, it takes time. But one day, you know, the beauty is these women on the 11th week or the last day, they will write this big paragraph that I've never written on this group, I have never expressed, but here I go. But when they read about others, that's the hidden inspiration. Which is unseen, but it's playing on their mind.

[00:19:16] **Vani Gupta Dandia:** Lovely. So Aarti, in this, all of the women know that Aarti bhi hai yahaan. Is there a way or are there communities, or are there groups where your role is very, very minimal and the community is still thriving?

[00:19:34] **Aarti:** So, there is an all members WhatsApp group Vani, and then there are small groups of the coaches.

So every coach is assigned very minimal number of members, right? Like I said, there is human touch, so that's groups of coach and the members. I have almost 0% role role to play. My eyes are there, that members aren't question should be answered. That's all. Vani, I'll tell you something.

So my response rate has to be because, you know, a woman is going through a lot and if I don't answer her, I'm just increasing her anxiety at the start of the program. So I do less of everything else, but make sure that the members queries answered.

[00:20:13] **Vani Gupta Dandia:** I was asking you do, you know, your own family members at home complain, Aarti, you're always looking at the phone, you're always on WhatsApp. Can you just throw the phone away for a while?

[00:20:24] **Aarti:** Very good question. So, I'm a very, I'm a very rule rule kind of a person, Vani, so, I have this rule, no phone on the dining table. I have set hours with the kids. That time there is no phone. Post nine o'clock you will see that it's if you'll come to my house post nine, you'll feel it's three in the morning. It's that dead. So nine to 10, time with the kids. That time there is no phone. And then, so those are the slots where I will never answer.

And because it's a routine, I follow the same five pillars to the T with the members. They will also not write questions after nine because then I'll say, why are you not sleeping? So they know, put anything in the community otherwise

So it's a very balanced, I am not always on the phone, and yet I'm able to answer. How you have to come and stay with me for a day. I don't know how I do this. But yes, there is a very set time with the kids, set time of family. It's all been taken care of beautifully.

[00:21:26] **Vani Gupta Dandia:** I would imagine that you've also been able to train this, you train your coaches, your freedom partners and create a culture such that your coaches are mini Aartis, in a sense, right? So I mean, one would argue that communities are not scalable if the founder is playing such an intrinsic role in every communication.

But what you've done is to have created the same mini Aarti in the many founders, in the many freedom coaches that you have. Would that be correct to say?

[00:21:54] **Aarti:** 100% Vani. So my role in my enterprise is to ensure my coaches are absolutely healthy and happy. And I realize this, that every single woman has 10 challenges, that she's talking to the coach.

My coaches' role is today in and day out listen to them. Their issues, right? Who's listening to the coach's issues? There is a Monday, care and support session every Monday with our mind expert only for the Freedom Partners where they are you know, sharing their challenges. There are a lot of exercises I do with them.

See, the five pillars are engraved in them.

[00:22:27] **Vani Gupta Dandia:** This is beautiful. I'm thinking of how this can be applied to a lot of the other clients I work with, Aarti. This is such a lovely thing you've said because it's also scientifically proven. I mean, you know, when you read of brands that are built on care or on service as their primary, yours is a brand that is a hundred percent service, now where a brand is providing service, actually it's very, very emotionally and mentally draining.

[00:22:54] **Aarti:** Correct Vani, and it's very easy to get attached , you know, and impact yourself. Like if I'll tell you, there was a woman in the community, she had a lot of challenges with her in-law. She was not getting food, or she was not allowed to talk to her husband.

So there were a lot of challenges. Now, this coach had taken it too much to her heart like she had started, so how do you draw that boundary of emotion? You will burn out if your coaches are not taken care. So there is an absolute conscious awareness that my community of coaches have to be taken care.

And that's why this community is able to thrive and grow organically because it's one woman for another. There is a community of my coaches. I'm taking care of the expert coaches also because they're also women at the end of the day.

Vani, it's the same challenge all of us would have, right?

[00:23:43] **Vani Gupta Dandia:** Fabulous. I love this outward-focused versus inward-focused approach, Aarti, this is beautiful. It's such a powerful thought. It is true of all service brands that if the coaches, if my own team is taken care of, then I don't have to worry about the end customer. And you are saying you actually have a program in place. How many brands do that? I mean, brands pay lip service to what they do for their internal employees, but over here you actually have a structured program. So you're saying as a founder, it's very, very important to keep structured programs where your own team feels that I'm as well taken care of, if not better than the community I'm serving, because only then can I give my best.

[00:24:29] **Aarti:** Absolutely, Vani. In fact, just yesterday I launched Sarvo Swasth Health Challenge for only my internal team. Now, this is coaches, but I have an enrollment team. Again, all women. I have my social media team, all women. It's an all women organization. So just yesterday, I would like to share this, Sarvo Swasth Health Challenge, which is for all my team members.



And there is a monetary cash prize. Now this prize is not for anything else, but as a token of love for somebody who's, so there is 40% weight to their BMI, and there is going to be a six monthly blood work, and I scored 96 out of hundred in the, so I have shared my blood work, which comprises of all the thyroid, TSH, HBA 1C, all of that, that needs to be in place.

And anyone who's in the top three will get a good cash prize, but also an appreciation within the community. Now, this is not outwardly right. This is not for my customers. Customers are paying to get healthy and we are working on them. But my team, which is working day and night to make others healthy, am I taking care of them and appreciating their health is the whole idea behind this.

So what my coaches are to the members is what I am to my coaches. So there is a group I've created, all the coaches are there sharing their daily chores. They're asking, there is a Monday session with my mind expert for them. And again, when they are healthy, Vani, they'll be able to give more out to the members, right?

[00:26:02] **Vani Gupta Dandia:** Wow, this is fantastic, Aarti. This is a huge learning. Okay, last question. I don't know, is there any other technology that you've considered, you know, in your quest to scale up?

[00:26:10] **Aarti:** Yeah, so I'm using WATI . I don't know if you've heard of it, it's a new WhatsApp tool by Facebook. My biggest challenge was there was a lot of manual messages to the community, the 21,000 Facebook community, right, about the lives I'm doing, the free webinars I'm doing.

So there was a lot of manual intervention, which stopped me to reaching all. And again, as you said, email is redundant now, Vani, but if I can somehow reach to you on a WhatsApp, you will read it and you will probably end up being a part of it. So WATI has played a huge role in this enterprise to reach out to more women.

My basic funda is give knowledge through free webinars, create awareness and if it connects to them if what I'm talking makes sense, they will join the program. It's that simple. But for me to reach out to more and more women to attend the free webinars, WATI has played a very important role. So that's one tool we use in reaching out and at a click of a button, I'm able to send a WhatsApp message to 20,000 to 30,000, and I've seen a good traction of them then connecting and coming to us.

And my second biggest learning, Vani, has been that if you are an entrepreneur and you want to grow, then you have to get into the nits and bits, especially because my entire program is online, on social media.

You would not believe, I have hired agencies after agencies for my marketing and they would always tell me there is no way of promoting a community on Facebook. There is no way you'll have to put your website and I always believed them, unless, thank God I did not get an agency and I dive deep. And this is the fastest thousand women who have joined my community of Facebook just because I could explore that, yes, there is a way of promoting your community link of promoting your private community through brand awareness campaigns on Facebook. It's your passion, it's your business till you don't go and find the reason why and how.

I always wondered why would Facebook create community options but not let us promote it? It always had this question mark, but I always gave in thinking they know better.

Came a point where I didn't have an agency. I had to do it with me, with my team, which led me to explore a little more on Facebook, by chance. And when I explored, I just, instead of the website, I put the Community link Vani, for my brand awareness campaign where you just play a 30 seconds video. The call to action is your community link, and it worked.

[00:28:46] **Vani Gupta Dandia:** You're absolutely right. When I put a website link, it feels very selfish. Like, come and see my website. It's like, come into my shop.

[00:28:53] **Aarti:** And why would you?

[00:28:54] **Vani Gupta Dandia:** And why would I? Exactly, versus a community where I feel yes, if I joined this community, happy.

[00:29:03] **Aarti:** And also I have a choice to leave the community Vani if it doesn't give me value. And I must tell you my leave rate is less than a percent, which shows that there is value once they come.

The only thing is it's organic. It's only 21,000. But now I have understood that I was not able to reach to them. I'm telling them to come to the website, then telling them on the website to come to the community who has that kind of time?

[00:29:28] **Vani Gupta Dandia:** Not just time, motivation. Why should I come to your website?

[00:29:31] **Aarti:** So, ye learning as an entrepreneur has come to me Vani, that, yes, of course, you will need experts, but just because they're experts doesn't mean you are, as an entrepreneur, dig deep, listen more, read more. Which Vani, like, you know, in this community, it's not just about health and wellness. I have started a book club.

There are about thousand women in the book club. I've started Annapurna club, again on WhatsApp, where women are sharing their recipes. So, there is so much talent in a woman and I started book club because I couldn't complete a book a month, and that was something I wanted to do. So I thought, let me become accountable with my community.

I started a book club and I just put the link saying that, Hey, anyone who's been struggling to complete a book, let's do this together. Thousand women just joined, there is a there's a menstrual cup group.

There are a lot of women who want to shift from pads to cups. They have lot of questions, lot of doubts. So I made a WhatsApp group. Now, this is led by one of the community member only on WhatsApp. They ask questions. They are answering. So many women got answers for menstrual cup. Similarly, we have so many homemakers who love cooking.

Now they are sharing healthy recipes, but they didn't have a platform. I created a Annapurna group. They get all the credit, we make their videos and recipes, and we put it on our app. We put it on our community of Facebook, and they get the recognition.

[00:30:53] **Vani Gupta Dandia:** Beautiful. Absolutely lovely. And you're saying you're not a great believer in emails. You said, you said something about emails. Aarti.

[00:31:01] **Aarti:** I am not a great believer because see the maths has shown it. The open rate is really really low, as much as I want to take your attention, as powerful line I will write. You are not gonna see that mail because you have a hundred important office mails. But when you go to a Facebook, when you're on Insta, you're not there doing your work. You're scrolling, you're searching, you're seeking, and when then I come in front of you and say, Hey, I have something for you, you are more likely to join.

[00:31:28] **Vani Gupta Dandia:** This is fantastic. This is absolute gold Aarti, this is absolute gold. I mean, a lot of companies have seen, they say, We've got WhatsApp marketing, we've got a email marketing agency, we've got a digital agency, we've got a blah agency. Without any thought or without any understanding of the consumer's mind, the consumer's behavior, the consumer's motivation.

If I as a consumer don't want to be irritated, which is a fact, we don't want to be irritated. You know, what you've explained over here so beautifully is that there is a certain environment. There is a certain time when I'm receptive to a certain kind of a message. Please understand, as a founder, when am I receptive to what kind of a message and accordingly speak with me.

This is fabulous, Aarti.