



Handoff- Spoils Dog Bed Project

5 messages

Rabia Dastgir <rabia@americanpetworks.com>
 To: Ben Lebovitz <benjaminlebovitz@gmail.com>
 Cc: Trevor Crotts <trevor@americanpetworks.com>, Michael Grasewicz <mgrasewicz@gmail.com>, Special Projects <projects@americanpetworks.com>

Hi Michael and Ben,

Happy Monday!

I wanted to share a clear summary of the work completed over the past few months. From October through March, we progressed through the full development cycle, which included two rounds of Version 2. Throughout this timeline which included a 4 week Chinese New Year closure, we worked closely with both you and the factory across multiple meetings and ongoing coordination to get Tech Pack Version 2 has now been finalized and added to the shared folder for your reference. It reflects industry-recommended standards and aligns with the silhouette you outlined as your goal. At this stage, you're well set up to continue directly with the factory, especially since they have already provided samples, swatches, and a pricing matrix as part of the process. You're welcome to visit the factory while we believe we delivered on the agreed scope, we also recognize there were some communication gaps along the way, as well as moments where direction to the factory became fragmented. We appreciate the opportunity to have supported your project and wish you all the best as you continue building your brand.

Best,
 Rabia Dastgir.

On Thu, Mar 19, 2026 at 8:57 AM Ben Lebovitz <benjaminlebovitz@gmail.com> wrote:

Thanks! I didn't mean to remove them in my response.

I think we can just cancel today. I'll get the sample on Monday and we can reconvene. Bummer I didn't realize sourcing materials was off the table. Theoretically I imagine the factory would have a Re: spreadsheet. It's not that I needed a walkthrough, it just felt very disorganized and didn't clarify the APW recommendation or cleanly separate the current sample. It would be nice to have a clear

Yep, same silhouette. The clamshell, I think, will do a LOT for us and finding what works to stuff it will be more variable.

Best,
 --
 Ben

On Wed, Mar 18, 2026 at 2:18 PM Rabia Dastgir <rabia@americanpetworks.com> wrote:

Hi Ben;
 (Adding Trevor for visibility)

We don't do component sourcing or cost breakdowns but use preferred factory sourced materials, we can however switch to a different factory. After our call, and factory shortlist, the final decision is yours. Thanks for clarifying on the silhouette, makes me feel better that we aren't going for a redesign, with the cover construction upgrades and materials upgrades discussed, I am confident we can move forward.

I will let Trevor add his thoughts. I am not available on Friday.
 Thanks.

Best Regards,

Rabia Dastgir
 Global Sourcing Director



[Schedule your meeting here](#)

----- Forwarded message -----

From: **Ben Lebovitz** <benjaminlebovitz@gmail.com>
 Date: Wed, Mar 18, 2026 at 1:36 PM
 Subject: Re: APW reset: SOW not fulfilled — 7-day recovery plan (Spoils Lounge)
 To: Rabia Dastgir <rabia@americanpetworks.com>

Hi Rabia,

No worries on the mix-up, and thanks for setting tentative time for Thursday.

At a high level, we think Sample 1B is unlikely to be the answer, especially in the cover construction, so the more important question for us now is: what does APW actually recommend as the final design?

If an extra day helps create a more organized and useful recommendation, we're happy to move the call to Friday.

A few things would make that conversation much more productive:

- A cleaner spreadsheet that makes the options easy to understand:
 - Tab 1: Sample 1B as currently built
 - Tab 2: Sample 2 as recommended by APW
 - Tab 3: Best-material version.
 - Tab 4: Materials matrix by product part / placement with range.
- A more rigorous sourcing pass. Right now the BOM reads closer to placeholder or sheet-level pricing than optimized factory sourcing. We did a quick check ourselves and found several areas where we can improve.
- Trevor's direct POV on shape / silhouette. Given his role here, we'd like to hear his actual recommendation.
- Early construction approaches we can react to. Not asking for final answers yet, but enough to review and give feedback against.

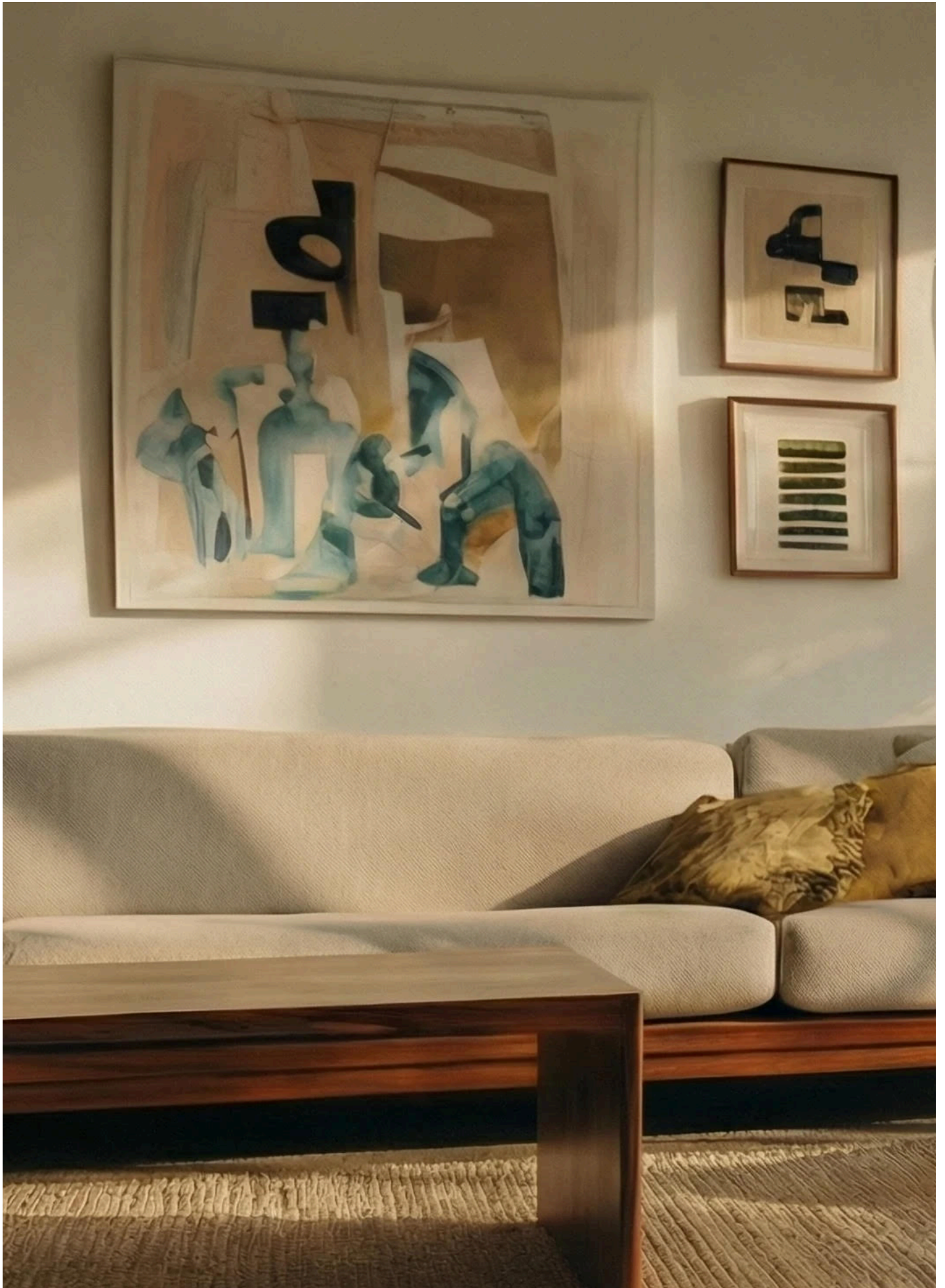
4/8/26, 12:37 AM

Gmail - Handoff- Spoils Dog Bed Project

We're open on how to get there — single-material base, layered construction, rebond, etc. We're not attached to one method. We just want the recommendation to come from the strongest

To answer your question about the desired shape from the previous email: we're still all in on the silhouette we identified (aka the blue version). I've attached some more recent renderings:

Thanks,
Ben











On Tue, Mar 17, 2026 at 5:48 PM Rabia Dastgir <rabia@americanpetworks.com> wrote:
Hi Ben,

You can review the working BOM file here: [Spoils- BOM and pricing Matrix.xlsx](#)

Tab 3 shows the discussed upgrades and their estimated impact on pricing. This is still rough because I'm waiting for the factory to provide exact weights for bolsters and base foam. I t
I sent out a placeholder meeting for Thursday. Looking forward to connecting, and awaiting Trevor's confirmation.

On Tue, Mar 17, 2026 at 4:06 PM Rabia Dastgir <rabia@americanpetworks.com> wrote:

Hi Ben,

Sorry about the confusion but I was waiting for a confirmation. Trevor and I recommended connecting once the samples have been received and reviewed, so we can make informed
We'd prefer to hold off on updating the tech packs until we discuss the matter and align on a clear direction. This way, we can treat the next revision as the final, consolidated update
At this stage, it would be really helpful to confirm whether you're leaning toward a **full redesign** or more of a **repositioning/refinement** of the existing concept, as that will guide how
Also, could you please confirm your preferred overall silhouette between the two options shared: (attached screenshot)

- **Beige version**: structured, 3D-formed side bolsters
- **Blue version**: softer, pillow-style side bolsters.

Once we have clarity on the outer form, we can move forward confidently with the technical edits.

Looking forward to your thoughts.

On Tue, Mar 17, 2026 at 10:04 AM Ben Lebovitz <benjaminlebovitz@gmail.com> wrote:
Hi Rabia, I don't see a meeting scheduled for today. Would it be better for you to do Thursday?

Mind just sending over the basic BOM for us to review? I don't have the sample yet either and looks like it's just leaving HKG.

And by then will you have anything to share on progress for the revisions for TP2 that will help instruct about the shell design and interior pocket approach?

—
Best
—
Ben

On Fri, Mar 13, 2026 at 1:00 PM Rabia Dastgir <rabia@americanpetworks.com> wrote:
Hi Ben,

We will have a basic Bill of Materials (BOM) ready for review, but it won't include all the details like pricing and suppliers.
Will you have the samples delivered and reviewed by then?

Trevor, does Tuesday work for you?

On Fri, Mar 13, 2026 at 10:47 AM Ben Lebovitz <benjaminlebovitz@gmail.com> wrote:
Rabia,

Tuesday at noon works for myself and Michael is also free. Will that give you enough time to do an initial comparative BOM?

Thanks,

—
Ben

On Fri, Mar 13, 2026 at 9:03 AM Rabia Dastgir <rabia@americanpetworks.com> wrote:
I have Tuesday and Thursday at 12 pm Pacific open, if that works for all.

On Thu, Mar 12, 2026 at 7:22 PM Ben Lebovitz <benjaminlebovitz@gmail.com> wrote:
Hi Trevor and Rabia,

Thank you both for your responses today and for thoroughly reviewing the project and confirming our current scope. This reset will clearly move us forward as we set our construction suggestions.

Would love for you to share how those improvements would impact BOM across the board and further distinguish between APW's recommendations and the alternatives

In the meantime, let's set up a call to discuss these options further and cross-reference the cost impact. Is there a time on Tuesday that would work for you? Or could you

Best,
--
Ben

On Thu, Mar 12, 2026 at 2:50 PM Trevor Crotts <trevor@americanpetworks.com> wrote:

Just to add.....

We went through the entire project as well as examined your latest notes carefully. I believe we can achieve everything you are looking for and can explain it more eloquently

Rabia provided some brief detail above but I think that each point deserves some attention and conversation. That way we all can fully align on your vision and understand

Best,
Trevor

On Thu, Mar 12, 2026 at 2:29 PM Rabia Dastgir <rabia@americanpetworks.com> wrote:

Hello all,

Trevor and I had a detailed call and reviewed everything in depth.

We are currently in the **T2 stage of Tech Pack development**, but we paused further updates because we agreed to hold any structural changes until **Sample 1B** is completed

The document sent to the factory to initiate sampling was the one originally drafted by Spoils, which contained clear direction on sizing, labels, material shortlist, and our usual process. We take responsibility for that and will ensure all details are clarified moving forward.

Please see our responses and recommendations below in green within Ben's email thread. Once you've reviewed the revised sample, we can schedule a call to discuss

On Mon, Mar 9, 2026 at 10:54 AM Ben Lebovitz <benjaminlebovitz@gmail.com> wrote:

Trevor and Rabia,

Thanks for the note, Trevor. To be clear, this is not frustration with PecPets or Lawrence. I think there's just been some slippage between the product vision

For us, the two things that matter most are **silhouette and quality**.

The bar is not "good for a dog bed." The bar is that this should feel substantial, intentional, and furniture-grade in a living room. That's the whole point of the product early because the current build path can't get us there.

At a product level, the things we care about are:

- One removable cover, not multiple pieces. Understood
- Structured corners and a clear front-to-side-to-back height transition. in the current design the factory has improved it to the best, if this new design can do better
- A base with enough integrity that it doesn't collapse or fold when lifted. We recommend High resilience foam will be a bit heavier but is comfortable
- Bolsters that hold their shape and don't flatten under normal use, and over time. in the current design the factory has improved it to the best, if this new design can do better
- Better material options in both color and durability. need more clarity.
- Higher-end zipper and finish details. Doable, lets review after sample delivery
- A feel that is supportive and substantial, not soft in a generic pet-product way.
- A bottom treatment that is functional but still feels considered. (Something that is not indistinguishable from every other pet bed on the market)
- Zippers positioned off the floor to protect the home as well as the product. The factory has built a zipper garage in the revised sample. Lets see if we can do better

What we need from you is guidance on the best path to achieve that standard.

If that means changing construction, great. If that means rethinking the internal architecture, great. If that means PecPets is not the right factory for this product, great.

What I believe is needed;

- Medium firm shaped foam bolsters wrapped in Dacron. (These could be mitered 45s, or designed with a corner cap to bring the shape out) Foam
- A solid cloud or similar foam base across the entire footprint. High resilience foam will have to be the best option. Cloud Foam isn't practical, cloud foam is not a good option
- A clam shell cover design - zipped 3 sides with interior pocket construction in the top shell to hold in place the bolsters and the central pad. Un
- Denser, stronger, tougher construction that is more brilliant inside than out.
- Possibly taller than the latest sample, but definitely more height than defined in the drawings. (which lack detail and instruction around the shape)

We're open to strong recommendations. We just want them to be in service of getting the product right.

Michael is traveling later this week, so if there's a chance to align before then, great. If not, we can coordinate timing from there.

Thanks,
Ben

On Fri, Mar 6, 2026 at 9:59 PM Trevor Crotts <trevor@americanpetworks.com> wrote:

Michael and Ben,

I understand you're frustrated with the current progress on sampling. Rabia and I have discussed the situation, and throughout this project we've consistently

One of the core challenges here has been factory communication. Normally APW manages that more directly so there is a single source of instruction that everyone already been agreed to. That creates confusion and slows the development loop. This is something we have already discussed with him and should be

It's also worth noting that early samples are rarely perfect. That can be frustrating, but it's a normal part of the development process. The live development
The structure of this bed is clearly the most complex element of the project, and it's an area where I have substantial experience. Yet, I was not involved
pack is still fluid because there are several structural variables we are actively refining through sampling. That's a normal part of the development process
Rather than sending a written "recovery plan," the best next step is to get everyone aligned and reset the process properly. I'll schedule an alignment call
ambiguity. We can also go over a revised timeline to reset expectations.

Rabia and I are committed to resolving this together with you. Let's get aligned next week and move the project forward.

Best,
Trevor

On Thu, Mar 5, 2026 at 2:03 PM Michael Grasewicz <mgrasewicz@gmail.com> wrote:
Trevor / Rabia –

I'm writing to reset this project so we can salvage it and get to a manufacturable Sample 2 quickly. Spoils is now my full-time focus.
It's March. We started in October. The first sample arrived in January, it was a flop (including a zipper failure), and we're still debating fundamental
Per the attached SOW/scope email, the tech pack / design translation and sampling PM you committed to has not been delivered to a level that
Concretely, the current tech pack is not a factory-ready single source of truth. We expected normal iteration after the first sample – but instead
What I need now is simple: **you own this, you propose how to fix it, and you provide a plan with dates and clear ownership lanes.**

By end of day **Thursday 3/13**, please send a short written recovery plan that includes:

1. **Build options + recommendation**
2-3 viable construction paths to achieve the intended silhouette + premium rigidity (what changes, key tradeoffs, and your recommended path)
2. **Tech Pack v1.1 plan**
The specific corrections required for Tech Pack v1.1 to become a contradiction-free, factory-executable source of truth (including internal
3. **Timeline + milestones**
Target dates for: Tech Pack v1.1 delivery, pre-ship review, Sample 2 completion, and the next decision gate.
4. **Ownership lanes + comms cadence**
Who at APW owns this day-to-day, what decisions come to us for approval, and a weekly 3-5 bullet status update (what changed, what's blocked)
Separately: factory comms should flow through APW – Ben and I should not be driving day-to-day translation with PecPets.

Also, please **map our work to your SOW "rounds"** so we're aligned on what has (and has not) been delivered:

- Up to 3 pre-tech-pack design revision rounds (dates + outputs)
- Your definition of T1 and the current tech pack version
- Which post-T1 tech revision round we are in, with the written change log and updated files

Ben will be the primary product lead / point person with you going forward, and I'll stay closely involved for approvals and decision-making.

If you can't deliver the recovery plan and v1.1 path above, then we need a separate conversation about why the SOW can't be fulfilled and what 's

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Michael Grasewicz
804-677-9040

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804-677-9040

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804-677-9040

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Best Regards,

Rabia Dastgir
Global Sourcing Director



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Global Sourcing Director



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Rabia Dastgir
Global Sourcing Director



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Michael Grasewicz <mgrasewicz@gmail.com>
To: Rabia Dastgir <rabia@americanpetworks.com>, Trevor Crofts <trevor@americanpetworks.com>
Cc: Ben Lebovitz <benjaminlebovitz@gmail.com>

Tue, Mar 31, 2026 at 3:17 PM

Trevor / Rabia,

We do not accept the current TP2 package as a completed Sample 2 handoff.

As confirmed in your Aug. 20 email, APW's package included project management through T1 and T2, tech pack updates after each round, and PP as the final confirmation stage before bulk. What we have now is, at most, a revised tech pack intended to begin Sample 2 (T2). That is revision-level output, not completion of the phase.

It also differs from the direction we were pushing and omits the rationale and supporting notes you said would accompany the handoff. That leaves us in the same place we've been for weeks: still interpreting core build decisions ourselves instead of receiving a clean handoff package the factory can execute without guesswork. When you decided APW no longer wanted to carry this through, the expectation became straightforward: current materials, samples, documentation, final BOM and tech pack updates, and supporting notes so we could understand why and what APW was suggesting. What we received does not meet that bar.

There are two ways to resolve this:

1. APW refunds \$2,500 and we close this out now.
2. APW gives us a specific timeline for when TP2 materials will actually be handoff-ready. That means a clear recommended construction path, supporting notes explaining the recommendation, and a factory-ready packet that does not require us to interpret the core build decisions ourselves. We can then discuss refund once that package exists.

I do not think it is reasonable to call the current packet final delivery and pair that with a \$500 refund. The first sample run cost us \$780 for two samples, including the pre-CNY sample that proved unworkable, and we will still incur additional sampling costs because this phase was not brought to a true handoff point.

Please let us know which path you want to take. I'm available to get on a call this week to resolve this quickly.

Michael
[Quoted text hidden]

Trevor Crofts <trevor@americanpetworks.com>
To: Michael Grasewicz <mgrasewicz@gmail.com>
Cc: Rabia Dastgir <rabia@americanpetworks.com>, Ben Lebovitz <benjaminlebovitz@gmail.com>

Fri, Apr 3, 2026 at 4:32 PM

Michael,

We are working on one last adjustment and we will include the supporting notes this time. I will be back with you soon.

Best,

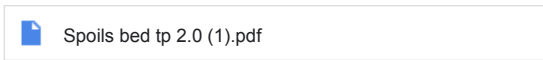
Trevor

[Quoted text hidden]

lack of cooperation with our process.

All that said this is our good faith attempt to close this project in a good place for you. Allowing the conversation to continue with Lawrence (which we don't have to do) and providing additional design revisions and communication for this last handoff is what we promised and is now delivered. I hope you find this a satisfactory and wish you luck.

Regards,
Trevor



[Quoted text hidden]

[Quoted text hidden]

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Michael Grasewicz
804-677-9040

