

Just a clarification of the issues mentioned on the Fashion Incubator blog recently. Some of the facts are distorted, others are completely false bordering on slanderous. The information that is true seems to have been left out of this emotionally charged story. I understand the frustration with the delays but there is a second side to any story. Any dates that I mention are backed up with email dates, or FedEx invoices etc, or bank statements etc. I have kept every email as well as my replies to them. I have also made notes of all phone conversations.

I first contacted the pattern maker in December of 2006 to discuss my idea about a molded foam cup nursing bra. She had advertised as a pattern and project manager. We discussed my project at length and she agreed to take it on.

On January 27, 2007 (your first email to me) you wrote - *"First off - I love your business! I'm aware that you are not taking any contracts at this point in time but I would like to be notified when you are taking on new clients...I'm thinking I will definitely need to do more research but would love to talk to you when you have when you have time. I'm not looking to do this over night so if it doesn't happen **until next year** that's fine..."* I replied *"We should be able to take on a new development project by late February or early March, so you could be getting ideas assembled any time"*.

Five months later in April of 2007 I still had not received a prototype even though we had lengthy conversations on the phone. I had paid a \$500 deposit and had received nothing.

You sent me bras that you liked (the Chantelle, the Nummies and the Anita) on March 31. On the 15th of April, I still had not received a down payment to get started. I don't start any project until there is a down payment. I got the down payment at the end of April. So, of course, nothing was started until the first of May.

I had also been given a grant by the Canadian government to help with my self employment goals which I did inform her of. I had certain time lines I needed to meet by government standards and asked her if it was unrealistic to plan to launch in November of 2007. She said that was plenty of time unless I wanted to develop my own molds.

And yes, you did develop three new molds. Molds for foam bra cups are made by creating a basic shape from clay, then pouring plastic over it. The plastic (hard hat) is then cut to the exact cup shape, then it is sent to a foundry where they create an aluminum mold. It comes back to the factory to be polished. Each side of the mold is precision fit so when the foam cups are pressed the foam melts to an even thickness throughout. Only then can you use them for making foam cups. But then a few samples are pressed in order for the pattern maker to make fitting samples for her client in order to get approval on the sizes. Only then are you able to press cups for production. I told you that molds take almost a year to develop. I ordered the hard hats (the first step in mold production) on November 15, but I didn't receive the hard hats the first week of February. I sent them back with the grading to the molder February 15. I received the first samples of those cups and made up 8 fitting samples, which were sent to you on April 29. Your 3 new molds took only 6 months, not 12 as I told you. That's extremely fast with this particular company. The last molds I developed took 16 months! Frustrating? Yes, indeed.

She said she had some molds that she had developed for someone else that I could use. I questioned her about this because I didn't understand how I could use them if someone else had paid to develop the molds. She said she got permission and I didn't think anything else of it.

Not true. I told you I used what I had in my studio to test the concept because that was all I had available. All that the first sample was for, was to see if I had the concept correct. If I order samples of foam cups, I have to order 48 pair of a size. You were not willing to order so many just to make a sample, that might not be what you wanted.

We continued talking frequently and she told me she was fabric sourcing and we agreed that she would be my project manager for which I would pay her a "per bra" fee and she would take no

mark up on the products she sourced. I have since found out she marked everything up I purchased through her.

I explained to you that Project Management was not my forte (I told you repeatedly that I don't like it) but I would do it on a per unit basis if I had to. However, I also told you that if I have to buy things and they have to be processed, purchased etc by me, I take a mark-up. I am entitled to take a mark-up on things that I sell, just as any distributor takes a mark-up product they buy on behalf of the client. When I have to order things special from a manufacturer or a mill and the customer doesn't take the minimum amount, or I am expected to pay in advance for the goods, have them freighted to me via FedEx and hold them until the customer needs them, OF COURSE I am going to take a mark-up. I am a supplier! Why should I pay out of my pocket for someone else's project? You told me you were ok with me taking a mark-up. You didn't "expect me to work for nothing". Your exact words, by the way.

By the end of November there was still no luck finding fabrics that you liked. Well, that's not entirely true. I did find fabrics but the minimums were way too high for the numbers you wanted to produce. And you wanted specialty colours and polka dots and pinstripes. None were available that suited you. I tried all the sources I knew, and contacted many others. Two major ones had gone out of business in Canada so that avenue was gone as well. You didn't want to have to purchase 800 yds of any one fabric. These fabrics are all specialty knits. There aren't many places you can go to buy smaller quantities. I can only use suppliers that I know about. I was running out of options.

By August 2007 I still had not received a prototype. I pushed her on this and she sent me my first prototype in October 2007.

I sent the first concept sample on September 1, 2007 via FedEx, using fabric that I had in my studio. In bra manufacture, the fabric HAS to be chosen first. You wanted a sample so I sent one using fabric I had, just to check to see if the overall concept was right.

It was not of any type of quality I would deem acceptable to show potential buyers, the cups were collapsing (apparently due to using the wrong fabric) and the wires were not even sewn in. When I questioned her on this she explained that this was how prototypes were sent out and they were used for fit only. We tried to make a few corrections via mail as I am in Vancouver and she is in Ontario. It was taking too long and I couldn't seem to get my point across, I am a professional bra fitter so I know how they should fit. Everything looked crooked. I booked a trip to Ontario so we could sit down together and hash out the problems.

OF COURSE, you don't show the concept sample to potential buyers!!!! It's a first sample. It wasn't even a fitting sample. Good grief! That's a ridiculous statement.

Between April and the end of August sample, you and I were in constant email and phone communication about sizing and fabrics. I used fabrics that I had in stock (because you went back and forth on fabrics I showed you - one day you liked it, the next you didn't) and cups that I developed for another client. Those cups were too big and I made a second prototype and sent it to you in November prior to your visit. As I said - I just wanted for you to see the concept, style lines and overall appearance to make sure I had captured what you wanted in a sample.

After the trip she phoned me to say we could not use the cups because I was producing in the same plant as her other client. When I asked her what the problem was, she said her other client had not given her permission to use the cups. This is the opposite of what she said before, I was very upset.

Not true. I said I wouldn't use them because I was already using those cups for another client. I actually own those molds. I made you 2 fitting prototypes right away from stock cups I was able to order, in size 40 and 42. You loved the fit of the 42. In fact, you said you actually preferred the fit of the new cups over the fit of the old cups. You actually mention that in the BIO section of the FI blog.

She then used standard cups to make another prototype and we were at square one with the same fit issues as the first prototype.

Not true. The two cups were completely different. You mentioned a problem with the fit of the fitting sample and took a picture. I knew exactly what the problem was. The sling inside was a tiny bit short. I corrected that. You told me you loved the fit of this bra. You loved the back, the cups etc... way better than the first set of cups. Remember, that I did all these samples remotely. You were on the opposite side of the country and you were acting as your own fit model, something Kathleen recommends against. It's very difficult to get the perfect fit when the model is 5000 miles away. I did everything based on memory of your body and except for that one small bit, I think I did extremely well.

During this time she was teaching classes and taking on more clients but could not commit to time lines for my project with the explanation that "everyone else" in the industry couldn't meet time lines either. When I asked her for her sources she refused to give them to me. I felt rather stuck with her at that point as the bra industry in Canada is very small and she told me that if I tried to phone anyone that they would only yell at me for not understanding the "business". I tried contacting the Canadian Apparel Federation and they were no help. There is also no directory to consult in Canada to source materials and suppliers.

On the 11th of November you wrote to tell me that our relationship was finished because of my lack of commitment and delays etc. I was quite OK (relieved actually) with your decision so I wrote back the following:

"I sincerely hope you are able to find someone who can do this project for you and do it within your time constraints. Simply put, I cannot give promises to honour time dates because it isn't something I can control (on a start-up project). No matter what deadlines are set, or what commitments are made, there is always some product that doesn't arrive, or someone who is late with their piece of the puzzle. Production grinds to a halt. As you know, I have to rely on others for the supply of materials, hardware as well as the actual sewing of samples. If they don't honour their time commitments or price quotes, this ends up making me look bad. You have only had contact with me, not the network of people behind the scenes in the supply chain.

In explaining where your project is now, Macra sent two weights of their poly fabric so we could do the samples, which I have now sent to David to be test molded. The sample fabric is not the same dot you were looking at but the same type of fabric and they kindly sent two good pieces for sampling. I am expecting the fabric back from the molder this week or early next week, as they are closing down for the holiday on Dec 21 and not re-opening until Jan 7.

I've contacted a Canadian company called TexLeader to see if they could do the same fabric in Canada. I sent them a sample so they could analyze it. They are confident they can do it for around the same price. They are also sending samples, which I am waiting for.

I also got the foam cups which are very similar in size and shape to the others we tried and they are a stock item. They come in sizes up to #44. So the components of the new bra are almost all together. My mom and my sister have gone home now (they left Sunday) so your bra was first on my list to do once the parts came in. However, I can send what I have to you so you can forward it to the new person in charge. If you also want the patterns, I will send you an invoice for the other \$500 for that work.

So here's what needs to be done before production can happen. The bra needs to be approved, then the grading of the pattern done and the other few samples have to be made and approved. In the meantime, the fabric will take 4-6 weeks to be made, 2 weeks more to be dyed if you aren't getting the fabric mill to dye it. The rest of the components need to be ordered and sent to the production facility. The sliders, rings and mat clips need to be dyed to match. Some of the fabric needs to be sent to the molder so he can press the cups and the cup covers at the same time. He will then send the finished cups and covers to the production facility. You will need to have someone check it to make sure that everything is the right colour and the right item. The production facility won't want that kind of responsibility so they won't make those kinds of judgments.

You also need to provide the production house with all of the patterns and materials, as well as an approved finished sample for them to see. They will need a set of construction sequence instructions and drawings if necessary so they know how to sew it. There should be someone who is willing to go to the factory to check on the order for quality when it is done."

You asked me to guarantee time dates of other people's delivery. No way. I can't control other companies. Yet you asked me to continue with the project, even though I really would have preferred to give it up. I was very busy, and had lost interest in finding fabrics only to be told they weren't just right. I gave you the names of the suppliers that I had contacted, the foam cup place, the factory and any other information that you needed for the new PM to know. You already knew the names of the suppliers that I had contacted. It was all right there in the email I sent on November 11.

I then knew I was not going to market in November/December 2007 so I asked her if Feb/March 2008 sounded reasonable. She assured me it was. She and I then had frequent phone calls about material sourcing. It seemed like she was quite busy with my project but nothing every materialized.

How could February/March be reasonable if by November you still hadn't picked any fabric? You didn't even settle on fabrics until February. The fabrics were very important because they had to be able to be molded - not all fabric can be molded. The hard hats for the molds didn't arrive until February! There's the perfect example of the time guarantees - how could I have guaranteed a November production when the hard hats for the molds did not even arrive until February? Once the hard hats for a mold arrive, it could be a year before the molds are able to be used for pressing cups.

I was never sent a pattern for the first prototype that I paid \$1200 dollars for.

You paid 1000 for 4 samples (2 concept and 2 with the CP077 cups #40 and 42) and the first pattern making. The other 200 was for David to test mold fabrics and for FedEx charges to get the samples to you overnight. That was all very clear on the invoice. I paid for the foam cups, all fabrics and components out of that money too. You weren't charged for materials - only the test molding and shipping.

Did you want the pattern for the master size? You only had to ask. I would have sent it happily, as I said in the email of November 11 when you wanted to dismiss my services. See the above email. I am not sure why you would want the master pattern but....whatever....you could have had it had you asked.

I would pick a fabric and she would "apparently" send it to be test molded only to find out 5 weeks later the fabric had run out.

You are implying that I lied about the testing. Yet I phoned you and sent pictures about the Macra fabric yellowing on December 17. Throughout January I found other fabrics that might have been suitable and sent them to be test molded. You actually saw the pictures of the test molding of the polka dot and the stripe. The polka dot completely faded out in the molding process and was very UNSuitable for molding. If you HAD paid for that fabric, it would have been a disaster. I sent the pictures to you on February 20, which is the day I got the samples back from testing. Every time you pick fabrics that are going to be used for foam cup covers, they MUST be tested. Every time they test fabric, it's another set-up charge of \$75. Yes, the testing took 5 weeks from door to door - and the one suitable fabric I tested was gone from the supplier. Without money being put down on it - they would not put a hold on it. The fabric was sold before the testing came back.

March 2008 came and went. I had to continually put pressure on her to complete things.

Not true. On March 17 you sent a cheque for the fabrics and the laces I ordered. I shipped them to the cut and sew facility the next week. They were there when I arrived at the factory a couple of weeks later.

I developed 3 extra molds that I paid \$3000 for only to find out she owned them and was placing orders for cups with those molds for other clients.

That is a slanderous statement. I have NOT ordered cups from those new molds for other clients, but I DID order some for samples FOR YOU. It's hard to make bras that fit if you don't have the cups on hand. I ordered 48 of each of the 3 new sizes which is the minimum order. The foam cup place never did send me the cups.

As for ownership, this is an email I sent on May 20 to the foam cup place just to clarify to them "*she is the owner of the three sizes 46, 48 and 50. She has given me permission to use these 3 larger sizes for use for sampling etc. but not for other clients*" The sampling I refer to was for YOU.

The hard hats for those 3 new sizes were ordered on November 15. You can't grade the molds without the hard hats. This is David's email dated November 22 (he did not have the correct hard hat for this style):

"As per your question, CP077F has been developed in the past by one of our clients which we no longer have since several years... We do not have the plastic hard hat for this style, we need to figure out how to help you grade [for 3 new sizes]. For this you can grade it, the cost for the development is around \$1000.00 per set per size for the mould and die."

He did not send the hard hats to me until the first week of February! How come? Who knows? I got the hard hats, graded the 3 new sizes and sent them back to him on February 15. The actual molded cups from the new molds weren't sent to me until April 17th. I wrote to you the same day telling you about the cups arriving and sent photos of them! I made the 8 fitting samples and sent them to you April 29th. That's the same day I sent photos of the bra to the cut and sew factory in order to get a production price. I went to the factory on June 5th and physically showed them the sample. I called you from the factory that week and gave you the price for the cut and sew, which was a very reasonable \$10. Lower than my estimate in January of \$12 each.

I contacted a previous client of hers that I found through the internet and she put me in touch with her project manager who is also a pattern maker. I also found we had the same story and she let me know she had been over charged and was fighting to have her molds released that she paid \$17,000 to develop.

Also a complete fabrication. The client in question did NOT pay \$17,000 to have molds developed. She wanted me to make 9 molds for her project and they were at that time \$750 each. Overcharged? I did 25 sizes, each of which was a completely different shape and size. I made 4 first prototypes, then 25 fitting samples, then another 8, then another 4, then 12 more. Then during production, AFTER the patterns had all been approved - she kept changing the pattern (149 changes in all!!!) because she would want it longer one day, then want it changed back three days later. Nothing major but if a customer wrote to say she felt the XL needed to be longer, she would call to demand to change the pattern immediately. Then 3 days later, she would change her mind because it would take more fabric. I would send the changes to the factory, only to have to tell them to ignore the changes I had just made. I still have never been paid for any of that work which took six months of my life, but I can still hear her voice screaming in the phone!

These were the molds the pattern maker tried to use for me, which I am now thinking because she technically owned them on paper she thought she would get royalty fees for the cups I ordered.

Royalty fees? Huh? That would have to be something that the molding company was part of and was willing to do. How could I arrange to have a supplier pay me royalty fees? Let me in on that one! That would be a sweet deal for me. And as a matter of fact, I do own the molds. I did not want to use them for you as well as her. I felt the new cups would be better for your purposes, and they were, and still are.

I finally received eight fit samples that were incomplete, they were crooked, none of the wires were sewn in and they didn't have any finished fabric on them. I was charged \$10,000 for them including the patterns which I did not receive.

You were sent the 8 fitting samples (fitting samples, not production samples) on April 29th. How could I have put finished fabrics on the cups when the molding of the fabric had not yet been finished, and as of last week, June 30, were STILL not finished. On the samples I sent, I used the correct foam cups, the correct lace for the band, and all the correct materials, the only thing missing was the fabric cup covers...which had not yet been molded. They would not mold the fabric for the cups until they had the order for the cups, which they didn't have yet.

Crooked? You never mentioned that. You approved the fit of all the bras on May 8, but you NEVER mentioned crooked? What part of the bra was "crooked"? As for wires, I NEVER sew in wires on fitting samples. Sometimes the wires have to be changed for size or shape. It's a whole lot easier if the wires aren't sewn in permanently.

The invoice I sent on May 1 for the pattern making and grading and prototypes was not 10,000, but 8300 including FedEx and taxes. You knew from the beginning what my charges were going to be. That I told you from the beginning.

I wrote to you on June 10th to tell you that everything from my end was ready to go. Until the fit of the patterns is approved (MAY 8), and I have been paid, I am certainly not going to send out the final patterns to anyone. I make one set of production patterns, which I normally send to the factory, along with all the drawings, sewing sequence and instructions. You did get the patterns. In case you forgot, you sent someone else to my house to pick up the package, on Father's Day, Sunday June 15.

At this point I employed another project manager who was working with the same people my pattern maker was working with and that's when all the lies unfolded. I had paid for all my components and fabrics and nothing was being done.

You sound like you paid in advance and I absconded with the money. There were also no lies. I sent an invoice for production materials on May 16. You paid on May 21st by email transfer. All the supplies were waiting in my shop from the date of invoice all boxed up waiting for you to arrange shipping. You were supposed to have a FedEx account in place but that hadn't happened. The components that were going out to be dyed were there boxed up as well. I sent them on MY FedEx account after you told me you would pay me for the shipping. I was at the factory from June 25-28 and I actually saw the boxes being delivered. You own all those supplies - they are going to be used in your lovely bras. That's not money wasted - it is money invested in a product that will come off the line soon.

You are a first time manufacturer with NO history of credit in the industry. Why would you think that you wouldn't have to buy your production materials in advance? Did you think that after production, someone would hand you a bill then? You pay for your materials when they are shipped to the factory. You pay a deposit to the cut and sew before they start - you pay the balance before the goods go out the door. What's not to understand?

I was now working on a July 2008 launch, which my first pattern maker assured me I would be able to make only to find out in June that no production time was booked.

How on earth can I book production if the molded cups which were ordered in April were still not molded and still have not been delivered with NO date given as to their delivery? When I was at the factory I told them you were ready to start as soon as the foam cups and the cup covers were delivered. How can I schedule a production date when the supplier of the foam cups and covers would not given me a date for delivery, nor has he returned my phone calls or emails about this project.

My second project manager planned a trip to Montreal with the production people (that I paid \$850 for) only to find out none of my material or patterns that I paid for were at the plant and my first pattern maker had gone away on a teaching trip.

That was money paid to the other PM unnecessarily. I made 2 trips to the factory on your behalf but I certainly never charged you for them. I am at the factory enough that I didn't need to charge \$850 to go there. The goods were waiting at my shop because YOU were to arrange for a FedEx account. Which you never did. You asked if I would send them by MY FedEx account. Will I get paid for this? You gave me your word that you would pay the FedEx bills - let's hope that's true.

I called her assistant to tell her to find my stuff and patterns and immediately send them to the factory. All the patterns were wrong (of which she only sent 2), there were no instructions on what to do and the seam allowances were incorrect

My assistant came to my house to find patterns to send that same day to the factory. Of course, I had the finished patterns filed away. What she found was an old set of working patterns. She didn't know if there were seam allowances or not, so she added them, AND made very clear by telephone and in a note to the factory what she had done and how much to remove if need be. She called me later the same day and I told her those weren't the right patterns. But you know all this - she wrote and told you. She had no instructions to send - they were locked in my files with the finished patterns. She made an honest mistake based on her interest in accommodating you and your project.

But let's look at the other end of the line - she was told to send two sizes so the factory could do production samples. She sent the two sizes that were specified. The molding supplier sent the only cup covers he had ready. The cup covers they sent were too small for the cups they sent. That's what the testing is all about - sometimes you have to use cup covers on size larger in order to fit the cup properly. You don't know until you have covers to test with. Which we did not.

Needless to say the production samples that I had hoped to take out to sell were garbage.

Of course they were! The covers that were too small caused the cups to collapse. That was totally a case of not having tested the covers over the cups. This I discovered when I went to the factory and talked to the production manager. Those bras should never have been made up with the wrong covers!

It was then I found out all my nude components had not even been dyed and I had no production time scheduled. Going into summer when everything is shutting down for holidays I knew I was in trouble. When my pattern maker came back from her teaching trip she got mad at me for upsetting her assistant and said I had no business doing things on my own. She also only told me she was going away three days before she left.

My assistant wrote to you on the 18th of June:

"I have the shipment of items to be dyed in the Nude colour ready to send for dyeing, but despite several requests for a colour swatch from David, I did not receive it. Otherwise, I could have sent this off for dyeing earlier. Sorry for the delay. I made several phone calls in May, trying to find a source of nude powernet, or a place where I could get the powernet dyed for less than \$4.50 per meter, but DDO in Montreal is the best I could find. They will do small runs and they do a good job. I did my best to solve the nude powernet problem, and DDO is my best solution. If you know of a better solution, please speak up now, because I have everything, except the colour swatch ready to go. If you are satisfied with DDO, you should make sure that a colour swatch gets sent to them.

I wrote to the new PM and said " Since you are now handling this project, I will send the fabric to the dyer of your choice but I do not want to take responsibility for the resulting colour matching or the shipping here and there".

The new PM replied "How did it become my or David's responsibility to provide swatches or find a dye house???"

Well, ya see....that would be because David was having the fabric dyed for the foam cups and we wanted all the components to match that. We were only supplying the ground fabric. And SHE was the project manager. You would think that would be one of her responsibilities!

She would not release any of my patterns until I paid an outstanding bill for my samples which were incomplete so I paid her and my new project manager picked them up, only to find out they all needed to be fixed.

Actually your new PM did NOT pick them up, you sent another client to pick them up on Sunday, Father's Day, June 15. Of course I would not let the patterns go out without being paid for. What pattern maker would let a first time client have the full set of production patterns go out the door without being paid for? You then sent the patterns to the new PM who told you a cock-and-bull story about how the patterns needed fixing. Did anyone tell me? Had anyone given ME the chance to make them right (if they were wrong?) I would happily change the patterns if there was something wrong with them that I didn't catch? But no one said a word about that until I read about it in *this* blog.

Everything was crooked and nothing lined up. I'm not a pattern maker so I don't technically know what was wrong with them but they have since been fixed and my new project manager fixed them free of charge because she was so horrified at what I've been through.

It is very easy for someone to find fault with someone else's work, especially if she is expected to find something wrong. You are 50000 miles away! She can easily SAY she changed them all, and in reality do nothing. If there are things wrong with the patterns, and you show me the "changes" that the new PM did "for free", I will re-imburse you fairly for those changes IF they relate to errors that would cause production problems, and not cosmetic changes that are subjective with any designer/pattern maker. You are a bra fitter - you approved the fit on ALL the sizes on May 8. There is nothing wrong with the patterns!

Design and pattern making has a lot of areas open for interpretation. The foam cups existed. I made bands, and slings and bridges to fit the foam cups, and to fit the bodies on which they would be worn. I made the slings by cutting up the foam cups to make sure they were exactly correct and draped the right way. I wrote out all the instructions for the factory along with the specifications to go along with them.

Needless to say, I have definitely been taken advantage of. There was no need for this project to drag out this long and cost this much money. I made a commitment to produce in Canada and I now feel that was a big mistake because I may not be able to afford to go into production at this point. It's very devastating.

From the beginning, I told you the prices I charge for pattern making and grading. You said you had actually allowed 20,000 for making new molds, however I used stock molds and you only had to do 3 new sizes which cost a total of 3000. So there was a savings of 17,000 right there. I also sent you a very rough estimate (below) of the cost of goods on January 1, and you said you were expecting this kind of price. The actual prices I charged were in most cases, actually LESS than what I quoted in January. From the beginning, you have paid the foam cup place directly - I certainly don't get paid a commission from the foam cup company or anyone else.

COMPONENTS	Quoted	Charged
Power Net	8.50	9.00
Lycra fabric	15.00	9.50
Lace	2.50	1.90
Stabilizer	3.00	2.50
Mat clips	0.35	0.25
Sliders	0.09	0.09
Wire casing	1.00	1.20
Hook and Eyes	0.50	0.50
Underwires	1.00	0.50
Band elastic	0.75	0.50

Strap elastic	0.70	0.70
Foam cups (billed by others)	1.75	1.96
Cup covers (billed by others)	0.60	1.00
Cut and sew (billed by others)	12.00	10.00

Below is a summary of the landed costs of the goods that I sold you and what the actual landed cost to me was for those goods. I know others can quote a low price per unit on certain items, but if you have to buy 5000 in order to get 600, the price per unit means diddly-squat. Landed cost HAS to include the freight to get the product to me (you were never charged freight costs - you would be shocked at how much it is) nor were you always expected to take the entire minimums from the supplier. Even something as simple as power net, I had to buy 200 metres so you could use 132. I charged you 0.25 mark-up per metre which "just" covered the freight.

If you knew how much it was going to cost from the beginning, and the actual price is now less.... why are you now shocked at the price? I sent you a rough estimate of what I thought the various components would cost on January 1 of this year. Here is a chart I made of the comparison between what I thought it would cost at that time, and what you were actually charged at least 3-4 months later. 2 of the major suppliers had gone out of business and I was forced to order the power net and the main fabric from a different supplier, one of which was a higher price. I have no control over the price of the foam cups or the cut and sew facility. They are independent agents, as I am.

Description	Charged	L/C	Profit	To the net cost of goods, I also paid for freight
Power net	9.00	8.75	0.25	Minimum 200 m from supplier - you bought 132
Poly lining	2.50	3.09	-0.59	50 metres minimum from supplier - you bought 6
Nude 1/2" elastic	0.60	0.54	0.06	Minimum from mill 5000 m - you ordered 1300
Nude wire casing	1.20	0.84	0.36	Minimum 5000 metres - you ordered 600
Nude metal sliders	0.09	0.06	0.03	Minimum 3000 - you ordered 2300
Beige strap elastic	0.70	0.55	0.15	Minimum from mill 2500 metres - you ordered 400
Beige strap tape	0.70	0.48	0.22	Minimum from mill 2200 metres - you ordered 600
Greige hook & eye	0.50	0.37	0.13	100 dozen min. - you ordered 50. Also I paid to import
Nude Cotton lining	10.00	10.00	0.00	Actual price - purchased locally
Wires strong plated	0.50	0.32	0.18	Min. from supplier 300 prs per size - You ordered 100-200

I got absolutely no money from you other than the pattern making, sample making and grading. Yes, I made a whopping 19% profit from selling you the minor components of the bra, which in some cases didn't even cover the freight. However, there was NO hourly charge for me to source goods, no hourly charge for me to talk to you on the phone at least 2 times a week. No added phone bill charges for me to call long distance to you or suppliers. So NO - I don't agree that you were taken advantage of. You have all the components and materials to make more than 1000 bras plus the patterns to make them with. All that remains is to have them sewn up.

Now I will ask you -

- Why didn't the new PM come to my shop and check on the supplies to see if they were there (since you seem to have doubt that they existed) I sent you the invoice and the factory a packing slip so if there is any doubt that the goods are there, check with the factory. They count everything they receive.
- Why didn't the new PM come to my studio and "check over" my patterns then instead of doing it behind my back? IF there was anything wrong with them, I would have (and still will) correct them. I still think it is insulting that someone who, by her own admission, "struggles" with pattern making is going to have the last word on patterns I created.
- How do you know, except by her word, that there was anything wrong with them? She can say anything because you know nothing about pattern making. The true test was in the fitting samples. And you approved the fit of all of those. You are a bra fitter and you know how bras are supposed to fit. You said that in this blog entry! You approved ALL the sizes. How can you now say the patterns are wrong?

Here are the charges that are common in the bra industry for pattern making, grading and prototype making. I got these prices from your new PM a couple of years ago, when she and I were working with a common client. She gave me a sheet with all her prices on it. She told me at that time that my prices were too low and I should raise them to be more in line with "the industry". I never did change my prices because in my opinion, the prices are too high. She charges by the hour to manage a project - \$80 hour when she is at the factory. Here is a comparison of her price of a molded bra in 8 sizes, to my price. I only had a price sheet for 8 sizes, so that is the one I will quote from. Obviously, you had 23 sizes so the prices for grading on your project have been higher, however I would not presume to know what her charges for 23 sizes would have been.

Description of service	Her price	My price	Comments
Master Size Includes first pattern calculating mold information fit sample of base size 3 to 5 fittings with fit model (model fees extra)	2000-2500	1000	I don't require a fit model. I do most of my work remotely with the clients acting as their own fit models (usually). I make as many samples as is necessary until the client is satisfied and approves the fit.
Grading Exploding the grade into 8 sizes	1000-1500	250 x 8	250 per unique size including the fitting samples
Fitting samples Includes fitting and samples for 3-4 of the graded sizes Complete mold information on all sizes Report on product testing and fit testing	2500-3000		This is all included in my grading price. Any samples the client requires are made as part of the service.
Factory specifications Sewing specs Measurement specs Complete information for cut and sew facility	1000-1500		This is included in my grading price
Total price for 8 sizes	6500-8500	3000	