**Chapter 1: Background – A future tycoon in the making:**

“There is no school equal to a decent home and no teacher equal to a virtuous parent.”

Mahatma Gandhi said these words when talking about the importance of parents in the life of a child. Like any other child, Kama Maharaj had the guidance of a parent, which helped him to reach where he is today.

Kama Maharaj is one of the most successful business tycoons in the world. His make-up brand, Sacha, is world renowned and used by people and celebrities throughout the world. The fact that he is now where he is has nothing to do with a childhood entrepreneurial dream. There is something much more than that at play when talking about the direction in which Maharaj took his own life.

To understand why Kama Maharaj reached the heights that he did, it is important to take a look at where he came from, and the sort of background and upbringing that he had. As is important with the development of any child, his childhood and his parents helped to frame the sort of person that he would become, and gave him the vision of what he needed to do in his life. The upbringing was what gave him an ultimate goal to achieve in his life, and also the reason why all his efforts thereafter were focused on achieving that very goal.

The story of Kama Maharaj can be traced back to Trinidad and Tobago, at the time of the Indepence of India from two hundred years of British Rule. A Blind Pundit arrived at Trinidad and Tobago around this time, along with his wife.

The time was a turbulent one. Colonialized Mother India was finally giving way, and with the British gone, was sending out its sons and daughters all over the world, where they spread the incredible culture and traditions of India and Hinduism. Much like baby birds leave the nest once they learn to fly, the people of India had grown wings and had taken to the air leaving the nest to join the great circulation of life all over the world. They went to each corner to explore and find and try their luck with the world and its inhabitants.

They knew, that the world had a lot to offer, and no longer constricted within their own country they set out to examine and find all the possibilities.

Trinidad and Tobago was a major destination during this time. Much like Guyana, they received a number of visitors from India, who immigrated and with them brought the ever involving Indian Culture. Just like any segment of the world needs a leader of culture to support them and their beliefs, these Indians too needed someone to support their culture at this time.

Living in a foreign land, it is easy to lose touch with everything that make a person who he is, his culture. Without it people would become same as they country they lived in really fast, and soon forget their mother land, where they came from and their ancestors.

The presence of the blind Indian pundit was one of the greatest blessings for these people in Trinidad and Tobago. Together with his wife, he was a force of nature, and made sure to provide teachings with regards to Indian culture and heritage. Teaching, learning and practicing the deeply historical and special “Ramayan” was something that he did with a regularity that startled everyone, and helped them to maintain a contact with their own roots, while searching for their luck in a foreign land where they were without any other contact of home. The “Ramayan” was an indigenous part of the migrating Hindus, and they placed a value on its teachings and the art of learning of it. Any and all who were associated with teaching the epic were placed in high esteem across the local community, and given the utmost respect.

They were the recognised guardians of the culture of India, and to the foreign immigrants, there was scarcely anything more special than the culture that they had left behind. The blind Indian pundit quickly became famous and one of the most well-respected men in the upper strata of society in Trinidad and Tobago.

So life went on for the blind pundit and his wife. They were treated well, and were famous in their own locality, and even further off, as people from all over came to visit them and hear his teachings. But there was one sadness in their lives, and that seemed to be their inability to have a child. This was the one thing that kept their life from being idyllic in this new land, and the lack of a child made their lives seem emptier as they were without the joy that the pitter-patter of tiny feet can bring to the heart of a parent.

This is where the story takes an important turn and Kama’s mother enters the picture. Coming from a normal Indian family, Kama’s mother was promised to the blind Indian pundit and his wife. She was only a baby at this time. Her Grandparents saw that the blind Indian pundit was revered in society, and he would help Kama’s mother to have a great start in life. Not only would she be able to live in a privileged family, which knew no bounds when it came to culture and tradition, she too would grow up being educated by the self-same ever-important culture.

Here we can see one of the first lessons which was later integrated into the brand of Sacha, and that is the lesson of the unique. The blind Indian pundit was one of many cultural leaders over in Trinidad and Tobago, but not every leader had the same following as him. People from all over came to see him and hear from him, learning what lessons they could, all the while reconnecting with their own tradition and culture.

There was a reason for the popularity that he experienced here. Although there were other people doing the same thing that he was, he had an edge over them, which made him unique. He was blind. He had mastered the art of reading the holy scriptures in Braille, a script which at the time was still a source of mystery and curiousity back in the day. They were not sure how he was able to do what he did, and it seemed to them that he was reading the scriptures through his hand, making it seem to many that he was in possession of magical powers.

As a result, more and more people came to see him. Their arrival was motivated not only to learn their culture, and keep contact with it while in a foreign land, but also because here they were able to experience what they thought was something unique and magical. Because of his apparent powers, the blind Indian pundit was well revered in the society, and to Kama’s grandparents, it was not even a question whether Kama’s mother should be handed over to him or not. He was their cultural and spiritual leader, and she would be able to grow up among some of the wisest teachings in Hinduism, absorbing in all the culture. In their expectations for her, also lie a view of how things are expected to happen, and where they go wrong.

The lesson that can be learnt from here, is that a product which is introduced into the market does not necessarily have to be completely different from all of its competitors to be successful. On the other hand, this is not necessary at all. The only thing that is needed here instead is the product should have one unique difference which sets it apart instead of being a completely different product altogether. Thus, even though the blind Indian pundit was a pundit like so many others in Trinidad and Tobago, he was unique because of his ability to read braille, and more people came to him to learn than to any of the other sighted pundits present there at the time.

Kama’s mother joined her ‘father’ the pundit in his travels around Trinidad and Tobago as he went from place to place carrying out ceremony after ceremony in different locations and went from being a person who was known locally, to more famous throughout the country.

Kama’s mother helped him with all the ceremonies while she grew older and better at helping him with age. Constantly being a companion for her ‘Pundit Dad’ meant that she was able to learn all the great texts at a very early age. She knew about the sacred Hindu texts and the lessons that they taught at an age where children her age were still running around and having fun and playing games. Due to this, she grew much mature at such an age. She was also given responsibilities by her adopted father, as she grew more and more familiar with the idea of working, and learning all about the various rituals and pujas which the blind pundit was a part of.

Her knowledge knew no bounds, but along with the cultural significance of her learnings, she had to develop street smarts as well. She was the one who was given the responsibility to acquire the various herbs and marijuana which would later be used during the course of the pujas. Getting these herbs was not an easy prospect for anyone, let alone a child of such a young age. But people adapt to the situations they find themselves facing, and Kama’s mother too, was able to adapt to the challenges in her life by facing them head on, instead of trying to avoid them. The drugs and herbs were needed for the evening holy chants, and burnt with incense among other things to get into the trance state required to perform the pujas which they needed to each day and night.

At the time, Cannabis was illegal in Trinidad and Tobago, but coming from a place like India, where the drug was not only legal, but also used regularly by people for many and carried purposes, the blind pundit’s pujas required it and could not do without it.

Due to the controversial illegality of the drug, the marijuana was never something that was widely available in Trinidad and Tobago. Still, the adopted daughter of the blind pundit was not a person who let these little things get in her way when she wanted to achieve something. What other saw as problems, she saw as a simple hurdle that needed to be crossed. Viewing the entire world like this she was resourceful enough to know where she needed to go to get the herbs. Often she almost got into trouble, but was never really confronted by the problem of someone stopping her.

On top of that she had the advantage of being the adopted daughter of a famous figure like the blind Indian pundit. He was notorious and famous there, with people coming from all over to talk to him and take his advice and learn from the teachings he imparted.

She had a good relationship with them and they were attached to each other a lot. Unfortunately for her this attachment proved to be her downfall when it came to her education. She had been admitted to a boarding school for girls where she stayed to educate herself in this period of time. Her high school education in Naparima high school came to a drastic end, however, when she had to be withdrawn from the school. Her adopted parents loved her a lot, and could not bear to be parted for so long, as her absence made them sad.

The family might not have been her original one, but the fact was they were good together and stayed together like any other ‘real’ family. The fact that she was not blood relations with them did not stop them from loving her like she was their own child.

However, the pundit was a harsh father and he wanted her to know all about everything that he did. He wanted her to be an expert in the teachings of the Holy Scriptures and went out of his way to make sure that she knew all that he could teach. Because she was a child, there were often times that she was a bit restless and at these times, she would be scolded and punished for not paying attention to the teachings that he was looking to impart on her and educate her in her culture.

At this stage in her life she was happy with her lot in life, and did not mind much when it came to learning what they were willing to teach her. She had accepted that this would be her life at the time, but despite that in her mind she was very much a modern woman, one who could not possibly be bound by the restrictions that modern society put on her. This side of her was suppressed as she respected her adopted parents to much to be defiant and go against what they wanted her to be and what they wanted to teach her.

Unfortunately, this side of her life came to an abrupt end at the young age of 14. She was left alone in the world, as she lost her adopted parents at the fragile age of 14. She then returned to her original parents where she had to adapt to a new type of life yet all over again, something she had not been used to. Such a change coming at such a significant point of her life left an obvious impact on the person that she was, as she was changing herself at that point anyway.

She was left with her original family, the Seereerams. When she came back to them they were happy and she started to bond with them. At the age of fourteen she needed a positive influence on her life to shape the sort of person that she could become. Unfortunately for her, her original family did not have the most forward mentality in the world.

In the first few days, she was told of the reason why she had been given away to the blind Indian pundit. She did not appreciate the entire thing as it made her feel like she had not meant anything to her original family to have been given away so easily to a person they did not even know personally and only because he had been famous in the context of his rituals and had a successful cultural and religious practice. While her life with the pundit had not been bad, and she had loved them, at the same time life had been tough and it had been difficult for her adjust to a hard life like that where her education was not given any priority. The amount of work she had been handed was more than most people her age, or even those who were older than her could do. Her life was such that she did not regret her time there, but she did not like the fact that she had been traded away as if she had been nothing more than a commodity.

The entire thing made her feel like she had been betrayed by her original parents.

“I feel like I am nothing more than a cow to you!” she exclaimed to her parents. “You just gave me away like that as a baby, and did not even try to hold on to me like all parents should. That is never the way in which you should treat such a small child, taking away the opportunity that it has to get to know who are its original parents. Just because I was too small to say anything you went and made a decision without even thinking of me!”

“You were young, and he was a famous person!” her mother told her. “We knew what was good for you, and going with him was the right thing for you to do as that way now you are so educated in the culture of our home country! You are a cultural and traditional girl and this will help you so much in the next part of your life. You will not have any problems at all, you will have the ability to use the knowledge that you have gained there and use it in this life.”

“Next part of my life?” asked Kama’s mother. “What do you mean by that? What is the next part of my life?”

“You are fourteen now,” her mother answered. “You are at the perfect age where you can be married without any problems whatsoever. In this way you can find the perfect person to marry you and you can go off and marry now. Your culture and traditional values, and the lessons you learnt at the feet of the pundit will only help you in this.

Kama’s mother was more than shocked to hear this. “What? Marriage already? What are you even talking about? I am too young to marry anyone right now!”

“No, fourteen is the perfect age. Why wait anymore, it is the time where you can get married and have many children instead of spending time in your parents’ house. There will be many people who will want their sons to marry you. After all you are the disciple and adopted daughter of the great blind Indian pundit. There are not too many people who will overlook that when it comes time for your marriage, and the offers will reflect exactly that when they come. Don’t worry, we will help you to find the right match and marry you off so that you can serve your husband for the rest of your life and stay away from any problems. You can even put all the things that you learnt from the pundit to good use in this manner.”

She was furious with her mother and father to know of their plans for her. They did not see that she had the potential to do so much, and was shackling her down with a man before she could even learn more about herself. She was not ready to marry anyone, and not being ready, she would not. No one could make her if she really did not want to. After all what could they do? Force her hand? They had given up that right when they had given her up at such a young age and chosen not to be the family that would raise her to become a woman.

She shattered their dreams of marrying her off, by simply refusing to marry anyone. She also broke their expectations and the glass ceiling that was placed on all girls who were born in that family. She told them that she planned to not just sit around waiting to be married, and instead she would do exactly what she wanted.

Her dream was that she wanted to pursue a career the likes of which had never been seen before in the family. She wanted to become a hairdresser in the port of Spain and had a passion for hairdressing, something that she herself had learnt without the help of anyone else.

The decision to pursue such a career was against everything that a Hindu Indian family could think of as a viable option for a woman. To them it was almost similar to prostitution and there was nothing honourable in such a profession even if the person was making the choice for herself and not taking anyone else’s help to do all that she was doing. The conservative side of the Hindu Family could not accept such a decision in the 1950’s.

It was against everything that the family held close to them as values back then and they hated the fact that she had chosen it as a career choice instead of something more familiar, and something which they had approved off for her. They were not able to challenge her as though she was only fourteen, she was feisty from that time and they were afraid to challenge her decisions because of what she might tell them. She did not stop herself from expressing her thoughts clearly, and her conservative family was too afraid to tell her anything as they were not ready to take criticism from her that readily.

So what they did here may be considered to be sneaky. They saw that they could not stop her from doing what she wanted, but at the same time they wanted to keep an eye on her to make sure that she was not deviating into something truly immoral or getting herself into trouble.

They instead decided the only way they could do this was by paying someone to track their determined queen of beauty without her knowledge. If she did not know she could not say or do anything about it. As a result, to help her in their mind, they thought she needed to be tracked to make sure that the difficulties she fell into were not something which would harm her too much. They paid a relative of theirs one dollar per week to track her to and fro in her journeys to the port of Spain. Where they were staying at that point of time a dollar a week was not a small amount, and the relative agreed to act as a spy like a thriller movie. The one thing that they had to be sure about was that she not become aware that her moves were being tracked by someone, as they wanted her to act as normal as possible in her daily routine and not become distracted by the fact that she could be followed. They just wanted to know what she was doing every day and that she was not involved in anything that would harm her or cause her family harm.

If they had talked to her and trusted her, then this would not have been required, but at that time, their trust for her was truly limited and it was not natural for a girl from a family like their’s to be doing what Kama’s mother was doing. The entire thing was so unprecedented they were not at all sure how to treat the situation and as a result they were caught unawares when she first began and they realised she was serious about her career choice. It was not just a passing fad, something that would soon pass away.

The entire thing seemed to be scandalous, as that sort of profession was not looked upon favourably back then, with it even being equated with prostitution though the two have no actual similarities. The time was such that they did not see they were wrong in their thoughts and that they could make the situation easier for everyone by supporting her in her decision.

Being stubborn is a huge sign of the Indian families of that time, and they stubbornly held on their beliefs much the same way in which Kama’s mother held on to her dream of being a hairdresser. Neither was about to change their mind for the help of the other, and they would not adjust themselves to suit the other, as they were the ones who were in the right in both of their minds. So the relative was briefed about his work and told to not let her know at any point of time that she might actually be being tracked.

They referred to her as ‘Lady Jack Spaniard’ to make fun of the fact that she acted like she was a man and did not act the way that they thought all women should ask. She acted more like a Spaniard or a foreigner instead of a true blue Indian girl, and while this caused them distress, it also gave them more reason to have her followed by the relative who started to earn a healthy one dollar each week with the condition that she never get to know of his presence.

Mr Basdeo Panday is a former Prime Minister of Trinidad and Tobago. Before he could rise the heights he did in his later career though, he was a young boy. He was hired at this time to help walk the young hairdresser to work in her first few days of work in San Fernando. She was so beautiful that there was no way that he could forget her and she was unique. There was something completely different about her from any other person there at that time. There are people who have an unforgettable personality and they cannot be forgotten by anyone who come in contact with them. Kama’s mother was just such a person, and the force of her personality left the young Mr Basdeo Panday in awe as he was swept away by the simple character that she was. He also was completely overwhelmed by her beauty and swooned in her company when he used to walk her to walk early on after being hired.

She was not someone that people got used to and it felt like she was in charge whenever she walked into a room and that her natural charisma actually pointed her out to be the leader in any situation even if the person who entered the room or who was in the room was unfamiliar with who she was. That condition did not stay too long as it did not take too long for people to get used to the forceful personality which was Kama’s mother, an aspiring hairdresser in the early days of her career in the port of Spain.

On one such occasion the two of them were confronted by Madame Maharaj’s father. He had had enough of her free spirit which he only saw as a form of disobedience in his own house. He wanted to teach them both a lesson. He saw young Basdeo as one of the reasons that his daughter was doing this. He wanted to limit his daughter to the infamous flat rock off the San Fernando wharf. The ‘conversation’ that he wanted was not even a conversation at all. He had lost his patience with Madame Maharaj at the point and wanted to make his point forcefully if he had to. He took out his excellent cow’s leather belt and started beat young Basdeo and take out all of his anger at his daughter’s apparent disobedience on this young boy, the budding politician who was still far away from his political career. He did not stop beating him easily and he got a lesson in defending his friend, Madame Maharaj. She was not one to scare easily either and decided to not let her father intimidate her that easily. Where other people might have run away and left Basdeo to whatever fate with her father, Madame Maharaj was never a person who left her friends in these conditions simply because she was afraid.

The petite and beautiful young woman put away all thoughts of preserving herself away from her mind when she saw that her friend was being beaten up like this by her father through no fault whatsoever of his own. She came in between them and protected him with her whole body, not caring that her father was showering down blows on the both of them. She was too honourable to let her father beat her friend up because she was not ready to defend him. She took all the blows that her father showered down with his belt on the both of them.

The incident left a great impression on young Mr Basdeo Panday and determined a lot about how he approached his own career as a politician and future prime minister of the island and become a proper person in his life as well. He later attributed his fighting spirit and never-say-die attitude with Madam Maharaj and the way she behaved in her own life and did not ever back down from a challenge or even let a friend down in any situation.

Her fighting spirit she would go onto pass down to another young man, who changed a big part of the world later on in his life. Her future son Kama was exactly like her in this manner, and never bowed down in the face of adversity and instead became a person who only took on challenges and completed them even when other people might say that there was no way for them to emerge as anyone with any sort of power in real life. Now he is the huge tycoon in charge of such a large section of the beauty industry which has revolutionised the way in which they industry is viewed by so many people in the world, creating a brand which caused such a movement to inspire equality in the world.

Kama’s mother was not a person who would be confined to one part of the world. Her determined personality and the way she would treat the world as one big adventure yet to be explored made sure that she went to different places without stopping to think too much about the dangers there, as she had become aware that by the force of her personality and the determination that she possessed in such abundance there was little that she could possibly not be able to do if she wanted to.

She continued her adventure and left to come to the United Kingdom to pursue her dream of hairdressing. It was not an easy journey back in those days, but the prospect of many days of journey and travelling to a place where she had never been did not stop her from making the journey to where she felt she would receive the opportunities and help she needed to make a difference in her life. In 1958 she made the difficult journey. Back in those days the trip used to take over eight weeks to complete. To pay for her way over to the foreign land, instead of buying a ticket, she took up a job as a maid. She had no excessive pride which would stop her from doing whatever was needed to achieve her dream. She made the entire journey, although back in those days ships were known for being an unreliable method of travel which had a lot of dangers associated with it which were not something that too many people wanted to brave in those days.

Once she landed in the United Kingdom she knew of the many difficulties that she would find herself facing, but did not care as her goal here was to put herself through beauty school. To do this she knew that she needed to work harder than she had ever done before. She did what she had to here to earn money, which included acting as a babysitter for a rich family.

She put all the money into her education here, not wasting any at all, and went by the phrase, ‘Waste not want not.’ That was the motto of her life. It was like she managed to get through all of these days through sheer determination alone not stopping for anything to accomplish what she needed to, to achieve her ultimate dream of being a proper hairdresser who could do anything that she wanted to.

She went on through her determination to Paris, France, the capital of the beauty industry of the world. Here she worked in the industry and learnt how to dress up the ordinary drab ‘black hair’ and become an even bigger force in the world of female beauty.

It was in France that she was dubbed with the moniker ‘Madame Maharaj’, and it was there that she became a top name. It was the beginning of a long journey that took place there. When she had first gone to the United Kingdom and later to France, no one had expected her to achieve much and thought of the time she was taking there as nothing more than a vacation trip. It would not be till later that people realised that the whole time Kama’s mother had focused on the goal which she had and had strived to achieve it.

That was not the only shock, however.

When Kama’s mother came back from her trip to Paris, France, and returned to Trinidad and Tobago, her Indian middle class Hindu family had a near breakdown. Gone was their cultured traditional daughter, who had grown up learning from the blind Indian pundit, and instead in her place there was now a woman who they could hardly recognise.

They were not the only ones. Anyone who had known her before she made the trip found it hard to believe this was the same person they had known before she had gone to Paris. Whereas before people saw her on the street and took note of her due to her confidence and good looks, now it was something else completely that drew their gaze. Gone was the black hair which she had sported her entire life, something that her family had loved for its length and beauty, and instead of it, her entire hair was coloured red on her head. It was the signal that things had really changed.

A family which is so rooted in tradition and culture could not believe what had just happened, and that their daughter had broken away from what was acceptable and what could be done just like that. They could not understand her rationale. It was not possible for them to understand why she had made such a move where she had changed her look completely.

But, Madame Maharaj knew exactly what she was doing. This was an excellent move by her as she was implementing her strategy for her brand. She named her brand ‘Madame Maharaj’ something that caused a lot of curiousity among the locals and drew attention to her. On top of that, her red head of hair was the symbol that would draw people to her shop.

She was Madame Maharaj, the hairdresser with red hair, and the two would be equated together by anyone who saw the startling mop of red hair on her head.

It was a way she used to differentiate her from everyone else and everything else which was available in the market at that point in time.

Even today, Madame Maharaj and her red hair is known well in Trinidad, while there are cosmetology schools named after her. As for her son, Kama grew up in such a way where he could observe his mother ply her craft on people, and practice the art of beauty until she perfected it.

For anyone who needs to know the impact Madame Maharaj had on a young Kama, all they need to do is come into Kama’s office. There at the rearside of her office is her picture, still there and strong, supporting her son and looking straight out at the visitor. Her support and influence was invaluable to Kama, and the person he would later go on to become.

The entire world looked on her as the woman with red hair, like she knew that they would. She had predicted exactly this when she had gone and dyed her hair red, and created a brand for herself.

Anyone who knew Madame Maharaj would be able to say that they knew one of her common sayings. She compared herself to Coca Cola. Like the soft drink brand had established itself as the largest manufacturer of the product with beautiful and excellent packaging, she had done the same for herself. When people thought of cold drinks, they thought of Coca Cola. Similarly, when anyone thought of red hair, they thought of Madame Maharaj and her beauty salon. She had done what she could for herself really well, to such an extent that now it was on her son to live up to her reputation.

**Chapter 2: Growing up, Opportunities, and the Power of a Name**

A boy considers that he has become a man, when he enters his high school. Short pants are finally gotten rid of, as they no longer have to wear those short length half pants. In their place instead comes the much loved full-length pants which all boys of a certain age look forward to wearing as it helps them to look so much more grown up.

Naparima High School was the best school of the secondary level and attending the school was looked at as a milestone in the life of any boy. It was considered to be the first step into manhood by many, as they stopped considering themselves as boys any longer. The change had come, and it was a change for which they had been looking forward to their whole lives. Like boys from anywhere else, they could not wait to grow up and be like adults and do whatever they wanted.

To be free of the restrictions of childhood and devoid of the responsibilities of adulthood is considered to be one of the major points of happiness in anyone’s life. It is in that stage that they can actually enjoy life to the fullest extent and not be bothered by anything else. At least that is the belief. It is also a time of mental strife as children get used to the idea of not being children, and their parents have to learn how to treat them like adults. Their mental and physical changes also take a tax on their mind and how they think, so this is actually a critical point in their lives. This is a point where they need to learn who they are as people and who they want to be when they finally grow up into men.

Kama had been born and seen Madame Maharaj’s ever growing business, and in there he had taken his first steps, and said his first words. He was not like the other boys, and had a strength of personality that people compared with his mother’s. There was something different about him which set him apart, and although he did not have red hair, it was something else altogether.

Kama’s story was always different from all the other boys. At school and college, he was like any other student and boy, attached to studies and diligent in whatever he did. His diligence came from his mother, who had taught him a long time ago that there was nothing like hard work to achieve your dreams. He played sports as well, and hung out with his friends.

After school, it was the pastime of the boys to hang out near Harris Promenade, where they would show off and try to capture the interest of the girls from the convent and the Naparima Girls’ School. They would stay there and be up to various antics while they tried to engage in conversation, while some others would simply be there to relax and unwind after a day at school. For Kama, however, the situation was quite a different one. Not only did he not have time to hang out there with all the other boys, he was busy at work back in Madame Maharaj’s shop. But here came the catch, while everyone else was busy trying to catch the attention of girls, Kama’s approach with girls was completely different.

He would be at his mother’s shop helping and working, and right there all around him, he would be surrounded by the completely all-female clientele of his mother, thereby not giving him any difficulty in meeting women. While the other boys were awkward and unsure about themselves in front of women, there was Kama, full of confidence, because he had realised from an early age that a woman was not something to be afraid of. With his mother’s guidance and the sort of surroundings he had grown up in he was used to talking with women, and saw them as people instead of an almost separate species like so many of his friends at school still thought.

There was never a time when Kama was not sure about what to do when he first opened up his brand. His surety came from the fact that he was confident in his own abilities as the person to run the brand, and the other point was that he had been neck-deep in the beauty industry from a very young age.

He used to spend his time in the shop helping his mother with various odd jobs from a very young age. His mother did not care that he was young and put him up to many and all menial tasks that there were available at that point. He would sweep the hair from the floor, and clean the hairbrushes. He would also be one of the major helps of his mother when it came to doing the makeup of the customers who had come from near and far to be clients of Madame Maharaj.

She was famous in her area by then and had reached heights which previously had not been known. What was more, her fame was not restricted only to her locality as was evident by the customers who used to come to her on a regular basis from all over the area and far off places to get her services.

It was while he was in this shop doing all the menial tasks, that he learnt many of the lessons that would go on to help him be successful later and run a business which became such an internationally successful brand which is recognised all over the world. The lessons at this age helped him and his brand to become what it did, because the best lessons are the ones learnt at home.

During his time working in the shop, he made an observation that pointed out to him the later for something different that was needed in the market. Madame Maharaj’s shop catered to people from every ethnicity and race imaginable and they used to come to the shop to have Madame Maharaj work her magic on them to make them look good.

What he realised during this time was that the people who used to come would get their hair done and put on a lot of makeup, but by the time they were done, all the makeup would make them look like they were clowns.

He found this incredibly amusing and would laugh to himself to see so many people come day after day, and get themselves made to look like clowns or jokers, as if they were from a circus. What would puzzle him even more was they would be very happy to look at themselves in the mirror after that, and then pay for the service provided. The hair was always faultless, but he could not understand the concept of the makeup, and why people would want to pay so much to only end up looking like that. They ended up looking red-faced and laughed to himself, making sure to not point it out in front of them and hurt their feelings. He would then ask his mother, and tell her how he thought that they looked more beautiful before makeup than after, and how the makeup seemed to turn them into red faced clowns.

For the life of him he could not understand how they were convinced that they looked better with all the extra red makeup on them. He thought they had been much better off before the makeup in the first place as their natural beauty seemed to be much more appealing than how they looked after layer after layer of makeup had been applied.

She once confronted her mother about this.

“Mother, why do the women like to put on so much red makeup, which only makes them look as if they are from the circus and they are jokers? Isn’t their natural beauty a much better look for them? I think there must be some better way to have them look beautiful which does not include all that makeup which makes them red in the face as if they are clowns who are about to perform!”

Madame Maharaja was never one to discourage her son’s thoughts. She heard what he was saying and thought about it. She knew that he was right, but that was not something she could just tell him, or even the clients.

“Well, I am sure you are right, but if you are so confident about your theory, then why don’t you prove it to me. Come find a method which will help them look better and more beautiful without having to use my red makeup on them! If you can do that, there will be nothing like it. Remember, the calling of my life is hair, and I can and will make their hair look faultless and perfect once I am done with it. Their hair will be better than if they went to any other place. I know how to do that, but when it comes to the makeup I do what is generally accepted as normal in the market. Make it your calling in life to change the outlook of how makeup is. If hair is my calling, let makeup be yours, and in that manner you can do away with this problem that you have so astutely observed.”

This was another message from his mother that Kama kept tucked away at the back of his mind. He had learnt a lot from his mother and this was not his last lesson which was provided by the fiery red-haired Madame Maharaj. She had come up from nothing going against her family using her brains and all the effort that she could spare. She was someone that he looked up to a lot when it came to this as she had proved herself where no one had put their faith in her.

On the other hand, here she was providing all the support to him that he could even think to ask for.

After High School, Kama decided to pursue his further studies abroad in Canada. Here he enrolled in York University to pursue a degree in Economics. His journey into the International beauty industry had begun closer to home, in fact in his own home, where his mother’s business had taught him a lot about life, people, and the Beauty Industry.

But here in York University he went on to make more observations. It was something that would come back to haunt him later in his life when he thought about it.

Here in his college he was among people of various origins. While he was thinking about life and working on his degree he could not fail to notice a few common things. Coming from a background in the beauty industry, a pattern became obvious to him.

Makeup that was being used was not as good as it could be. All the non-Caucasian girls who used makeup were red in the face and looked as if they were nothing more than clowns. He found the entire set-up sad, as the same make-up which complimented the looks of the more Caucasian girls would do the opposite for girls of different origin and hurt how they looked in real life.

This was another discovery of his that he kept in the back of his mind, as at this time he was busy working on his degree and making sure that he secured good results in his University life. He tried to not concentrate on the beauty aspects, as he was not here to work on the beauty industry and tried to continue with his own life as well as he could. While sometimes it was easy to do so, at other times it was not, especially when his friends appeared looking in the same way. It bothered him inside, although again he decided not to say anything to spare the feelings of his friends.

In the back of his mind the entire thing bothered him though as he remembered the words of his mother, when she had told him that makeup was his calling and it was his job to solve the problem. He knew that he needed to find a way to stop the makeup making everyone’s face red and taking away their natural beauty.

Finally he passed out of his University and returned to Trinidad and Tobago. Once he was home, he saw that his mother’s hair dressing business was doing really well, and she did not seem to need him full time on the job then and there.

He had earned a degree and he decided to put it to good use. Instead of coming back into the business immediately, he decided to give back to the community at large. He joined a rural school as a teacher and there he worked for a number of years. He was a teacher in the subject of Mathematic and used his knowledge to help the children to improve theirs. In the rural areas development had not taken place properly and many of the people were poor and did not have much knowledge.

He used his extra time there to help them gather themselves and taught the children the subject properly. As Madame Maharaj had been taken away from high school at an early age she had always stress to him the importance of education. Not being able to complete her education had hurt her and she did not want her child to have to go through the same fate.

She had put him through the best level of education, making sure he did not suffer in the same way in which she had, and that his future was not restricted by any of those problems which she had faced in her own lifetime.

As a result of this type of upbringing, Kama had grown up hearing about importance of education from a very early age, and had focused on his studies. Now that he was in a position to help children who really lacked the same opportunities that he had had in his life, he went out of his way to make sure they did not suffer and went above and beyond his job duties to help them learn. He was not always the best teacher in the world, because teaching was not something that came naturally to him, but still he persevered. He used the other lesson that his mother had taught him, that of hard work. “With hard work anything can be accomplished no matter how tough that is.”

He worked hard in this time devoting a large part of his life to working while with the other part he focused on working for his mother. He used to spend some time in the shop from time to time and work on all that was required of him.

He tried to be the perfect son, while continuing to do something which helped the society as well. This continued for a few years of time where he stretched himself thin keeping up the work on both sides.

During this time still, however, was the thought of how to solve the problem of makeup. He had not forgotten about it and though his degree was in economics he was determined that this was one problem he would figure out and learn how to solve eventually.

Through all of this time and effort he spent investing this incredible gap in the market which seemed obvious to him he came across a solution or what looked like a solution at the time. He realised that all of the makeup in the world at that time was directed towards Caucasian customers with whiter skin tones. There was a huge market opportunity waiting here that no one seemed to have taken advantage of.

The makeups and the cosmetics all had some form of red in them which added colour to the skin tone, but this was something that only looked good on the Caucasian customers and no one else. He could not believe that he was the only one in the world to recognise this as a problem, and that no one else had seen what was an incredible opportunity waiting to take over the market if there could be proper focus on those customers.

The Beauty Industry had somehow completely overlooked a huge market leaving the field completely empty right there.

**NO ONE WAS MAKING A PRODUCT FOR ANY CUSTOMER WITH A DARKER SKIN TONE.**

He decided that this was one gap in the market that he would somehow solve. It was his mission in life to that. Eventually, that is exactly what he ended up doing.

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One of the major challenges that Kama faced at the very beginning, once he identified that there existed a market opportunity to grab hold of, was the challenge of what to name his brand’s products which would be directed towards people of communities. His mother had a good name, Madame Maharaj, which could easily be pronounced and read by all the people of any and all communities, no matter what background they came from.

He, however, had not been blessed by such an easily pronounceable moniker which was so catchy.

Unfortunately for him, he had a name which was quite difficult to pronounce if he was to name the company after himself. If his mother’s business had taught him anything it was that the company’s business is heavily dependent on how people perceive the company and the brand and the first thing that a person hears about a brand or a company is the name, and that creates the impression which has a lasting effect on the consumer.

So he had to depend on his own creativity and his knowledge of the world to come up with a name for his brand. Being a person with a fertile mind, he had many ideas that would fit right in with the type of business he had in mind – but Kama had to remember in every step that this was not only for one particular community or region. To establish something around the world, and make people from every cultural, geographical and anthropological background to relate with the name – it was not an easy task at hand.

Let alone the world, in India and her surroundings itself there were more dialects and manners of pronunciation within the same language community than one can possibly know.

The native people from India’s state West Bengal spoke in a completely dialect and accent than the people from Bangladesh, although the language in both cases was Bengali. Similarly, the Malayalam spoken by the Malays of India sounded quite different than the Malay speaking people from countries like Fiji, Singapore and Malaysia.

This difference is probably the best understood in the more vastly spoken languages like English.

However, when it comes to particular words of a foreign language, it becomes even more prominent. There are many French, Spanish, German or even Hindi words that have been incorporated into the common English tongue. But either they are really simple to say, like ‘Gracias’ from Spanish; or they have been contorted from their actual pronunciation which mostly happens in case of French.

Kama was well aware of how people in different parts of the world had different ways of speaking. As a result, it was difficult for people speaking one dialect or one language to catch on to a word of foreign origin easily. Kama had to decide on a name that did not face any of these difficulties, and yet expressed the spirit and emotion behind the christening of his brand perfectly.

His name was Satyakama Maharaj, a name which was incredibly difficult to pronounce for people who were not from his community. The name was not something that came easily to the lips of people even from his own community.

He decided that he could not do this and had to name it something different. He worried about the name, as it would have to be something light and catchy which would catch the attention of people from all over. His name got distorted wherever he went and different people from different communities all pronounced it in their own ways, which sounded right to them. In Africa, India, Canada, the name had its own pronunciation and he had heard his name pronounced in so many different ways that he was not sure any more what the right pronunciation of his name was meant to be.

He did not want his brand’s name to have this problem and instead be something within two to three syllables which could be spoken easily by people from any community no matter where they were from. When he went to Canada his name was so difficult to pronounce that they could not even try to pronounce it correctly.

So there they had given him a nickname, and it was now that nickname which came to his mind while thinking about the name for his brand. They had started to call him Sacha or Sach. The name was a unisex one in most parts of the world and one that could easily be pronounced by anyone who wanted to talk about his name.

His mother and his family all pronounced his name perfectly and the regular clients in his mother’s shop had grown used to his name and used to call him by short form or by his whole name without much of a problem with regards to it.

He loved the sound of his given name Sacha, and he felt like it suited him perfectly. The name did indeed suit him and matched his strong and tall handsome figure and made it seem like that was his intended name all along, and many people forgot that he had another name at all which was not Sacha. He became Sacha in his own mind and to them. To everyone he represented the word Sacha, and he fell in love with the name.

So when the time came to think of a good name for his brand this was the perfect one that occurred to him. Sacha was a strong name and just like the brand name he needed for his product it was very suitable and made it look like the name had been named for the specific purpose of naming his brand. He could not have found a better name for his brand even if he had searched for it.

The name sounded good in all languages, and his friends, who had been from York University had been from all sorts of backgrounds and communities. They were Spanish, Russian, Chinese, English, Indian, African, Portugese and others and in all of their communities the name managed to fit in perfectly.

He loved the sound of his name himself a lot. When he had been in college he had been in a fun mood and often made fun of that name by inserting it into pop culture references which had made it all very hilarious for him. He often had tried to make it sound like James Bond, and like the British spy said, Bond, James Bond, he too tried to say his name in a similar way. He inserted his name in instead of the famous British spy, while talking to his friends.

“The name is Maharaj, Sacha Maharaj,” he would say on multiple occasions loving how it seemed to suit his name so well. It became a catchphrase that he used often and on more occasions than it called for.

So the name was decided. A name with power, ‘Sacha’. That is the name that would stay when it came to his brand, and he would then make sure that it become known throughout the world and become the best International Cosmetic brand which provided something for each and every skin tone without discriminating.

**Chapter 3: Making a Difference and Purchases**

**Makeup of that time and the innumerable problems with them:**

Teaching may have been one of the things that Kama was extremely interested in at that time, but it was not what he wanted to focus his life's work on. Like his mother, he had felt his calling early on.

Nowadays, when you look around, it is evident that we live in a changing world. Race inequality is a subject everyone is aware of, and a lot of people are working actively to change the situation. However, back in those days, such was not the case.

While people were aware of the inequalities, it was their way to accept the fact that they could do nothing to change the situation at all. It was their lot in life which they had been born with and had to stick with.

But such was not the case for Kama. The fact was that the same makeup which looked so good on Caucasian women made others look so horrible, and in fact, as he once pointed out to his mother, 'worse' than they had before.

This gave him a lot of reasons to think and did indeed cause him to consider what he could do to make a difference. While still working as a teacher, he made a few observations about the global makeup market.

His observations were as follows:

* All the makeup brands at the time created foundations and face powders primarily for white skin tones, and tried to darken these formulations to make the foundations suitable for women of colour.
* Black women or women of colour did not look good in makeup that was designed for the Caucasian woman. The makeup had not been made for their particular skin tone and anyone could tell that their usage only made them look worse as if they were red-faced clowns. On others there appeared to be an ‘ash’ look which could be compared to that of a corpse who was to be buried.
* All makeup imported into Trinidad were primarily for ‘white people’.
* The black woman bought what was available and if they could afford. The best types of makeup were too expensive for normal people to purchase.
* Primarily, the black women in the majority did not wear makeup, as they did not believe they could wear makeup. They had noticed that the major thing which the makeup did was to make them look worse. They had no expectation that makeup could be targetted at them as well.
* All cosmetic companies were ‘white’. The major companies had never considered that there was any other market which they needed to cater to.
* In Trinidad and Tobago, there was no local cosmetic manufacturer who catered to the islands.
* He was devastated in particular when he learned that most women of darker skin colour resorted to bleaching their skin white as there was no product available for them.

From all of this, he could conclude one major thing. No one had ever considered that it might be a good idea to cater to people of every colour, thinking that the white skin makeup was enough for everyone.

You can imagine the state of the women of that period. They had accepted that their skin was such that makeup was never going to be an option for them. It was impossible to wear makeup which would help them to look as beautiful as they could.

Nowadays, it is impossible to think of such a thing. You turn on Youtube or Instagram and you see tutorials of all the ways to apply the different makeups. None of this was possible at the time, and neither was there any awareness that there indeed could be a lack.

And thus came the realisation to the young mathematical teacher in rural Trinidad. **There was no makeup for any people of colour or for that matter anyone of darker skin tones.**

This was the tipping point where things changed and he decided that such a condition could not continue. Kama had always been blind to the idea of different races and the discrimination that he had seen in the world had made it obvious to him that such was not the case for a large number of people.

Discrimination made him feel sick, but he was alone. He alone could not take on the entire world and fix all the problems faced by people of different races. But, here was one thing that he could do. The lack of makeup for people of colour was one thing he could fix.

After all, he still remembered when his mother had answered his question by telling him it was his calling in life to be that person who took the steps to make makeup which would stop people from looking like a clown, and instead help them to look like anyone else, or even better, to achieve a level of beauty that they had not known they could achieve before.

**The Purchase**

Any mission is set in motion at a particular point, and you can guess that this is where Kama’s mission was set in motion. When he heard of a business that was going bankrupt in his area, he realised that it was fate helping him.

The marches in Selma, and the changes in the United States had been set into motion by this time. Change was coming, and it was about who would do their little bit to bring it. This was his little bit.

The company which was going bankrupt even had a name which seemed like it was a sign to him. It was called Black Heritage and had innumerable bills which were yet to be paid off. He put aside his job of a teacher and took up the role of someone looking to change the world.

He needed to know that he would be able to manage the functioning of the company in a secure manner. The company itself did not have too many faults, and most of the problems which were attached to it would go away when he cleared the bills.

In this manner, he would also not need to start a company from scratch, as that needed a lot of money which he did not have at that point. He quit his teaching job in mathematics, and instead focused on building on the dream that he had of finding a solution to the ever present problem of there not being any makeup available for women of colour or darker skin tones.

He wanted to restore the balance that existed in the beauty industry, which was leaning heavily towards the Caucasian population.

He knew that his journey would be a difficult one, but he had made a great decision to purchase the business. With a wife and two young children, he needed money to support his family, and it was the perfect way for a person with limited cash flow to make the changes that they wanted while not having to spend too much money.

Anyone would think twice before buying a bankrupt company. If you watch Shark Tank you know how difficult any business has to work to amass a fortune. He purchased the company with the blessing of his mother and an initial investment of only three thousand dollars (TT). The idea was to reshape the company and make it his own and use it to kickstart his company.

The company did not really have a good reputation when he bought it. In fact, most of the reputation from the time of its previous owner had been negative. But with Kama buying it, there was a huge brand name suddenly attached to it.

**Madame Maharaj.** No one could ever think of her name and then think that a company that she was associated with, could ever be as bad.

The idea of an online kickstarter site for a company was still far away as was the idea of a World Wide Web. So he had to rely on what he had with the knowledge that he would have to live a conservative lifestyle to be able to sustain a startup company at that time. From his mother, he knew that life could be a struggle and it was her training that helped him to deal with the problems that he faced near this time.

Such was his condition when he started **Sacha Cosmetics** in Freeport on the coast of Central Trinidad.

Kama set forth on his mission to work on doing something so daring with the reputation of his mother behind him; to invent a brand of makeup for women of colour.

**Chapter 4: Choosing a Premium Price**

The situation is a difficult one to imagine now sitting in the modern day and age. Not only was there a lack of any makeup brand catering to women with darker skin tones, such a concept had never been thought off, and as such was unthinkable.

Standing in the position that Kama Maharaj had been when he bought the bankrupt company, it becomes even more difficult to think of. He had a teaching job in mathematics, which while not being a high paying job, had been an option for him and a secure income if nothing else.

But, the problem was that in his mind, he could not see himself only teaching children for the rest of his life. While the cause was noble, his calling was elsewhere.

It was with only Five thousand US Dollars in his savings account that he decided to quit his job and start the company. From the very beginning he was prepared for a struggle. While his time with his mother had prepared him somewhat for what was coming, nothing could have prepared him for what was to come.

With a wife and two young children, he set out to change what he could in the society at the time.

**The look of the market:**

Imagine being in Trinidad and Tobago at that point in time. Not only is there no precedence for what you are doing, there is very little belief that there is even a need for the product that you have in mind. What do you do?

What Kama decided to do next set his company apart from anyone else who was present in the market at that point. The local sellers were all producing and selling makeups of lesser quality in the market, which the women were buying.

It was the accepted practice at the time. They did not see any value in making a premium product for the local clientele as they did not think anyone would buy the highly priced products from no-name brands like themselves.

There was already a presence of premium makeup products in the market for those who delivered them. L’Oreal and Revlon were only two of the many foreign companies who were regularly imported for those clienteles who were looking specifically for something of a higher quality than what they could purchase in the local market.

Kama observed the condition of this market, and made the critical observation which would shape his business and purpose for years to come. Despite the high prices, their global markets, and their international presence, these companies were still yet to recognize the need for makeup of people with a darker skin tone.

Those with a naturally darker complexion were taught to be ashamed by the prevalent methods in the society and made to use products which would make them ‘fair’.

Racism was an issue back then, and continues to be one. He watched as sadly the people chose to bleach their skin with products in the hope of being fair and meeting the International beauty standards which seemed to have been setup already.

**The solution and approach to the market:**

If you can imagine the condition in the society at that time, you may be able to understand why Kama Maharaj’ approach at the time can be looked back on now as revolutionary. Back then the only thing that people saw it as was that it was crazy. To think that people of a darker skin tone could possibly need their own makeup? Well that was something new but not totally ludicrous in and of itself.

However, the price he set for them? That was impossible. There was no way such a business could ever find success in the market.

For when he came to the market with his product, Kama Maharaj did not price his makeup at the rates that all the other local manufacturers did. Instead, he made sure that his product was priced at a much higher rate, one that was unimaginable for someone making their products locally.

He did not want to compete with the local brands. He already knew that the product was much better than any of them could be. On top of that he was offering something different and what had not been done before.

The premium pricing was done to compete with the International brands, a move that was frowned upon by anyone and everyone who heard of it. The nerve of a local businessman to even try to fight with the giants of the makeup and personal care industries?

It galled them. However, even Kama knew of all the obstacles he would be facing when he priced the product at the point that he did. His goal?

To build a premium brand locally to be able to compete with those selling their products globally. He did not want to restrict his brand and his product to only Trinidad and Tobago. His aim was to expand and export his product to every corner of the world.

The price served quite a few purposes:

* They helped to attract attention to the brand as people were curious how a local brand could be priced so highly.
* A premium price helps to make sure that people who knew about products to take look and place faith. A higher price often attracts a certain type of customer, which was what he was after.
* He wanted to differentiate his product from the local ones. There was no point in his mind to try and compete with the local brands and limit his own potential market within the small boundaries of Trinidad and Tobago.
* His ultimate aim was to be compared with the global brands like Revlon and L’Oreal, and be seen as an alternative to them, not only on the basis of the facts that they were companies of similar quality products, but ultimately to become global competitors with them.
* Kama’s company, **Sacha,** was one which was different from anything ever done before in the makeup industry. The recognition of that was yet to come, but it would, and for that very reason he had to place himself in that position, so that when the customers realised that he was doing something totally new, they would be able to place their faith in him, and purchase the product, although it may be priced as a higher alternative to all the local products which were already there.

**The Approach:**

At the time, no one had thought that a person would first of all try to compete with Global Brands while sitting in Trinidad and Tobago. It was the unthinkable approach right?

But, Kama had an idea. Before he would compete with all the giants of the makeup industry on the International stage, he wanted to compete with them on another level so he would know how to approach the business in such a way that he had a better chance of being able to approach them and compete with them on the International stage where he would be able to take them on in a better place than he had so far.

He knew that if he could defeat the Global brands at a local level first and establish himself in Trinidad and Tobago, then he could also go on to challenge them at an International level as well. He did not want to be left behind by them, and would do anything to work harder achieve success in every sphere of the market.

His resources were limited and his competitors had the entire global market to themselves as well recognisable names which would make them difficult to compete with.

However, in Trinidad and Tobago, he did have three extreme advantages which no global brand had.

* He had the brand name **Sacha**, one that is powerful and resonates. Easily memorable and with people’s knowledge about them being at another level, he knew that he could do something to improve his brand name ever further. The choice of the brand name had been a plus that he was yet to fully recognize at that point.
* The local market in Trinidad and Tobago was one that he was familiar with personally. From his days of sitting next to his mother while she worked at her shop and attended to her clientele to here, he knew all about the sort of makeup business that was present there.
* And finally, other than the power of his own brand, which he was still building at the time, there was the power of the support he had from one of the biggest brands at Trinidad and Tobago at that time.
  + The idea that Madame Maharaj had personally recommended this new brand and the fact that it was run by her own son had a lot of clout among the locals who respected the red-haired fiery Madame Maharaj in the makeup and salon industry. She had a lot of power in Trinidad and Tobago, and her backing helped Sacha to get the support that it needed in those initial days to differentiate from the rest of them. This was before the customers had actually realized how different his brand was from the rest of the world.

Kama had always had a talent for colours and spotting what to do to differentiate and make his product better than the other products which were available in the market. After all, he wanted something that would stop women of a darker skin tone who wore makeup from looking like clowns or common women who looked funny. He had seen the need while working with his mother in her shop and wanted to help them enhance their beauty by highlighting their natural skin tone instead of trying to hide it like so many other people.

**The Reaction:**

Naturally the moment something new appears in the market, with them come the naysayers. There is always a group of people on the market who are ready to limit and defame anything new that comes up by talking about their impossibility and how they would succeed.

He had a similar problem with a number of naysayers about his product all looking to talk down about the product and how little chance it had at achieving any sort of success in the International, or even the local scene. Where ever he looked, all he could see were people who were talking about how he would be sure to fail yet again. After all, how could anything else possibly happen where a local manufacturer had decided to try and go beyond the level set by other and actually compete with global brands from the tiny base of Trinidad and Tobago.

Having a wife and children like he did, he knew that he had no choice but to succeed. He could not afford failure, because it was not only himself, but his entire family’s fate was also on the line, right alongside him.

The women who were of local origin used to see him and his products and they had their doubts about him. Not only was he not an established brand, at the time he was trying to sell them products by talking about something that had not been talked about before.

He had to compete with not only global competitors but long established ideas as well.

Even now, if you look around in the society, whenever there comes something new to the market, there is an initial reaction of doubt, as people are unwilling to change themselves, or worse, accept a change that seems sudden.

And this was over forty years ago. Accepting change goes against the basic characteristic of human nature, and this was not different back then either.

He was faced with two challenges that he had to overcome. He had to make sure that they realized he was not there to take advantage of them, and that his claims that his makeup was meant for people of darker skin tones to look better was actually true. This was the first challenge that he faced.

On top of that he had the other challenge, that even if they accepted the first claim, they had to accept that his product was not only different from any other local brand, but it was better. He had priced his products at a premium rate. He knew about the existing market, and the only way to differentiate his product from the rest of the products that were available, was to go premium.

Progress in the local market by having them accept that his product was worth the premium price he had attached to it, would be slow, but was not impossible.

The initial responses to his product was not favorable due to the high price of the product. His sales team and anyone else who talked to him told him that this was signal that the price of the product needed to change for him to be a success, but Kama refused point blank. He knew what he needed to do to be the force in the market that he wanted to become. It would not be an easy process and would lead to a lot of problems, but he would not compromise on his price as he was confident about his product.

The moment he would compromise about the product, he would become nothing more than another local competitor who had no hope to ever go global. His bigger vision of reaching the entire world instead of just sitting in his own region meant that he could not become another global brand.

Initial rejections came from left right and center for him, but that would not be something that discouraged him. He was too committed to making sure that his product was a success. He needed to succeed at a local level so that eventually he could go to a global level.

**Chapter 5: Struggle to survive**

Back in the day, there was no access to internet. The technology still slowly developing and was nowhere near to as successful that it is today. However, this did not stop Kama from trying his best to make himself and his product different and a success.

Another younger sibling was going to a foreign university, and for that reason the PhD preparation needed a lot of support and was the priority of the family. He knew that he had to do what he could by himself.

So with what little money he had, he decided to do what he could from the constraints that were present in his life. Instead of letting them stop him or hinder him, he wanted to use them to become the success that he knew he could be if he only tried.

He had to work hard, and his resources being limited meant that he had to work out of the back of his own garage. The garage was his office and production floor and he had to work like that because it was all that he could afford.

Running a company from a garage may sound cool, after all, Steve Jobs and Apple did the same thing. But it is far from an easy thing to achieve. There are numerous problems that crop up and the constraints of working from a tiny garage caused major hindrances in his life.

He first of all did not have the access to many of the things that he needed to develop in the beginning. The limited access to information back then meant that he needed to make use of what little he could from the libraries and magazines as well as newspapers.

He talked to people and business men who knew about the makeup business as well, using their knowledge to supplement his own and grow slowly but surely.

He had once heard a saying, ‘Knowledge is power and power is knowledge.’

He knew that to truly succeed he needed to get better access, and with that he started to plan to move away from the garage and begin his business in a better setting, but there were still a lot of instances left where he was stuck and needed to do better before he could think of leaving the garage. Without the success of his business, he would not be able to have enough money to leave.

It may appear to you to be a hopeless cause, with so little money and in such a base, battling with global giants who had such extensive lines of supply. He was nothing to them after all, and was not taken seriously by anyone.

However, that is where you would be making a mistake. Not only did he have knowledge and a natural knack for the makeup industry, at the same time there was determination in him to make a difference that none of his competitors had. This would be one of the biggest blessings to him. He had nothing in him which would let him just give up because it was difficult.

**The Lack of ….. Everything:**

He had to get all of the water to make his products from trucks. The limited supply of water and the expense meant that he was limited in how much of the product he could make, but again, to him this was just another challenge to overcome and nothing more.

He used to buy water from the trucks that used to carry it and they delivered it to him. He had to do this on a regular basis, and the expense hurt him, but the lack of choice of the time meant this was a definite necessity at the time.

On top of the lack of water and the way things were happening, he had no phone either.

Nowadays such a situation is unthinkable. Not only business men, but ever each and every child is given a cell phone, and if they do not have it is a cause of worry.

Back then, not only did Kama not have a cell phone, he did not have a landline either. He was stuck to the garage without much of an opportunity to communicate easily as well.

He could not afford much given his initial limited budget and worked on producing his product at the minimum cost that he could. He was already paying a mortgage fee for the house, and used it and took advantage to turn what he already had into an asset.

He focused on building his brand one step at a time. He turned his garage into the production plant, saving thousands of dollars in the money that it would have taken to open a separate production plant. He was alone in this and had to do what he could with it.

This meant that the garage was his life and the blood of the company. Each initial stage of research and development of the product took place in the very framework of the garage. He did not have much of an ability to improve his situation before he could take the product to the market to sell.

When he looked at trying to sell the product itself, as well, he faced his own difficulties. Convincing the local women to actually try to pay the high prices he had made sure the product was priced at was difficult. They were not used to the concept of premium products which were directed towards them. The new concept attached with the doubts of the retailers meant that he had to find other ways to get his product out to the public.

**Philosophy:**

One of the major reasons that Kama could improve was that he was the student of the teachings of Ayn Rand, the Russian female philosopher. Her teachings would help him to look at the problems he had from other angles.

He studied the problems in his business and tried to see if he could fix them, and if he could not how he could turn them into positives for himself and Sacha.

The lack of retailers who were willing to sell his product mean that he could not reach the public in the conventional manners in the beginning, but he decided to reach them and be more personal than any of the other brands before him.

Sitting in the modern world it is easy to see that his approach might not be as successful anymore, but at the time it was the best manner to go about selling his product to the public. He personally went and talked to them and even sold the product door to door. His hands on approach meant that the clients eventually grew familiar with him, and later his employees, learning to trust them to buy their products.

His contact with the clientele and the way he approached the business meant three things for the business as a whole.

* The more contact he had with the clients he got to know them better and knew how to approach and talk to them so they would appreciate him and his product.
* He knew the way the people needed to buy, and he could make the products more based on the needs of the people he talked to. By doing this he was also conducting an unofficial market research of the local area as well where he could understand what sort of market he was currently situated in.
* The good-will between him and the clients translated into sales, as people realized he cared about the products and was not in it only to make a profit, but create a difference. His passion made sure more people started to believe in him, thus starting a base for himself.

**The Disaster:**

Kama had been working from out of his garage for a while and had grown used to the surroundings. Although the scale of the operations were humble to say the least, that did not stop him from dreaming big and attempting the impossible, which no one had done before.

Growing from a local business where he had a base to an international one would not be an easy journey, and looking back it is easy to see the obstacles that he faced now. As they say, hindsight is twenty-twenty.

Back when Kama was working from his garage, all of his factory, home, belongings were in the same place and he had nothing more. He used to wake up early in the morning and head down the garage to begin the work.

It was not an easy job, and it had taken him a lot of time before Kama had realized what the difficulties were which he would be facing on a regular basis at the time.

However, the major difficulty that came, was not a difficulty at all. It was actually a disaster that very nearly ended all of his dreams in the flash of a second.

As he was working from his home, he had no way to be prepared for the industry level work that was waiting for him to be completed. In industries the setups are different with the power sources able to carry a lot more load than is possible in domestic residences. In domestic residences the carrying load is only enough to carry the household electronic devices and certainly not the industrial equipment that Kama meant to use there in his garage.

Back in those days, there were no trip fuse switches either, so when he turned on the switch after connecting the instruments, all of the electricity went out in the blink of an eye, where nothing seemed to work anymore. The fuse had set off a fire in his house and that proved to be devastating.

The fire gutted the garage, his equipment, his clothes, home, all of the raw material that he had gathered to manufacture the products. All of it was gone, and it was due to his own ignorance of the wirings. It was a lesson in electrical engineering that he never forgot again, and remained wary of fires.

Thankfully no lives were lost, but everything else was, and as a result he had to start from the basics all over again.

Here is where we can draw a direct comparison between the Sacha company and a phoenix. Both burnt down to its ashes and there seemed to be nothing more remaining there. Yet it was from those ashes again that they rose and is now where they are today, one of the biggest if not the biggest, makeup companies in the world, outselling all competitors and all of it while making the difference that was drastically needed in the world.

**Chapter 6: Shoestring Budget**

One of the major factors that Kama was aware of when he was opening his company was that the competition would be tough. Due to his limited budget, what was possible for him in the beginning had been severely limited, and he had not been able to start and found his own company from the foundation like he had initially intended to.

Instead, he had then purchased an existing company for a paltry sum, which had not been anywhere near to the expenditure he would have incurred had he started it instead. The existing bills of the previous company had also been nothing in comparison, and after clearing them he had a company in his hand. On top of that, he had a company which was backed by the famous Madame Mahraj, the fiery personality with red hair, who was famous all over Trinidad and Tobago.

However, at the same time, the savings that he had in his bank when he started the venture, was nowhere close to what he needed to fulfill the vision he had for it quickly.

Thus came the garage and working there to save money from having to rent an office. To him at that time, he had to be financially responsible. He had made tough decisions, being married and with two children. He had quit the job that had not been his dream to head into the field that had always seemed destined for him and beckoned him from day one, since the time that he had been working in his mother’s shop.

His odd jobs there, had led him to the point where he was now trying to compete with the Global brands at the largest scales, by pricing his products on par with them.

The reason for pricing it at such a levels were manifold but there were a few that stuck out.

* He knew that if he priced the products at the same level as the other local products, then he would be doing his products a disservice. He wanted to be at par with global competitors, as he knew that his quality was better than the cheap local ones.
* He knew that if he intended to compete with the global brands on a larger scale, he had to price it at their level to be taken seriously and not considered another throwaway brand.
* The intention was to make **Sacha** a brand for everyone’s use, and not specifically limited to Caucasian clients. To achieve this, and have his clientele with a darker skin tone look good, he tried his best to research and the extensive research was also costly.

With the high price, and no one working for him in the beginning, he was left alone to manage most of the functioning of the business. He would hire three employees a bit later on, but in the beginning, the tiny budget did not allow for that.

As a result he had to the one doing each and everything that was required by the company to be able to function successfully.

He lived in a village during the time this was happening and where he lived there was a lack of everything.

**Responsibilities**

Being in the position that he was, the village would get water only once a week by pipes. Any more than that would have to be transported via trucks to make most of the products, or to simply be able to exist that long.

They had to purchase a lot of water which was incredibly expensive, and thus was a toll that he had to pay.

Kama was the owner of the company true, but he was also everything else. He did not have an accountant, and it was he who was the accountant instead.

He was also assuming the role of CEO, while taking up the role of production manager, and factory hand at the same time. He worked side by side with his employees from his home and made sure that the product that was being made was of the highest quality.

When it came to the product, it was Kama who performed the experiments, as he was the chemist of the brand as well. He experimented and being good with colours tried and tested different combinations, until he found one that fit the company properly.

He then went on to be the man in charge of sales as well. His hours were long and hard, not like the CEO’s you hear about in large companies who do not like to get their hands dirty.

Kama was there working desperately and with precision in the very frontlines of his brand and making sure that the company would go on to accomplish the vision that he had for it.

He had a knowledge of marketing and economics thanks to his background and he used both here. He maintained tight accounts, making sure that every penny he was spending was going to something that needed to improve drastically and not just an impulse spending.

His return on investments was superb, something that he was proud of for being able to achieve with no one to rely in but himself. His long hours were paying off, although the road was long and there were many more obstacles and hard work was needed to get past those obstacles.

**The Obstacle in his locality**

The women and others in his locality did not understand Kama’s business fully. Here was a local boy who was making makeup. That was well and good, they were happy he had started a business for himself.

They knew that he was the son of Madame Maharaj, and as such had a background in the beauty industry. He had even received the all important blessing from his mother for the product, which only made him more of a credible salesman.

However, where they could not understand, and hesitated, was the fact that he was pricing his products at so much of a higher level than any other local manufacturer. Most of the local manufacturers were cheap and did not have premium ranged products. Instead he was pricing his products at the range of the famous company’s makeups which were imported from far off lands.

The difference in the products they did not understand, and nor did they see the need to have a product which was directed at people with darker skin tones. Not being too knowledgeable of the industry, they were sure that if such a thing was possible then some bigger company would have done it by now.

Instead here was this new company, with only his mother’s support giving him credibility, who claimed that he had achieved just such a thing.

The price was too high for them, and they refused to purchase it.

What they had nit accounted for though, was that he would be so obstinate to not let his dreams go.

Kama did not cooperate. He was determined that he would be able to do it. He would break through the market with a product which was priced at the same level as the global brands. His vision was clear, and all that he needed was to execute it flawlessly.

He had a lot more to do, and his tight control over each of the aspects of management in the company meant that he hardly got any rest. He could not take any time for himself, as he was focused on the development of what he hoped to be a behemoth of the cosmetic world.

Convincing the local population was important, but for that what was needed was a further in-depth study of his own product as well as a study of his competitor to make sure he could stay ahead.

They felt that since it was a product made in Trinidad and Tobago it should be sold at a cheaper rate that the foreign brands sold it for. He was told again and again that his idea would not work, and that he should lower the price range. He did not agree, and held his ground despite all of the opposition that he was facing. With all the opposition for his product, he had only one choice, and that was to delve further into research and development.

His research and development were focused on three things mainly which were of importance.

* The product itself, and how to achieve the perfect blend to make sure that it is the product which has the best results for the consumers. He wanted to not focus on lowering the price, but on increasing the quality of the product.
* The competitors. He needed to know what his competitors were doing on the global scale and adjust his strategies, so that he could meet them at their level.
* The market. He needed to know how he could focus on making it into Trinidad. The sales were sluggish and things were not moving at the pace that he had expected. He needed to know what he could do to speed up the process of transitioning into the market there and becoming the household name that he so desperately wanted it to be.

**Chapter 7: The Competitors**

When Kama finally opened his company, he was ready to start work on it to make sure that it could function properly. But as he had discovered before, one of the major things that he needed to do before he could be fully functional as he wanted to be was have a better understanding of the market at hand.

On one side he had the company that he had so desperately wanted to build into a brand, on the other, there were his global competitors. It had come time that he needed to think about how he would approach the global competitors and see what they were doing.

While he was the new product on the block, the foreign companies were not sitting around. It was their age of expansion. The names that people already knew and were already famous were expanding ever more in a ceaseless march towards gaining prominence in the market.

He had to face a number of struggles yet again, but one of the major ones was trying to compete with such a huge opponent. While Kama’s budget was enough for a local community and Trinidad and Tobago, his sales were extremely slow. They were not being accepted as universally as he had hoped.

The sales that were coming were enough from an economic standpoint to make ends meet and nothing more than that. To the international community and the foreign brands he was a non-entity, another local competitor they thought had gotten too big for his boots.

Kama Maharaj, however, was a visionary at this stage. The reason the foreign brands were not that popular yet in Trinidad and Tobago, was that the import tariffs were through the roof. It was hard for anyone to purchase products which were so expensive on a regular basis while trying to maintain their own families. That is why the cheap local brands were flourishing in the local scene at that point. They had been made inside the country and were not that expensive. More people used them than the highly priced foreign brands’ products, and thus retailers did not stock them much either.

However, Kama had seen what the future could be. He expected the import tariffs to go down soon which would see a cascading effect in the prices of foreign brands and they would rush into the market.

The last thing he wanted to be was a casualty in that business, as when the foreign brands came in the market for the cheap local brands would take a huge hit, and the last thing he wanted was for his brand to be a casualty before he had even established it properly. He had too many plans for it to let that happen.

So he began planning with immediate effect. He put himself on par with the foreign brands. He was not going to be one of the cheap local alternatives that were available, and instead become one of the high end luxury goods which would soon be all the rage in Trinidad and Tobago. No matter what the response was from the market, he was adamant that he would not be lowering his prices now for small profits, where he would be hurt in a big way in a few years.

He had a number of other foreign brands which had worked their way into the ,market already and were competitors for his product. Maybelline, Estee Lauder, Cover Girl, Mac, L’Oreal, etc. were all there, and given that they had more money than he did, had even gotten into the bigger shops where he did not have the money to put his products on display.

He had been noticed, however, by some of the distributors of these foreign brands. All of these brands were highly profitable and owned by huge white rich businessmen. They knew each other and respected each other, while competing. To them the fact that Sacha was trying to compete with them as laughable.

They could not believe that this Indian man thought he could stand up and sell the products in the space which they already dominated, and were astounded by the arrogance of Kama.

He was laughed at by them, and truthfully, it was difficult for him at this stage to continue.

They would in later years come to regret the way in which they had underestimated Kama Maharaj and his Sacha brand. None of them had considered Sacha to be a potential threat. After all, how could one brand founded by this immigrant Indian living in Trinidad possibly compete with them on the global scale?

It was not at all a possible thought right? His high prices for his products were predicted to be the very reason that he would finally go bankrupt as people would not buy his product, where for the same price they could get a product from a global brand.

They would look back on that moment later, and realize this is where they had made a mistake. In the coming years, Sacha would not only grow to a level which had not been expected or anticipated by them, but it would grow so large that it would begin to outsell their products in each and every market.

He had been working non stop on making the brand a success but he did not have anywhere near the deep pockets that were boasted off by these men. He was stuck in a situation where he was competing with the juggernauts of the beauty industry, and judging by his sales, he seemed to be the one who was losing.

He needed to do something, and he had promised himself that he would not give up. As a student of the philosophies taught by Ayn Rand, giving up was never even a remote option, no matter how many problems he was facing. He had to find a new way to approach it.

But before he could do that, he had to understand why the product was not taking off in the local market where he had expected it to flourish.

After all, he was doing something that no one else had done before. No one else was offering the same services of providing to those women of the darker skin tones. Being the only players in this sector of the competitive market, the local community seemed to be the perfect people for the brand, who would accept the brand and use it, however, that did not seem to be happening at all.

He needed to understand why.

**Chapter 8: Trinidad and Tobago, the incubator market**

First of all, it is important to ask a question here. What is an incubator?

Well, an incubator is an instrument used in biology, which helps to grow and maintain cell structures.

How does the concept of incubator apply in business?

Well, that is the question here which is the most important.

Trinidad and Tobago was the home country of Kama Maharaj. True his grandparents had been from India, but he himself had grown up living in the suburbs of Trinidad and Tobago.

He had seen his mother establish her business and brand name during that time, breaking glass ceilings that no one before had thought possibly could be broken. But she had not only been successful in doing it, she had done it with the utmost fervor which saw her become the red haired fiery hairdresser famous throughout Trinidad and Tobago.

She had predicted that it was up to Kama to make the difference when it came to makeup, the same way she had changed the way that hair was done in the Trinidad and Tobago islands. Being her son, she was convinced that he had a knack for makeup and had spotted his talent and interest in it early on.

Whenever he used to ask about why there were no makeup being made for women of colour or of darker skin, she would reply that he would be the one to come up with the solution for that.

It became his life goal, and he even managed to invent and launch his product.

But right from the get-go he faced difficulty. Trinidad was the market that he understood and knew the best, yet at that time he was not being able to sell to them. His product was moving from the shelves by very slowly.

It was times of recession and people only bought what they could afford. It was a tough time for the country and the world at large due to the scarcity of disposable income at this point. So the cheap alternatives were outselling him.

However, he refused to lower the prices of the brand. Instead he tried to increase the quality of the products so that the value that people received from it would be more than it had been before. He wanted to build a world brand, not just one for Trinidad and Tobago.

However, Trinidad and Tobago was his incubator market. It was the market that would support his theory and see if the product could be successful given the right support.

He believed in his brand and he knew that if he could sell it in Trinidad and Tobago, he would be able to soon sell it across the world in a larger global marketplace in no time.

So he set out on his mission.

**Reasons to focus on Trinidad and Tobago**

The reasons he chose his home country were manifold. They were not constrained within one reason, and actually were many more as a whole. He needed a place to learn about his product and all its strengths and weaknesses.

When you think about a place where you are most comfortable to experiment with a new style, you think of your home. When Iron Man in the movies was first experimenting with his suit it had been in his own garage.

Now, Tony Stark’s garage might have been much bigger than the one Kama Maharaj could access, but nonetheless, in the end it was still a garage. There were also a number of facilities available in Trinidad that he would not have gotten anywhere else he was less familiar with.

* Low Electricity Rates. The rates of electricity in Trinidad and Tobago were much lower than if he chose somewhere else to manufacture. The bill for the electricity itself then would be too much for his budget.
* Low Water Rates. The rates for water here were also low, although in his village it was still tough to get water delivered since it came only once a week.
* Trinidad and Tobago were not only close to the Caribbean Sea but almost equidistant from the North, South and Central American countries. This gave him an increased reach and made import and export easier seeing that the distances were not that much.
* When he had bought out the company, with it he had also bought out their technologies. Though he had to pay their unpaid bills, he still had the luxury of having access to all of their technologies and had not needed to shell out thousands of dollars to get the new technology. The one left from the Black Heritage had been in pristine working condition, and with a little maintenance, they were even able to make them function for years on end.
* One of the biggest benefits was, that as he expanded he could hire more people to work under him, and the best part of that was that the hired labour was cheap and did not take much of his budget.
* He also had manufacturing shells available nearby which were leasable at reasonable prices.
* Finally, as if all of this was not good enough by themselves, there came the added benefit, of him being familiar with Trinidad and Tobago. It was like his own garage and experimenting here was a comfortable and safe experience for him, as he felt like he was on his own home ground.

So it was there in his garage, after building the product that he decided to see how the bigger market of Trinidad would react to it.

His understanding of economics meant that he was given the platform to be very prudent and precise in his financial and operational costs. He knew that if he did not keep his eyes on the cost of all the production which was taking place, then he would be in problem. The fact was that in the beginning, he worked of high margins as the difference between the cost of production and the final cost was very high, so high that he could get further funding from his own business to improve the overall condition of the brand itself. By funding himself he would not be in debt to any outside source, and though it meant that he would profit less initially, it would lead to his margins improving even more.

Another thing which is important when you are working in the cosmetic industry is the packaging. He made sure that his products had to be packed well so that the customer would remember.

Towards the beginning of his business this had not been the condition, and instead, he had purchased packaging wherever he had found the best sale. It kept his costs down even further.

Unfortunately, it meant that his packaging was also changing consistently, which meant that customers would not know at a glance that the product was his. He had to stabilize the packaging process so there was one identifiable packaging pattern which could be followed.

So he found a source from where he would get plastic, but the plastic was not of the highest quality. He slowly but surely worked on fixing the packaging, but at that point, it was not possible. The plastic would get scratched easily and not look good, which would ruin the visual impression of the product. He let the internal product do its job in impressing the consumers instead, and although the quality was far from what it would eventually become, it was improving slowly nonetheless.

**Reaction to the product in the wider market of Trinidad and Tobago**

When he released the product in the larger markets, the first problem that he faced was with the retailers. Getting it out to the markets looked like was going to prove more challenging that he had at first expected.

First of all, before even the retailers was the main objection of the consumers. They were not willing to understand why the product cost so much. At the time, there was still a recession there, and the fact that the product was so expensive was off-putting to most people there.

They were willing to opt for the cheaper local produced makeup which were not of good quality than his. Their main objection was this, as one woman told Kama to his face.

“You make the products in Trinidad and Tobago. You are a local producer, and yet you are selling at the same cut throat prices at which the product goes to the market. Why would we buy from you, when we can actually purchase products at a much cheaper rate from the other local suppliers?”

Kama had been patient and polite in his reply. He had explained to her the benefits of the product and how it was aimed towards women of darker skin tone, something that had not been done by anyone else yet, but she had not been convinced.

To her the only problem was the price, and with the price so high it was difficult to convince the locals to actually purchase the product at the price which had been set so far above the value of all the other local competitors. To Kama, the price was non-negotiable.

When he first began putting up the item in stores most of the places that he went to were not at all interested in his product. He was stuck trying to convince them to put it on their shelves, but they would refuse him again and again.

To them, it was an overly ambitious local manufacturer who thought that his overpriced brand had a chance of competing against the more powerful foreign brands. It was not possible in their eyes, and they did not accept that there was even the hint of a possibility that anyone could ever want to buy it. They termed his products as 'dead stock'. The stock that would remain on their shelves for years and would still not leave. They did all of this without even giving him a chance.

His brand was not a famous one that people would spot and immediately pay money for. They had no interest in a brand that they had never seen before.

On top of that Kama Maharaj did not have enough money to insert Sacha into any of the bigger stores, where he would be given a better chance. One had to pay to have their products put in there, as the consumers were more likely to buy products from those shops. They were being monopolized by the bigger brands and the lack of money that he had meant he could not even hope to compete with them as the big stores would not accept him.

He became familiar with and had good relationships with other local manufacturers. One particular local was really good friends with him.

All of them together used to tell him that he was mad to price his product so high.

His friend told him on his face that while Sacha had good intentions, and was a good brand there was no way that it could outsell brands like L'Oreal, Estee Lauder, Maybelline, etc.

Every day he used to hear all of these people discouraging him, and it was difficult for him to listen to. However, he continued, and pushed on in his pursuit to get better.

He focused on every day and took it day by day. There were days when it was difficult for him to get out of bed, as he spent so little time there.

He would wake up early in the morning and pursue his dream of making Sacha a better brand. The sales were coming finally, but they were still slow. They were slower than he had expected them to be at this point, and he had to spend every day on the road pleading and begging to sell his product.

The number of rejections which he faced increased day by day, but he was not ready to give up yet.

He decided to put makeup artists inside the stores. In this manner, they would apply the products to the consumers as samples. The consumers would see what the product was about. It was the first real interaction that he could have with the consumers.

However, the consumers saw an improvement. They realised that the product was different from the ones they used and it really was better. But the improvement was too small for them to pay the sort of price that he demanded from them.

The sales were there, and he was selling enough but only to pay the bills and continue his family and business to go on unhindered. There needed to be more of an improvement, however. This was his realization. There was a need for further change.

He focused his attention of keeping the market flowing. It was not easy for him, and he would have to work hard the whole day sometimes, forsaking his meals to do so.

However, there remained a basic question in the market that he did not understand. Why did the market not think that his product was a radical improvement on the old one? Why did the change he bring not matter?

He needed to know what was missing. He needed to introspect.