

*I = interviewer; P3 = participant. Refer to DDM2020 dataset documentation for more information.*

1 I okay so right I've just got a few background  
2 questions to get started just a few quick  
3 questions so could you remind me of the product  
4 that you told me about by email that you wanted  
5 to talk about

6 P3 er so the product is I mean the main product is  
7 called a ((product name)) and it's made out of  
8 recycle PET bottles post consumer PET bottles

9 I mhm

10 P3 er that same collection had like six different  
11 branches in different retail stores because you  
12 know ((company name)) sells like one unique  
13 design for each retail store so ((two shop names  
14 listed)) this is the US

15 I okay

16 P3 I'm not sure if you're familiar with the  
17 different retailers

18 I some of them but probably not all of them so  
19 these are these small suitcases are they are they  
20 all for like cabin cabin

21 P3 er no no they're like one is called an under  
22 seater and what it is is very small case and you  
23 can put it actually under your seat in the  
24 aeroplane

25 I yeah

26 P3 and then there was like carry on and we we have  
27 made two carry ons one a little oversized because  
28 in the us you sometimes get away with carrying a  
29 bigger one and one that was a little more set to  
30 you know the standards from the airline so a  
31 little smaller

32 I okay

33 P3 and then a medium size and then a large size

34 I okay

35 P3 for checking into cabin I mean not into the cabin  
36 you know

37 I into the the hold yeah so a whole range of of  
38 suitcases

39 P3 yeah

40 I okay and was this an in house idea where did the  
41 idea come from to do this recycled material

42 P3 so the idea came from I guess well first of all I  
43 always was a little er let's say hurt by the fact  
44 that I was a product designer because I saw okay  
45 why do we need more products in the world really  
46 haha

47 I yeah haha

48 P3 and I'm doing this so you know it was always like  
49 a contradiction with my morals and my passion of  
50 oh design beautiful objects and so I always was  
51 like okay can we do something different can we  
52 change you know our production practices and then  
53 er my boss erm

54 she was also very or she is very into  
55 sustainability and doing something better as well  
56 so I guess you know with the both of us we  
57 started pushing for okay let's see what we can do  
58 in the future for you know for luggage really

59 and so she started like connecting with people  
60 and she went first to conference in amsterdam I  
61 believe amsterdam it's called textile exchange  
62 and then she met like few er suppliers and  
63 different people talking about you know RPET so  
64 she started digging into the topic and then you  
65 know I was working with her supporting you know  
66 the initiative and then we get to meet the  
67 suppliers went to the factory you know how they  
68 recollected the bottles and all of this and we  
69 kept pushing pushing to see for the next  
70 collection we could use this material instead of  
71 the regular polyester

72 I yeah

73 P3 so you know over the time we decided to keep  
74 going going going of course the prices were a  
75 little higher as suspected always

76 so we had to really like push hard like no this  
77 is a future like you have to start doing  
78 something about sustainability you have to commit  
79 to the environment you have to change your  
80 practices and then eventually you know after a  
81 lot of like struggle like we made the collection  
82 we made a very different as well I don't know I  
83 mean I'm a luggage head so I know exactly how the  
84 lines should be but we made the frame a little  
85 different in the back there is that curvature  
86 instead of being straight so that was completely

87 different and we tried to make it just look new  
88 let's say

89 and so when we presented the product to the  
90 company we also did like a presentation on  
91 sustainability to make sure that it wouldn't just  
92 fall apart because of prices you know everyone  
93 goes oh no I'm losing one point of my margin so I  
94 can't and it's like okay but so anyway that was  
95 the process and eventually when we presented it I  
96 think the company was very excited because they  
97 saw the value let's say and we ran with the luck  
98 that the CEO at the time also was like yeah this  
99 is great we have to push for new style  
100 sustainability we need to commit to you know  
101 reduce our carbon footprint and so he's supported  
102 the initiative let's say and so he hire a  
103 sustainability director

104 I oh okay

105 P3 which which was let's say I would say not so much  
106 the luggage itself was a success I think it was  
107 more the fact that the company finally started  
108 thinking

109 I yeah

110 P3 let's move towards something more sustainable and  
111 not just luggage luggage luggage and so I think  
112 sorry

113 I sorry erm how did you get the the time to do this  
114 development before it was something that the  
115 company wanted to do

116 P3 herrr so I mean and that's a problem right so I  
117 don't know are you a product designer as well

118 I no I have studied design a long time ago but like  
119 you I had the same feelings about not wanting to  
120 put stuff into the world haha

121 P3 haha

122 I so no I worked more on supply chain  
123 sustainability

124 P3 yeah so of course because they're like such a big  
125 company they I I mean honestly I worked for other  
126 companies that have the same philosophy oh this  
127 is great let's do it now oh but I need like three  
128 more weeks no you don't have three weeks go for  
129 it so I guess from the moment where my boss went  
130 to the conference in the first place to having  
131 the collection like presented and then ready to  
132 go maybe it took like a year

133 I aha okay

134 P3 so like talking to the suppliers making sure that  
135 they you know the people from the logistics agree  
136 with us to use certain suppliers because it's  
137 such a big company that everything is so okay  
138 design here is logistics here is you know  
139 sourcing

140 I yeah

141 P3 so everything is very and you cannot step into  
142 the toes of anyone so it takes longer of course  
143 so it was trying to get everyone in the same boat  
144 what took the longest let's say and so I think it  
145 was like a year for the point where we presented  
146 the project and it was ready to go into you know  
147 manufacturing let's say and then you know year  
148 and a half later it was in the market perhaps and

149 I okay and what was your personally what was your  
150 role in the design of this product

151 P3 so erm a lot of it was I guess project management  
152 like trying to keep the project in on track you  
153 know from a design perspective production so I  
154 had to communicate with the china team to make  
155 sure they were you know keeping everything on  
156 track meanwhile I was also trying to get as much  
157 information on circular economy as well as  
158 sustainability materials the benefits so we could  
159 continue spreading like the language let's say to  
160 the company and to the salespeople because they  
161 had to present the products to you know different  
162 retailers so we wanted to make sure they they had  
163 the language to fix you know when they were  
164 presenting the project and then but I guess the  
165 key role was from a design perspective making  
166 sure that the design was correct the construction  
167 was correct as I mentioned it was a new frame

168 I mhm

169 P3 so that also took a lot of work so I had to make  
170 sure that all the samples development samples  
171 were on track

172 and then the materials was another challenge er  
173 because fabrics have different widths so  
174 depending on how many threads you include I mean  
175 again I don't know how much you know of this

176 but you know depending on that it also depends on  
177 the quality so we wanted to make sure that it  
178 wouldn't fail as from quality because then we  
179 will have failed to introduce a sustaina well

180 sustainable product and or not a sustainable  
181 product but you know one that is moving towards a  
182 more environmental friendly product so I guess  
183 those were my main contributions like trying to  
184 make sure that the design is correct that  
185 everything is to a quality standard working with  
186 the quality team and supporting my boss you know  
187 because of course there is a lot of fights to to  
188 confront so I'm trying to keep her no this is the  
189 right thing don't give up keep keep so I was a  
190 cheerleader for my boss as well haha

191 I okay and how many other people were involved in  
192 the actual design work

193 P3 so in the design work erm so I guess I mean so it  
194 the so it was the vice president of design  
195 director then you know I'm just a senior designer  
196 so the two above me they were always you know  
197 working with me but I mean to be honest the  
198 design part of it I was pretty much in charge of  
199 it like they will be giving me feedback but it  
200 was me pushing for design usually

201 and and we used to have a er prototyping er shop  
202 in the same building so I used to er work closely  
203 with them let's say to do prototypes to work on  
204 the frame to make sure that the construction was  
205 correct the panels like that takes a lot of time  
206 let's say

207 cos each panel even though you look at luggage  
208 and probably you see they all look the same they  
209 are not hahaha

210 so so I mean I guess that that includes at least  
211 I don't know maybe about eight people working  
212 with me on helping me develop the product and  
213 giving feedback or you know supporting me in  
214 prototyping or that kind of stuff

215 I and can you tell me about some of the things that  
216 you needed to make design decisions about

217 P3 erm so it goes from defining again the width of  
218 the fabric to designing the zipper colour I mean  
219 its every detail really that I have to consider  
220 the wheels as well as the handles is very  
221 important and in this specific project I would  
222 say that the the biggest challenge was in the  
223 carry on we decided to do this handle in order to  
224 maximise the height of the case erm that it went  
225 down instead of being just cut and sew and also  
226 because we added the er pocket at the top of the  
227 case which is completely unusual for luggage so

228 we had to work on that a lot and that was a big  
229 challenge I think because at the end

230 er and this is the problem right so we were not  
231 hundred percent sure but that deadline is coming  
232 and they want to just do it and it was like okay  
233 so we just did it but you know as from a design  
234 perspective it was like oh this might go wrong  
235 and I don't have the power to say stop

236 so it just went to the market and then actually  
237 the handle got fixed in older collections later  
238 on but you know it was like this collection had  
239 to go to the market for us to realise no I mean  
240 you know we need to change it

241 I yeah and and which design decision do you think  
242 was most important in terms of sustainability for  
243 this product

244 P3 ah so the most important was pushing for  
245 transparency in the supply chain really because  
246 without that yeah you know we could say oh it's  
247 recycled PET yes but if you track back where is  
248 it coming from and maybe there are some lack of  
249 transparency of who we get it from and how they  
250 get it from and you know then it could go a big  
251 problem right because you're making a big  
252 statement about oh we're we we're using recycled  
253 pet from post consumer and then if because it's  
254 such a big company if they discover is a lie and  
255 you're in big trouble so I think the biggest or  
256 the most important part was making sure that the  
257 suppliers were honest in where they were getting  
258 their bottles and how were they processing and  
259 from this supplier to go to the you know the  
260 weaving of the fabric to make sure that there was  
261 a track of okay this is this this is this and so  
262 we could go back

263 I yes

264 P3 and trace it to to to yes these are post consumer  
265 pet bottles so I think that was the most  
266 important ((inaudible)) thing

267 I and how did you go about choosing between  
268 suppliers for this material

269 P3 so that was again I think that was one of the  
270 biggest challenges when picking a new material  
271 because I I I don't know I'm sorry to say this  
272 but in china it's like okay I want to work with  
273 this person so I'm going to give you this much  
274 money so you work with me and then this other  
275 person is getting paid because he convinced us to

276 work with them so there is a lot of like and  
277 that's the normal business right like you paid  
278 this one and then you get the contract so because  
279 of that dynamic it was very difficult to break  
280 those connections because of course they were  
281 like no no no we want to work with this supplier  
282 and then I don't know like I lost track of what I  
283 was saying what was the question haha

284 I I was just wondering how you chose the suppliers  
285 for the material you mentioned the trade fair did  
286 the connections come from the trade fair  
287 originally

288 P3 yes yes so it was my boss meeting some people and  
289 then you know talking to them

290 I yeah

291 P3 and actually there was some issues there too but  
292 you know at the end like the original person she  
293 spoke to the company then picked them but we  
294 still work with one person he recommended and at  
295 the end he end up losing the opportunity but  
296 because of prices then you know ((company name))  
297 went with this supplier and I mean it was still  
298 transparent but this was a weaver person you know  
299 so there is the one that recollects the the  
300 bottles which is very important because it's the  
301 raw material

302 I yeah

303 P3 and then from that they make the thread which is  
304 sent to the person that is the weaver so the most  
305 important let's say was the where we get the  
306 bottles so that one it stayed true and it was  
307 based on the trade show my boss had gone

308 I yep and do they they all happen to be in china  
309 all these supply chain actors

310 P3 yes so because the production in china yeah I  
311 mean now it might have changed to other countries  
312 haha but back then it was all in china so it was  
313 much easier to do it in china although we had  
314 spoke to I think it was some people from sweden  
315 actually but again they were a little higher  
316 prices so of course they always want the best  
317 price

318 I okay and so I'm kind of asking something that  
319 you've started to talk about what was what was  
320 important in making the decision about which  
321 supplier in which material to go for

322 P3 erm

323 so I guess the reason why we went for the RPET  
324 was because that technology had started because  
325 of course like and even though it had started  
326 like prices were a little higher so we had to  
327 work a lot like on okay we're doing ((inaudible))  
328 on the parts so we can afford the material for  
329 the fabric and I think because you know luggage  
330 is made out of I mean there's two types of course  
331 the plastic and then the soft with the fabric

332 I yep

333 P3 so because fabric is such an important aspect of  
334 the luggage than we thought okay there is this  
335 material already getting traction what about we  
336 do this first

337 I uhu

338 P3 of course we we we talk about like recycled erm  
339 plastics for handles and wheels

340 I yeah

341 P3 but again there is some big challenges with the  
342 quality and you know so back then again there was  
343 not as advanced you know quality standards for  
344 recycle PP or recycle you know other plastics I'm  
345 saying that we use for the components

346 I yep

347 P3 so that's why we went for the fabric first and  
348 also because the fabric is not recyclable haha

349 so let's say that's a big disappointment for me  
350 to say oh yeah I work on this but it's not really  
351 sustainable because at the end

352 I yeah

353 P3 I did this much I mean yeah okay we use recycled  
354 PET bottles but guess what all these luggage go  
355 to the landfill anyway because there is not a  
356 circular you know system where we're gonna take  
357 back these bags and the fabric can be recycled it  
358 really cannot at the moment

359 I and you keep saying back then what year was it  
360 that you worked on this project

361 P3 it was two thousand sixteen

362 I okay so not too long ago but you think things  
363 have moved on since

364 P3 um I think so let's say not so much that it's  
365 going to already be recyclable but for example  
366 terracycle is has moved a lot into how to recycle



367 different types of material and there are some  
368 you know new companies thinking of chemical  
369 recycling where they will pretty much  
370 disintegrate the materials to the chemical level  
371 you know so a lot of the fabric recycling

372 let's say innovations will come from them but I  
373 don't think we're there yet and so that's why I'm  
374 saying back then because I'm hoping in the future  
375 it will

376 I okay and er you've talked about challenges with  
377 this decision I'm interested to to hear about  
378 responsibility for the decision making who who  
379 took the responsibility for the design decisions  
380 and the material decisions in this project

381 P3 er so the material my boss was really in charge  
382 of the development of the material again I was  
383 just in the back like supporting or following I  
384 mean she was the she was the director so she had  
385 a thousand other projects so let's say I was in  
386 the background holding things and be like hey  
387 this came up can you you know talk to this person  
388 or push and she had more power in the company as  
389 well so when it came to materials she was really  
390 the one pushing really for the materials to  
391 actually be successful in this collection and  
392 then the vp of design was also supporting us in  
393 you know speaking to the executives and sales  
394 people again because everything is in layers in  
395 that corporation and then when it came to design  
396 I think pretty much it was my responsibility

397 I mhm

398 P3 to make sure that everything was on track and  
399 looking good I guess okay

400 I and you said at the very beginning about erm a  
401 bit about your own values how do you think your  
402 own values come into your design work

403 P3 mmm okay so when it comes to I guess working in a  
404 project like my values played in the sense that  
405 I'm hundred percent responsible for things to you  
406 know happen as far as you know being honest about  
407 everything not hide things so for example if when  
408 they handle I raised my doubts I couldn't just go  
409 oh no I really want this collection to happen I  
410 actually was always very transparent in things so  
411 I think that's where my values come and then  
412 again er coming back to sustainability

413 even though I was pushing for a more  
414 environmental friendly material I still said you

415 know this is not real anyway it's a step forward  
416 but we're lying at the end this is not the  
417 solution so let's say I'm too honest haha

418 I haha

419 P3 so I'm always very honest like I usually don't  
420 lie about things that I really believe in and I  
421 honestly think that's why my boss both of them  
422 really liked me haha

423 they were like okay we know but let's keep going  
424 haha

425 I yes to do what you can

426 and so who do you think's responsible for the  
427 sustainability the true sustainability of the  
428 design

429 P3 so here's where it gets very complicated because  
430 you know I've been in the circular economy  
431 programme with the Ellen MacArthur Foundation and  
432 I've been in other sustainable conferences and  
433 they'll go oh yeah we we need to educate the  
434 designers to make the right decision and do

435 well can I speak because I don't have power when  
436 it comes to making a final decision again if  
437 ((company name)) thought well we can afford these  
438 RPET materials if you want to do

439 but guess what it's not going to happen and they  
440 are going to say so put this other material that  
441 we can afford

442 yeah and what do you do I mean it's not like it's  
443 your company and you're just getting paid to do  
444 as you're told at the end of the game

445 I yeah

446 P3 so you can push for things but at the end of the  
447 game

448 you don't have power really and you can bring  
449 ideas which we did constantly

450 I yeah

451 P3 but from those ideas not all of them are you know  
452 supported by the you know executives or the  
453 shareholders because at the end they want to make  
454 money so I think that the decision really comes  
455 from the head of the company so if the company  
456 doesn't have sustainability in their projections  
457 or values it's not going to happen even if you

458 push for it because I've been they go er this is  
459 a penny more

460 I yeah

461 P3 haha so no thank you we want that penny in our  
462 pockets cos you're talking million you know a lot  
463 of pennies haha so that at the end of the day

464 I so why do you think this idea in particular which  
465 had this element of sustainability was taken up  
466 by the senior management compared to others

467 P3 I think because we were able to speak a little  
468 bit of their language so let's say that's one  
469 thing I could say from a design point of view the  
470 more designers can speak to sales vocabulary or  
471 business vocabulary the more they will actually  
472 understand what you're saying

473 I yeah

474 P3 so we were able to sell the idea from a business  
475 perspective so we said look you don't get on  
476 board of sustainability which is a must in the  
477 future for every company you do it now and you  
478 get ahead you know or you're behind and you know  
479 it's all about competition so I think they heard  
480 that because they knew that sustainability wasn't  
481 just a talk and it was actually becoming more of  
482 a must must happen

483 and so I think that was the success of the  
484 collection as well as it was insightful it was  
485 completely new colours shapes you know from a  
486 design perspective also it was very like  
487 different to an extent

488 I okay and does the company have a separate CSR  
489 team or sustainability team as well

490 P3 so after that collection they hire the director  
491 of sustainability so it's one person haha

492 I okay

493 P3 er it was one person but it was a big win I think  
494 a big win and I mean she's still there so I know  
495 she's still trying really hard to keep the ball  
496 going so I think it was a big accompli I would  
497 say that's the biggest accomplishment of that  
498 collection getting a position where it's just  
499 thinking okay how can we reduce the carbon  
500 footprint from every you know perspective of the  
501 company not only from the product but  
502 transportation how much we using electricity  
503 recycling in the building you know because that's

504 the truth it's not just the product it's the  
505 whole system

506 so I think that was the big win but again it was  
507 one person and then ((company name)) works in  
508 regions so us gets the director but then europe  
509 then gained another person that was in charge of  
510 that sustainability

511 I okay so they have one

512 P3 and then yeah in each region and then I don't  
513 know at this point I think it's still the same  
514 and because of covid nineteen I wouldn't be  
515 surprised if a lot of people are gone haha

516 I yeah

517 yeah no it'll be interesting to see what happens  
518 to sustainability with this virus situation

519 P3 yes

520 I and so I just want to ask a couple of more  
521 general questions building on that particular erm  
522 project do you think the way that you made  
523 decisions design decisions in this project was  
524 typical or was it unusual

525 P3 what do you mean design decisions

526 I so you talked about the I mean the main decision  
527 you talked about was the materials erm but you  
528 also talked about the form to some extent did you  
529 follow this sort of same usual kind of erm  
530 processes and procedures in this project compared  
531 to other design projects

532 P3 no I guess we also tried to look into like okay  
533 what language could be incorporated in the design  
534 that speaks to environment or a little bit more  
535 of biomimicry for example so the wheel we call it  
536 ((inaudible)) wheel I think which is like a  
537 cactus that I don't know survives in that the  
538 desert because of the shape I don't know I don't  
539 remember what the story was about but it was like  
540 okay what can we do to incorporate a more  
541 cohesive language that talks environment

542 so maybe that was erm different approach to  
543 design the process I mean again the materials was  
544 the biggest challenge so but the process of the  
545 product was very like as usual so start thinking  
546 very big narrowed down let's make this case and  
547 then the frame was part of okay can we come up  
548 with a frame that uses less materials that  
549 perhaps is stronger but it doesn't have I mean

550                   this is embarrassing but you know luggage if you  
551                   take out the lining you will see how I don't know  
552                   it's like kindergarden construction

553    I                haha

554    P3              haha so that's where we were like oh my god like  
555                   it looks beautiful but once you go in there they  
556                   have put glue like really what industry uses just  
557                   glue like can we make it beautiful from the  
558                   outside in the inside so I guess that was a  
559                   different approach to the design as well like can  
560                   we make it beautiful from every point of view and  
561                   fix this amount of extra materials that we're  
562                   putting maybe we use two screws instead of five I  
563                   don't know so I guess that was the beginning of  
564                   er development thinking in the company as well  
565                   and other designers and again this collection  
566                   didn't accomplish everything it just because  
567                   again I think it's very difficult to switch er  
568                   companies that has been in the linear economy for  
569                   so long to start thinking oh no let's think a  
570                   little more circular haha

571                   so it's little by little so I guess the the  
572                   approach was let's make one win and continue the  
573                   development for future er collections

574    I                yeah so it sounds like you were also thinking  
575                   about improving the quality and maybe that would  
576                   er just thinking maybe that would make people  
577                   want to treasure something more or keep it longer  
578                   perhaps that's another sustainability aspect

579    P3              yeah so that was another of the you know  
580                   implementations so for example I don't know if  
581                   you know tim brown he's like the IDEO designer

582    I                yeah

583    P3              and his fix about like how to design for you know  
584                   long lasting so there are like six principles  
585                   that you know they talk about in design and one  
586                   of them is you know create attachment erm to your  
587                   products

588    I                yes yes

589    P3              and I guess I'm just thinking yeah when when I  
590                   did this collection I I said well luggage is very  
591                   intimate like you're taking your most valuable  
592                   things inside this piece of luggage and then  
593                   you're going to a unknown place and you open the  
594                   luggage it's like very intimate piece of I don't  
595                   know equipment let's say so like that was another  
596                   thing we started talking like can we change the

597 perspective whath luggage is it's almost like an  
598 extension of home away from home

599 I yeah

600 P3 and it's a box of memories right so creating a  
601 nostalgia to the product instead of just luggage  
602 so

603 I yes I suppose that's hard to for the company to  
604 to want to go down that route because they would  
605 want people to buy more rather than keeping one  
606 thing

607 P3 yes haha it's always a challenge but at the end  
608 of the game so like even though they want people  
609 to buy more quality and I guess that was one of  
610 my values as well I wanted quality to never get  
611 jeopardised so I was always pushing like no you  
612 talk about quality in your brand then maintain it  
613 like don't lose it so I was always I don't know  
614 like following up on testing ((inaudible)) things  
615 even in the website sometimes I will see like  
616 someone complaining about I mean one time someone  
617 complained about a handle breaking and I went oh  
618 my god what's going on no one had seen it in the  
619 company and it was like I mean this is why this  
620 company is going to fall apart like how can you  
621 not see the comment and act immediately so I  
622 guess quality was always one of my values let's  
623 say like so I don't know I would push for the  
624 quality because if you don't provide a good  
625 product that the consumer trust they're never  
626 going to come back and make the same brand so at  
627 the end I always push for that to be maintained

628 I okay and then erm another more general question  
629 do you think that the lines of responsibility  
630 that you talked about in this erm project were  
631 typical for other projects in terms of who who  
632 takes responsibility

633 P3 ah now I guess I guess that was a big problem  
634 actually because some of my so I had previously  
635 worked with my boss in another luggage company  
636 and then she moved to ((company name)) and we  
637 started working again together so when she got  
638 here it was like a shock for her because in other  
639 companies they will have more power over sourcing  
640 whereas ((company name)) was very against very  
641 structured

642 I yes

643 P3 because it's such a big corporation so for you to  
644 go into sourcing it was a big problem like they

645 didn't like it because you know we were pushing  
646 for things that they were not comfortable with so  
647 I think that was the most unusual part where you  
648 know we get really involved into who is the  
649 supplier we want to work with the supplier where  
650 previously it was someone else's decision to do  
651 and we just follow whatever we were told use this  
652 supplier okay we use that supplier

653 I yeah

654 P3 so I guess that was the biggest rupture of the  
655 norm

656 I yep okay that's interesting that you managed to  
657 to incorporate that role as well in to to the  
658 design team

659 P3 I mean a lot of problems haha making a lot of  
660 enemies in the company for a little bit haha but  
661 you know when things started going better after  
662 the collection happened and yeah things started  
663 getting a little more comfortable but for a  
664 little bit it was again pushing for  
665 sustainability when it's not the norm is really  
666 difficult

667 I yeah

668 P3 like you you have to risk many things and many  
669 headaches haha many pains but at the end I think  
670 if you do it and it works out correctly anyway  
671 things get on board so you know after that the  
672 sourcing team also saw the value of yeah we need  
673 to change what we're doing and try to you know  
674 incorporate better materials and push for better  
675 you know suppliers

676 I yeah

677 P3 so they get on board at the end but it was I  
678 guess that was a disruption haha

679 I yeah it's it's really interesting to hear how how  
680 you managed to do this and

681 P3 haha

682 I ((inaudible)) to influencing people erm so those  
683 are all the questions I had was there anything  
684 else you'd like to share that you thought I might  
685 have asked about or anything else that's relevant

686 P3 erm no I guess the most important thing from a  
687 designer perspective because what I tell you we  
688 don't have power really when it comes down to  
689 making a final decision

690 I                   yep

691 P3                   is you have to have the passion for it

692 I                   yep

693 P3                   and be able to withstand all these complications  
694                   because again it was not easy to have to argue  
695                   with all those people in the company you know and  
696                   then go home and feel awful haha the next day  
697                   like oh my god what what are we doing you know  
698                   because again you're disrupting the peace in the  
699                   company and putting everything upside down for a  
700                   little while until things you know align but then  
701                   I don't know it goes down to your passion I think  
702                   that you really want to do something different  
703                   break you know the norm and be willing to  
704                   withstand you know whatever comes after breaking  
705                   the the normal procedures

706 I                   and I suppose there were erm two of you you and  
707                   your manager which probably made it a bit easier  
708                   maybe it wouldn't have been possible with just  
709                   one of you pushing I'm not sure

710 P3                   yes that's completely true and also so she was a  
711                   director position and the vice president of  
712                   design he also you know kind of got on board and  
713                   supported us as well so he had even more power  
714                   but honestly like he ended being hated by so many  
715                   haha after this and that's why I told you like  
716                   one of my roles was being a cheerleader haha like  
717                   it's okay like I had to literally give therapy to  
718                   them in many circumstances like let's go for a  
719                   lunch and

720 I                   yeah

721 P3                   you know breathe and because it's difficult yeah  
722                   but yeah it's important to have others in the  
723                   company that also help you one way or another

724 I                   yeah wow well thank you so much for sharing this  
725                   story with me it's definitely very interesting  
726                   for my research

727 /end/