

I = interviewer; P14 = participant. Refer to DDM2020 dataset documentation for more information.

1 I erm let's get started so erm you've just told me
2 about the product that you'd like to talk about
3 could you just briefly outline what the product
4 is

5 P14 yeah it's a like a circular yoga mat essentially
6 um so the company i worked for for for a very
7 long time is a yoga company and actually this is
8 the project that got me into like building the
9 product sustainability strategy for the brand and
10 implementing it because they didn't have that in
11 place at the time but it's a yeah it's a yoga mat
12 and it was so eighty per cent of a product's
13 environmental impact as i'm sure you know is er
14 determined at the design phase

15 I yeah

16 P14 so it all starts with design erm so yeah so i
17 wanted to create something that's low impact and
18 the problem with yoga mats is that you realise
19 that you know like you you sell maybe like five
20 million a year and they have nowhere to go and
21 the lifespan of a yoga mat is er not as long as
22 er like a piece of apparel

23 I mm

24 P14 per se erm so yeah so when you look at the
25 numbers it's quite staggering and then so i
26 wanted to do something about it and it's also
27 looking at from like a strategy perspective
28 looking at those iconic products for for a brand
29 and really doing something that would erm have
30 maybe not as low not as big of an impact in terms
31 of volume because it's not our biggest volume
32 item and it's an iconic product for the brand so
33 i think from a guest perspective or for from a
34 messaging perspective it's something quite
35 interesting to work on

36 I mhm

37 P14 so yeah so erm looking at using erm there's
38 obviously like anything that you want to change
39 one thing that i realised very quickly is that
40 trying to switch to like for life in terms of
41 quality or like trying to switch a material
42 that's that's core to something that's more
43 sustainable er it's very challenging

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44 I mhm

45 P14 because you have a reference er point so people
46 start comparing for for like the feel or the
47 price points so i was really trying to create
48 something new in the assortment that wouldn't
49 also cannibalise the other products that we have
50 so there's always like also that challenge that
51 you need to look at er how is it gonna be
52 perceived to have like that yoga mat is it gonna
53 raise questions on the other products that we
54 have in next to it so that was like at a
55 strategic level i was like kinda like the
56 conversation that we're having with the executive
57 team and cross functional partners um so yeah so
58 and it was looking at yeah the materials that
59 we're putting into it er having something that's
60 erm kind of erm plug and play so like the way
61 that the our mats are being built right now you
62 have two surfaces

63 I Mhm

64 P14 so one for like hot practices and the other one
65 that's a bit like secure for other types of
66 practices

67 I mhm

68 P14 er so like how do you split these two so if one
69 is no longer good you can only replace the part
70 that's no longer good

71 I mhm

72 P14 instead of throwing away everything er so there
73 was that and then um from a manufacturing point
74 of view it kind of remained the same and it was
75 more of the end of life so having like a take
76 back programme or end of use or end of life
77 depending end of use like having a channel for so
78 we can keep extend the life of the product

79 I mhm

80 P14 and and have life having ways where we could
81 recycle the product and then turn it into a new
82 product er so yeah so

83 I great

84 P14 um yeah

85 I so did the idea come from you

86 P14 yeah

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87 I and then did you pitch that to the company or how
88 did that work

89 P14 yeah so um my role so i started out as a like a
90 designer and i was always pushing for
91 sustainability like it was always super important
92 for me

93 I yeah

94 P14 and kind of like you i love the design but by
95 creating products that are meant to be obsolete
96 within like a few months like doesn't resonate
97 with me at all so it's always fighting the two
98 and at that time i was reporting into our
99 creative director and i was just telling him like
100 if we want to be innovative because they were
101 just pushing for like this innovative story for
102 the brand i was just saying if we want to be
103 innovative we have to be sustainable otherwise
104 you're just not you won't be innovative like
105 innovation or sustainability should be the number
106 one catalyst for innovation and my role was
107 design and innovation

108 I mhm

109 P14 and then erm and then i was designing like mainly
110 accessories and the yoga mat was sitting within
111 the accessories so i kind of built the deck and
112 then pitched the idea er to the ceo and then like
113 a bunch of like executives and and yeah they
114 loved the idea but obviously like a lot of
115 questions were raised and at that time we didn't
116 have a broader like i said strategy in place like
117 we didn't really have a brand point of view on
118 what sustainability meant for us er we didn't
119 really have a roadmap of what else are we going
120 to do moving forward like yeah maybe that yoga
121 mat is the number one step but then what else
122 after that so while i was working on that um i
123 started working on the bigger like strategy
124 obviously with my cross functional partner and at
125 that time they hired a new vp of sustainability

126 I okay

127 P14 so working closely with her so everyone spoke to
128 sustainability in our product with like that same
129 vision and then that same point of view and then
130 from there start creating a roadmap so okay
131 there's a yoga mat is the first one and then like

132 I mhm

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133 P14 next year we're going to do this do that do that
134 so starting with things that are very incremental
135 to things that are a lot more disruptive um so
136 yeah

137 I yeah yeah that sounds great that you had quite a
138 receptive company then if you were pushing for
139 sustainability

140 P14 yeah yeah yeah it's hard though like er that was
141 i don't know like maybe five years ago and then
142 things change quite quickly like their approach
143 would be quite different today because it's grown
144 so much

145 I yeah

146 P14 and then the restructure

147 I yeah

148 P14 so i er mean like back then we were like a lot
149 more nimble and then we had a lot more erm
150 freedom to kind of experiment where now like the
151 process are a lot more tight than our own so i
152 don't know if i i could potentially still do that
153 but it would there would be a lot more er like
154 hoops to jump jump through right now yeah

155 I yeah yeah and so for the design of the yoga mat
156 what was did you design this by yourself or were
157 others involved

158 P14 yeah obviously it's not something i could do by
159 myself you need like all your cross functional
160 partners especially when it comes to developing
161 the materials there's quite a lot of er not know
162 how that goes into it that i don't have so i had
163 the concept and then i knew what i wanted in
164 terms of it's like you have a design brief
165 essentially you know like i propose a concept i
166 had the vision we all agreed on that and then we
167 kind of put together a team that would build on
168 it i had one main partner which was a like a
169 materials engineer essentially erm so i worked
170 really closely with him erm and then i had like a
171 list of criterias that i really wanted to so we
172 could like design the material around that so we
173 found that place er which no longer exists right
174 now but patagonia used them to create their latex
175 er wetsuit

176 I mhm

177 P14 so er it was really interesting so they were
178 growing latex in er arizona so using very little
179 water

180 I okay

181 P14 and the kind of plants it's like er it's not a
182 tree because it was i wanted it to be like
183 natural rubber so it's not like a rubber tree it
184 was like a plant and er that plant would use very
185 little water but it would produce like high
186 amounts of latex and the latex the latex that it
187 would produce was was a much cleaner form because
188 a lot of people not a lot of people but some
189 people are allergic to latex so it's something
190 that you have to take into consideration er in
191 the development of your material and people er
192 didn't react to that kind of latex

193 I okay

194 P14 er like the one that's coming from the the trees
195 erm so yeah so that was interesting from like how
196 the material is grown to how we process it and
197 then we would work with er like our sourcing
198 partners to manage the the development of the
199 product overseas er overseas were using our our
200 traditional yoga mat manufacturer

201 I mhm

202 P14 um so yeah so i had to put together like a team
203 obviously so there was er like our merchant
204 partner this material engineer er sourcing
205 partner um you have to make sure that you know
206 like we follow the timelines and then we hit the
207 market dates and then the volumes that we wanted
208 and then the quality partners as well

209 I okay

210 P14 to make sure that it goes through like our
211 traditional testing um

212 I yep

213 P14 so yeah

214 I okay and what were some of the things that you
215 had to make design decisions about

216 P14 um well getting the kind of so the way that we
217 wanted and it's just like so core to the the
218 product sustainability strategy sorry that we
219 worked on it's never to compromise the quality of
220 the product

221 I mm hmm

222 P14 like we make amazing products that last very long
223 so it's never we never want to compromise the

224 performance of the product and the quality and
225 longevity of the product

226 I yeah

227 P14 to create something that's more sustainable so
228 that's in itself is a huge challenge so i think
229 from a design point of view erm there's some
230 things that we had to let go like the way that it
231 was like mix and match that that i was explaining
232 where you have two surfaces

233 I yeah

234 P14 and then so things like that we had to let go of
235 and create something that was just like mono
236 material from er just because our stores are
237 small and carrying like two products they just
238 couldn't do that so like things that are like

239 I mhm

240 P14 so you know like basic and simple where you
241 wouldn't even think that it would affect the
242 design decision

243 I yeah

244 P14 well from a merchant point of view yes it's like
245 well we have this assortment and then if we have
246 two things then we won't have room and so many
247 stores to carry these products so that was that
248 so we had to kind of reduce and then from er a
249 materials perspective it was really hard to get
250 the kind of purity that i wanted and still reach
251 the performance that i wanted

252 I mhm

253 P14 so we had to compromise a little bit there er as
254 well um yeah so those are some some of the
255 decisions that we had to make

256 I mhm and how did you make these decisions what was
257 the process

258 P14 well it's always again it's always going back to
259 erm kind of like our our core um how do you say
260 like the the foundation of our vision for
261 sustainability it's not to compromise performance

262 I mhm

263 P14 so it's like okay it's still way better than the
264 current it's not the way that it's not the
265 pinnacle product that i had in mind but it's
266 still like a huge improvement from from where
267 we're at so let's settle there because it's like

268 the best the best we can get get like the
269 performance is still good the longevity is good
270 there's still something that we could do with
271 with it at the end of it's life so it's checking
272 a lot of the boxes but it's not what i had in
273 mind so it's kind of like er yeah like going back
274 to to to what the core sustainability means for
275 the brand and then make sure that it stands
276 behind that

277 I yeah and so who who was the final decision maker
278 about the design

279 P14 er i would say who was that's a good question i
280 um it was a very collaborative process and i feel
281 like everyone was sort of on the same page

282 I mhm

283 P14 um yeah usually it's like in that cross
284 functional team like the the end decision maker
285 is merchant

286 I okay

287 P14 yeah because those are the ones that are gonna to
288 buy it

289 I yep

290 P14 in the end so yeah so we bring like the design we
291 bring like the prototypes we did a lot of testing
292 so like the results of the testing and then er
293 from a sourcing point of view like we had some
294 headaches there as well so taking all that into
295 consideration like the merchant was like yeah
296 okay we're going to move ahead with this for this
297 season er and er yeah

298 I yeah and would you say that your own values
299 influence the design decisions that you make

300 P14 yeah er yeah of course

301 I in what way

302 P14 because i'd rather at one point it's like you
303 have and it's okay i think the thing that you
304 have to remember is that it's okay to just um
305 like the best way i could explain is to can a
306 project just like stop just say like this is not
307 working so let's just not pursue this for now
308 it's not worth

309 I mhm

310 P14 er and to me it's part of the design process it's
311 part it's part of the design decisions like in

312 this particular case we we met like the the the
313 right balance where we could see still move ahead
314 with it you know it still made sense the values
315 that i that were really important for me were
316 still there in the end er but you have to be sort
317 of flexible um because in my experience there's
318 always a trade off with sustainability like
319 there's always and again it's because you have we
320 have so many reference points that are
321 unsustainable er that allow us to get to get like
322 the right hand feel that we love like it's so
323 much easier when you can use like a whole bunch
324 of chemicals to get the performance or the hand
325 feel or the colour

326 I yeah

327 P14 so so like you have to be a bit flexible and say
328 okay like it's not going to be perfect from a
329 sustainability point of view but from like a
330 guest perspective or a buyer's perspective it's
331 still very appealing and it's still better than
332 the alternative so there was like some sort of
333 flexibility in your values that you still have to
334 have to a certain point and going back to to what
335 i was saying like it's okay to say at one point
336 like no let's not pursue this because we won't
337 we're starting to compromise too much from a
338 sustainability point of view

339 I yeah

340 P14 and from an aesthetic point of view so it's not
341 worth it so you know we'll see like we're going
342 to keep on working maybe on the side and working
343 with our vendors to keep like we like the idea so
344 we're still gonna be pushing it but it's gonna be
345 a side project and then we'll see how it goes and
346 maybe the technologies will be there in like two
347 years where we can pick it off the shelf again
348 and then move it forward at that point

349 I yeah okay and would you say now that that your
350 own values now match the company's values

351 P14 er no

352 I no okay why not

353 P14 well because personally i don't believe in large
354 corporations

355 I mhm

356 P14 i just don't believe in it so it's like it's
357 awesome from a sustainability point of view

358 because i'm like wow i was able to create like a
359 culture change

360 I yeah

361 P14 i feel if i move away from like the product
362 design specifically like the products
363 sustainability strategy work and the
364 implementation that i did it was like huge huge
365 huge amount of work but in the end when i look
366 back i created with my cross key cross functional
367 partners and other people obviously

368 I yeah

369 P14 but like a culture change now it's something that
370 people want it's something that people talk about
371 i had to create a lot of educational resources so
372 people can educate themselves er and that is
373 really awesome but in the end it's like a multi
374 billion dollar company that's traded on both er
375 growth and and performance

376 I yeah

377 P14 in terms of like the the shared value erm so
378 their main objective in the end is always going
379 to be to make as much money as possible

380 I yeah

381 P14 er so

382 I yeah

383 P14 i i don't believe in that er i just it to me it's
384 not the future it's not they're gonna have to
385 make big changes and it was interesting because i
386 left the company but it's interesting for those
387 big brands to start thinking about okay how can
388 we just keep on growing and keep on making money
389 without creating new products you know like one
390 of what kind of experiences we can we create that

391 I yeah

392 P14 will allow us to to to grow and then make lots of
393 money without yeah creating new products

394 I yeah and so with the products that you've worked
395 on in terms of making them more sustainable have
396 you had to make trade offs in terms of cost

397 P14 yes yeah pretty much always like even like the
398 simple things like i said when we started
399 implementing the strategy obviously er we were
400 working on both like culture change and

401 implementing like the thing so started with the
402 easy things like bci cotton

403 I mhm

404 P14 now having more recycled content like really
405 basic stuff

406 I yeah

407 P14 er and all those are more expensive er the
408 exception of bci cotton is more complicated from
409 like a process perspective there is a lot of
410 education to be done but the cost is about the
411 same but everything else is more expensive than
412 the alternative

413 I yeah

414 P14 so and the hand feel is not always quite the same
415 so there's yeah er that's why i said like we try
416 to always start from new so okay we're gonna work
417 on this new product but it's not where your areas
418 of opportunities are because you want to go after
419 those big volume items because you can really
420 have a big impact but then it's risk here so yeah
421 the approach was like okay we have something new
422 then let's put as much recycled content let's go
423 after this standard and this standard and this
424 standard erm and then you don't have as much of a
425 point of reference to compare to because you're
426 looking at something entirely new but there's
427 always that the like the profit margin so they're
428 going to be able to see that on average of our
429 products we have x margin and then this one the
430 margin is much lower and it's because it's
431 recycled it's because there's this and that and
432 this and that so yeah it's always a conversation

433 I yeah and it sounds like it's probably quite
434 unusual the amount of things that you've been
435 doing that go beyond the role of designer then to
436 go from the design role to doing much more
437 strategic things it it sounds amazing erm

438 P14 yeah

439 I did you where did you get all your sustainability
440 knowledge from

441 P14 erm well it's always been super important for me
442 so when i was designing when i was er studying
443 design my my er grad project what like was a
444 sustainable footwear so there's there and then
445 after that it was always part of er what i wanted
446 to do so i've always been like reading erm and
447 then i did a master's degree in sustainable

448 community development because i was just so fed
449 up with creating products that are just designed
450 to become obsolete like i was saying it just
451 didn't resonate with me so i wanted to apply the
452 design process

453 I mhm

454 P14 to solving social issues because that's what i
455 love like the design process systems thinking
456 design thinking

457 I mhm

458 P14 so i wanted to apply that to something that goes
459 like above and beyond like a product but more
460 like systemic or social issues er and after i
461 graduated that's when i was offered a job at
462 ((company name)) so i was like that's a great
463 opportunity i've never worked for such a big
464 brand so i'll try it

465 I yeah yeah

466 P14 and then that led me to innovation and then
467 wanting to push for sustainability so i just kept
468 on pushing pushing pushing internally and i kind
469 of became this person and then when i proposed a
470 yoga mat that's when we kind of realised that we
471 needed more because we didn't even know where erm
472 you need to create a baseline that's the first
473 thing you need to do like do some research and
474 say okay like nylon is x percentage of all of the
475 materials it's in like i don't know how many
476 products and then you have to do that for like
477 all of your materials er and beyond materials
478 like how much wastage do we have what's our
479 liability fabric that we have that then we get
480 rid of in the end because we don't use it and i'm
481 looking at all that and then kind of see those
482 leverage points

483 I mhm

484 P14 and then kind of naturally because i was always
485 such an advocate for sustainability and pushing
486 for that it's kind of like yeah i was more or
487 less nominated to do that

488 I yeah

489 P14 erm with with yeah the head of sustainability
490 it's like okay she's keen to do this so let's go
491 and then transition into working fully into
492 sustainability and have that title of senior
493 manager for sustainable design

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494 I mhm

495 P14 and the intention was always for me to go back
496 into designing like sustainable projects
497 specifically and then leading those but it was
498 just so big er the strategy and the
499 implementation that i kind of got you know like
500 fully absorbed by that

501 I yeah

502 P14 um so i did that for three years

503 I mhm

504 P14 and then con didn't get to design much you know
505 well i would say that

506 I it sounds like important work though so time well
507 spent

508 P14 yeah yeah really awesome really awesome quite er
509 it's an awesome experience to have had that
510 chance to create something like that for such a
511 big brand like go global premium brand

512 I yeah

513 P14 er so yeah yeah

514 I given that you have that strategy and you have a
515 head of sustainability now who would you say is
516 responsible for how sustainable the products are

517 P14 we're trying to push that responsibility on to
518 the specific teams so for a long time since we're
519 we were doing that culture change we took on a
520 lot of that onto our shoulders to make it as easy
521 as possible for the other teams and when we got
522 to a point where it actually put too much
523 pressure and we realised i'm not a materials
524 developer so i can there's only so much i can do
525 you know after one point it's like your
526 responsibility so when we started er putting
527 goals and targets

528 I yep

529 P14 attached to a specific year that's when it it
530 became the responsibility to like the specific
531 team

532 I okay

533 P14 and i would say that right now it's still very
534 materials focused

535 I yep

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536 P14 um and design is not yet responsible for
537 producing like x amount of sustainable design

538 I right

539 P14 erm and design i would say is like the the
540 trickiest team to change

541 I really

542 P14 yeah i think materials er chemistry you know
543 people were working with colour people were are
544 working in materials development they totally get
545 it

546 I yeah

547 P14 and they're really keen to make the change er
548 design it's kind of like it's hard for them to
549 understand that their decisions um is gonna
550 affect the process

551 I yeah

552 P14 in the long run so they rely a lot on their
553 materials partners to find them like sustainable
554 materials erm and they're less willing to
555 compromise on er like the design erm the the
556 quality the draping

557 I yeah

558 P14 you know so yeah

559 I the design team currently isn't as motivated
560 about sustainability then would you say

561 P14 i would say so and i i left the company and i
562 think that the reason or one of the reasons why i
563 think we were so successful with like the culture
564 change is because my background is design

565 I yeah

566 P14 so when i did er presentations in what looked
567 like design decks you know like they would be
568 super inspiring

569 I yeah

570 P14 i think it's important to speak the same language
571 as the people you're interacting with so when i
572 was there erm i would work a lot with merchants
573 and designers and we would speak the same
574 language

575 I yeah

576 P14 so i feel like we're getting into a good place
577 and then i left and now it's only like

578 operational people that are there erm so then
579 they don't they're awesome at what they're doing
580 but the way they speak doesn't resonate as well
581 because it's almost like i was playing a bit that
582 er kind of creative director role for
583 sustainability in a way where i er would sit down
584 with er the head of women's design and say okay
585 well this season maybe our there's going to be
586 like earth day that's going to be an event an
587 event there's going to be the olympics that's
588 going to be an event so let's use that as a
589 platform to push sustainability what are we going
590 to do and right now there's kind of no one that
591 plays that role um so yeah i think a lot of a lot
592 of interest for sure er but it gets put to the
593 side really quickly if you're not constantly
594 there to say okay what about we created like this
595 pinnacle collection where this is like ultimate
596 sustainability like we work really hard that
597 every it checks all the boxes and then like the
598 other pieces that you have it could be like one
599 thing that's more sustainable it could be like
600 two things er but we have like this capsule
601 that's gonna be like the the head or the
602 highlight of the season so yeah

603 I and as a designer yourself do you feel any
604 personal responsibility to to do more sustainable
605 design

606 P14 a hundred percent

607 I okay haha

608 P14 like i said it starts with design it really does
609 start with design so it's

610 I yeah

611 P14 it's our responsibility and i don't know how it
612 is for other companies but at ((company name))
613 designers are leading they they have with
614 merchants they have the stronger voices

615 I right

616 P14 so of course it's for them to say to their erm
617 cross functional partners i want to do something
618 really sustainable so you material this is what
619 i'd like to have i want something that's water
620 repellent but we have to find a sustainable
621 alternative er you know like having a design
622 brief that has like all the sustainability boxes
623 so yeah hundred percent the designer's
624 responsibility

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625 I do you said about er creating a brief at the
626 beginning does the designer create the brief
627 first and then get others to input how does that
628 work

629 P14 yeah erm it's like an evolving process i feel
630 like it's changed a lot erm so usually it was
631 like the designer creating a brief and then
632 passing it on to raw materials partners

633 I mhm

634 P14 now it's more of a collaborative work so it's
635 still it's still initiated by design but it's
636 more like working sessions with cross functional
637 partners erm yeah

638 I yeah

639 P14 and then the brief is being passed on to like the
640 head of product where she reviews like all the
641 briefs and and then it gets into motion

642 I yeah and then talking about designers having
643 responsibility but maybe they're not all doing as
644 much as they can but then you say you've got the
645 sustainability strategy there with specific goals
646 and targets those aren't assigned directly to the
647 design team you were saying so that they don't
648 have anything written down that is you must meet
649 this yeah

650 P14 no yeah no in the goals and targets it's mostly
651 er like water usage er so it's like you have
652 larger goals

653 I yeah

654 P14 and to one is more like related to erm like
655 environmental sustainability one is more like
656 social sustainability and one is more like around
657 like employees wellness

658 I mhm

659 P14 and for environmental sustainability it's more
660 around like water usage er there are some like
661 umbrella targets around er like circularity

662 I yeah

663 P14 er but i think and a lot obviously like very
664 heavy on materials

665 I yeah yeah okay

666 P14 but nothing specific to design

667 I mhm

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668 P14 i'm sure you're familiar with the copenhagen
669 fashion summit

670 I mhm

671 P14 like the global agenda and they had erm the i
672 don't know like maybe three years ago they had er
673 signatories for targets

674 I okay

675 P14 so they reach out they put like those goals erm
676 and a lot was around circularity or what the main
677 goal was like reach like a certain amount of
678 circularity and then you could see that certain
679 signaturories brands they would have er yeah
680 we're gonna have x amount of circular designs or
681 design

682 like a lot of it was related to design with er
683 ((company name)) doesn't have so it puts the
684 responsibility a bit on the raw materials
685 developer and the other teams than the
686 responsibility on design

687 I okay interesting well those are all the questions
688 i have so was there anything else that you'd like
689 to add related to the topic or things you thought
690 i might have asked about but didn't

691 P14 now i think er no it's super interesting and er
692 i'm starting to feel like it was a bit all over
693 the place

694 I no no not at all

695 P14 i would just say that it's er i personally don't
696 find it easy

697 I okay

698 P14 like even myself right now i'm working on
699 launching my own er products

700 I mhm

701 P14 and i want it to be like circular and very
702 minimal and using like sustainable materials and
703 one it's super challenging because i'm a startup

704 I sure

705 P14 and then second finding sustainable alternatives
706 to what currently exists it makes it so much
707 harder

708 I yeah

Words only transcript of DDM2020 interview 14 12th August 2020 – Liz Cooper
PhD research

709 P14 so much harder erm so i feel like er in general
710 there's so much to do in terms of getting erm a
711 quantity quality that people love and know and
712 have sustainable alternatives and er yeah people
713 talk a lot about er compostable or biodegradable
714 and i'm super er that scares me a little bit cos
715 er yeah i don't know that it's necessarily the
716 good like the best approach

717 I mhm

718 P14 so yeah it's just not it's not easy

719 I no and i think one problem is we've all got so
720 used to not really paying as much as we should to
721 things and then buying them again every now and
722 then rather than spending a bit more on something
723 that you can actually keep

724 P14 yeah

725 I it's difficult to convince people to to spend
726 something a bit more for something quality

727 P14 yeah yeah and it's like a values people have to
728 change their values

729 I yeah

730 P14 or evolve their kind of values around er product

731 I yeah

732 P14 well that's awesome

733 I well thank you so much that was really really
734 interesting

735 /end/