



Michael Grasewicz <mgrasewicz@gmail.com>

### APW reset: SOW not fulfilled — 7-day recovery plan (Spoils Lounge)

20 messages

Michael Grasewicz <mgrasewicz@gmail.com>  
To: Ben Lebovitz <benjaminlebovitz@gmail.com>

Wed, Mar 4, 2026 at 11:47 PM

Trevor / Rabia —

I'm writing to reset this project so we can salvage it and get to a manufacturable Sample 2 quickly. Spoils has shifted into my full time role and

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 construction decisions live with the factory while Ben and I repeatedly step into China comms and technical translation. That's not sustainable.

Per the attached SOW/scope email, the tech pack / design translation and sampling PM you committed to has not been delivered to a level the factory can execute against, and there is no clear path forward with dates as [the GTM](#) has never been updated.

Concretely, the current tech pack is not a factory-ready single source of truth. It contains conflicting/unclear specifications that create exactly the "engineering live" situation we're in (e.g., bolster fill called two ways; base foam height conflicts; and most importantly the internal construction/compartimenting + assembly/containment logic is not locked, so inserts shift and every decision becomes a debate).

What I need now is simple: **you own this, propose how to fix it, and 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, tradeoffs, and your recommended path for Sample 2).
2. **Updated tech pack plan**  
The specific corrections needed for Tech Pack v1.1 to become a contradiction-free, factory-executable source of truth (including internal compartimenting/containment + assembly order).
3. **Timeline + milestones**  
Target dates for: Tech Pack v1.1 delivery, pre-ship review, Sample 2 completion, and next decision gate.
4. **Ownership lanes + comms cadence**  
Who at APW owns this day-to-day, what decisions come to Ben/me for approval. Separately: factory comms should flow through APW—Ben and I should not be driving day-to-day translation with PecPets.

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

- The 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

If you can't deliver the above, we need a separate conversation about why the SOW can't be fulfilled and what "making it right" looks like from APW.

--  
Michael Grasewicz  
804-677-9040

#### 2 attachments



Screenshot 2026-03-04 at 10.48.03 PM.png  
602K

spoils (1).pdf  
6455K

Ben Lebovitz <benjaminlebovitz@gmail.com>  
To: Michael Grasewicz <mgrasewicz@gmail.com>

Thu, Mar 5, 2026 at 11:17 AM

Trevor / Rabia —

I'm writing to reset this project so we can salvage it and get to a manufacturable Sample 2 quickly. Spoils has shifted into my full time role and

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 construction decisions live with the factory while Ben and I repeatedly step into China comms and technical translation. That's not sustainable.

Per the attached SOW/scope email, the tech pack / design translation and sampling PM you committed to has not been delivered to a level the factory can execute against, and there is no clear path forward with dates **and** [the GTM](#) has never been updated.

Concretely, the current tech pack is not a factory-ready single source of truth. **We knew we needed to see a sample first to make incremental adjustments, but this is very different.** It contains conflicting/unclear specifications that create exactly the "engineering live" situation we're in (e.g., bolster fill called two ways; base foam height conflicts; and most importantly the internal construction/compartimenting + assembly/containment logic is not locked, so inserts shift and every decision becomes a debate). **we're editing live but without a concise BOM reference toward possible solutions.**

What I need now is simple: **you own this, propose how to fix it, and 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, tradeoffs, and your recommended path for Sample 2).
2. **Updated tech pack plan**  
The specific corrections needed for Tech Pack v1.1 to become a contradiction-free, factory-executable source of truth (including internal compartmenting/containment + assembly order).
3. **Timeline + milestones**  
Target dates for: Tech Pack v1.1, and solutions in the form of Tech Pack 2 and 3 that express alternative ways to achieve the desired output. delivery, pre-ship review, Sample 2 completion, and next decision gate.
4. **Ownership lanes + comms cadence**  
Who at APW owns this day-to-day, what decisions come to Ben/me for approval. Separately: factory comms should flow through APW—Ben and I should not be driving day-to-day translation with PecPets.

Please also map our work to your SOW “rounds” so we’re aligned on what has (and has not) been delivered:

- The 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

If you can't deliver the above, we need a separate conversation about why the SOW can't be fulfilled and what "making it right" looks like from APW.

[Quoted text hidden]

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

Thu, Mar 5, 2026 at 12:03 PM

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 construction decisions live with the factory while Ben and I repeatedly step into China comms and technical translation. That's not sustainable.

Per the attached SOW/scope email, the tech pack / design translation and sampling PM you committed to has not been delivered to a level the factory can execute against. There is no clear path forward with dates, and I need an updated GTM timeline tied to the revised sampling plan so I can plan launch timing.

Concretely, the current tech pack is not a factory-ready single source of truth. We expected normal iteration after the first sample — but instead we're in an "engineering live" loop driven by conflicting and unclear specifications (stack/height not reconciled; containment/rooms' not defined; assembly access described but sequence not locked).

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 for Sample 2).
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 compartmenting/containment and assembly order/zipper access).
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, what's next, dates). 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 "making it right" looks like.

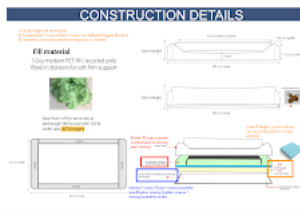
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Michael Grasewicz  
804-677-9040

2 attachments



Screenshot 2026-03-04 at 10.48.03 PM.png  
602K



Spoils\_TechPack1\_Annotations\_Mar26.png  
710K

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

Fri, Mar 6, 2026 at 9:59 PM

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 accommodated requests and stayed flexible as things evolved. We remain committed to helping get this product across the finish line.

One of the core challenges here has been factory communication. Normally APW manages that more directly so there is a single source of instruction translating design intent into something the factory can actually manufacture. In this case, there has been significant back-and-forth with Lawrence, and at times direction coming from us has been contradicted by the factory referencing separate conversations where they believed something had already been agreed to. That creates confusion and slows the development loop. This is something we have already discussed with him and should be better moving forward.

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 loop is where DFM happens and where construction gets refined into something manufacturable. That loop is something we typically control closely with the factory so iterations move quickly and the tech pack evolves based on real feedback.

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 in the latest conversation with the factory and would like to have some input. We're committed to working through it collaboratively and getting to a viable solution. I understand the desire to have the tech pack serve as a single source of truth for the factory. At this stage, however, the tech 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. The initial tech packing is intended as a development document to begin the sampling process and is not final until we hand off the project officially. So not to worry, we will tighten it up per your request and we will revise it again when we settle on a direction.

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 early next week with you and Ben. From there, APW will take over factory communication directly so there is a single clear channel and the development loop can function the way it's intended to. We can also revise the tech packing per your instruction and lock in any details while we remove 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

[Quoted text hidden]

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

Mon, Mar 9, 2026 at 10:54 AM

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 we're trying to create and what's being translated into the sample process instructions.

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. We want to be compared to Herman Miller. (The Lounge, it's even in the name). We know cost will matter. We know there will be tradeoffs. But we want to start from the strongest version of the product and then work backward intelligently, not lower the standard too 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.
- Structured corners and a clear front-to-side-to-back height transition.
- A base with enough integrity that it doesn't collapse or fold when lifted.
- Bolsters that hold their shape and don't flatten under normal use, and over time.
- Better material options in both color and durability.
- Higher-end zipper and finish details.
- 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

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 exact build, we should be honest about that too. What we need most right now is a partner who can help us solve toward the vision, not just tell us what the current setup can't do.

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)
- A solid cloud or similar foam base across the entire footprint.
- 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.
- 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 and corners)

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

[Quoted text hidden]

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

Mon, Mar 9, 2026 at 2:20 PM

Trevor,  
Jumping in quickly here — I do have some time on Tuesday if it would be helpful to connect and get aligned.

Also, just so roles stay clean on our side, Ben is taking the lead on product direction, so his read will be the final word there. I'll stay closely involved, but I want to make sure we're keeping that line clear so we can move faster and avoid any crossed wires.

Appreciate you working through this with us.

Thanks,  
Michael  
[Quoted text hidden]

Michael Grasewicz  
804-677-9040

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

Tue, Mar 10, 2026 at 3:38 AM

Hello everyone,

I only have 9 am available on Tuesday ( Pacific) if that works for you all, otherwise you all can meet and record the meeting, i will make the adjustments needed to the TP before Thursday as per Michael/Ben's timeline following the final directive you all provide after consultation.

We need to please confirm the factory to either ship or hold the sample they have been carrying for over a month and revised after last weeks call to remain fair with all partners. I have requested them to hold on to any further movement till we provide next steps.

Thank you all.

Best Regards,

**Rabia Dastgir**  
Global Sourcing Director

**AMERICAN  
PET WORKS**

[Schedule your meeting here](#)

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

Wed, Mar 11, 2026 at 7:05 PM

Hi Guys.  
Just checking in.

Rabia, Ericka, and myself have a private design review tomorrow to go over the project and find the best path forward. We will check in once that is finished.

Best,  
Trevor  
[Quoted text hidden]

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

Wed, Mar 11, 2026 at 9:03 PM

Trevor,

Thanks for the update.

Look forward to seeing the plan once your review is complete.

My wife and I had to move our trip to the week after next, so please send over a few times next week that work for a call to discuss the path forward.

Best,  
Mikey  
[Quoted text hidden]

Michael Grasewicz  
804-677-9040

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

Thu, Mar 12, 2026 at 12:28 PM

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 delivered. The tech packs in the folders are **working files**, not final versions, and will be refined after our next call.

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 fillings. Normally, we would proceed using our internal tech pack, but due to the rush to start sampling before the **CNY closure**, we moved forward with that document. In hindsight, we should have finalized **TP V1** before initiating sampling, as sharing that document directly may have disrupted 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 next steps.

On Mon, Mar 9, 2026 at 10:54AM 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 we're trying to create and what's being translated into the sample process instructions.

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. We want to be compared to Herman Miller. (The Lounge, it's even in the name). We know cost will matter. We know there will be tradeoffs. But we want to start from the strongest version of the product and then work backward intelligently, not lower the standard too 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 needs further structure, the bolsters will need to be contoured patterns and not a pillow form. Can discuss during call.
- 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 compressible and provide best structure and form <https://foamonline.com/product-category/foam/high-resilience-foam/>
- 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 needs further structure, the bolsters will need to be contoured patterns and not a pillow form. Can discuss during call.
- 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) we agree the dotted non slip looks cheap. We recommend <https://eastexproducts.com/products/30037-slip-not-8000-fabric/> it will help with some base steadiness too
- 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 review and determine if that enough

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 exact build, we should be honest about that too. What we need most right now is a partner who can help us solve toward the vision, not just tell us what the current setup can't do.

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 Bolsters will increase cost and change the shape, but we can revise if thats the direction you want.
- A solid cloud or similar foam base across the entire footprint. High resilience foam will have to be the best option. Cloud Foam isnt practical, cannot shrink and not commercially viable for this product.
- 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. Understood and achievable.
- 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 and corners). Let's review sample and would be great if you provide exact height intended. We dont have the samples on hand so need your collaborative input.

[Quoted text hidden]

[Quoted text hidden]

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Michael Grasewicz  
804-677-9040

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Michael Grasewicz  
804-677-9040

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Best Regards,

Rabia Dastgir  
Global Sourcing Director



[Schedule your meeting here](#)

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

Thu, Mar 12, 2026 at 2:50 PM

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 in our next discussion.

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 the what and why of what is practical and possible.

Best,  
Trevor  
[Quoted text hidden]

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

Thu, Mar 12, 2026 at 7:22 PM

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 sights on **T2 stage of Tech Pack development**. We feel really good about moving forward together now and bringing this to life. Rabia, thank you for responding line-by-line and offering your recommendations across what I shared. It felt nice to see your agreement on many of the material and 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 I suggested. Once the sample 1B arrives, I'll get you tighter measurements.

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 recommend some for next week that do?

Best,  
--  
Ben  
[Quoted text hidden]

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

Fri, Mar 13, 2026 at 9:03 AM

I have Tuesday and Thursday at 12 pm Pacific open, if that works for all.

[Quoted text hidden]

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

Fri, Mar 13, 2026 at 10:47 AM

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  
[Quoted text hidden]

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

Fri, Mar 13, 2026 at 1:00 PM

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?  
[Quoted text hidden]

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

Tue, Mar 17, 2026 at 10:03 AM

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  
[Quoted text hidden]

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

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 decisions together. In the meantime, I'm working on the BOM and will upload it to the folder by tonight. I will be happy to send an invite for whatever Trevor and you decide. Thursday at 12 pm Pacific is still open.

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 rather than iterating in fragments.

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 we approach the technical work.

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.

[Quoted text hidden]



Outer Form.png  
1942K

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

Tue, Mar 17, 2026 at 5:48 PM

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 think our discussion will also clarify some areas, especially regarding whether size needs adjustment or if side wall filling should be explored.

I sent out a placeholder meeting for Thursday. Looking forward to connecting, and awaiting Trevor's confirmation.

[Quoted text hidden]

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

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 BOI

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 will

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

Thanks.

Best Regards,

**Rabia Dastgir**  
 Global Sourcing Director

**AMERICAN  
 PET WORKS**

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----- 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

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 foan

- 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.

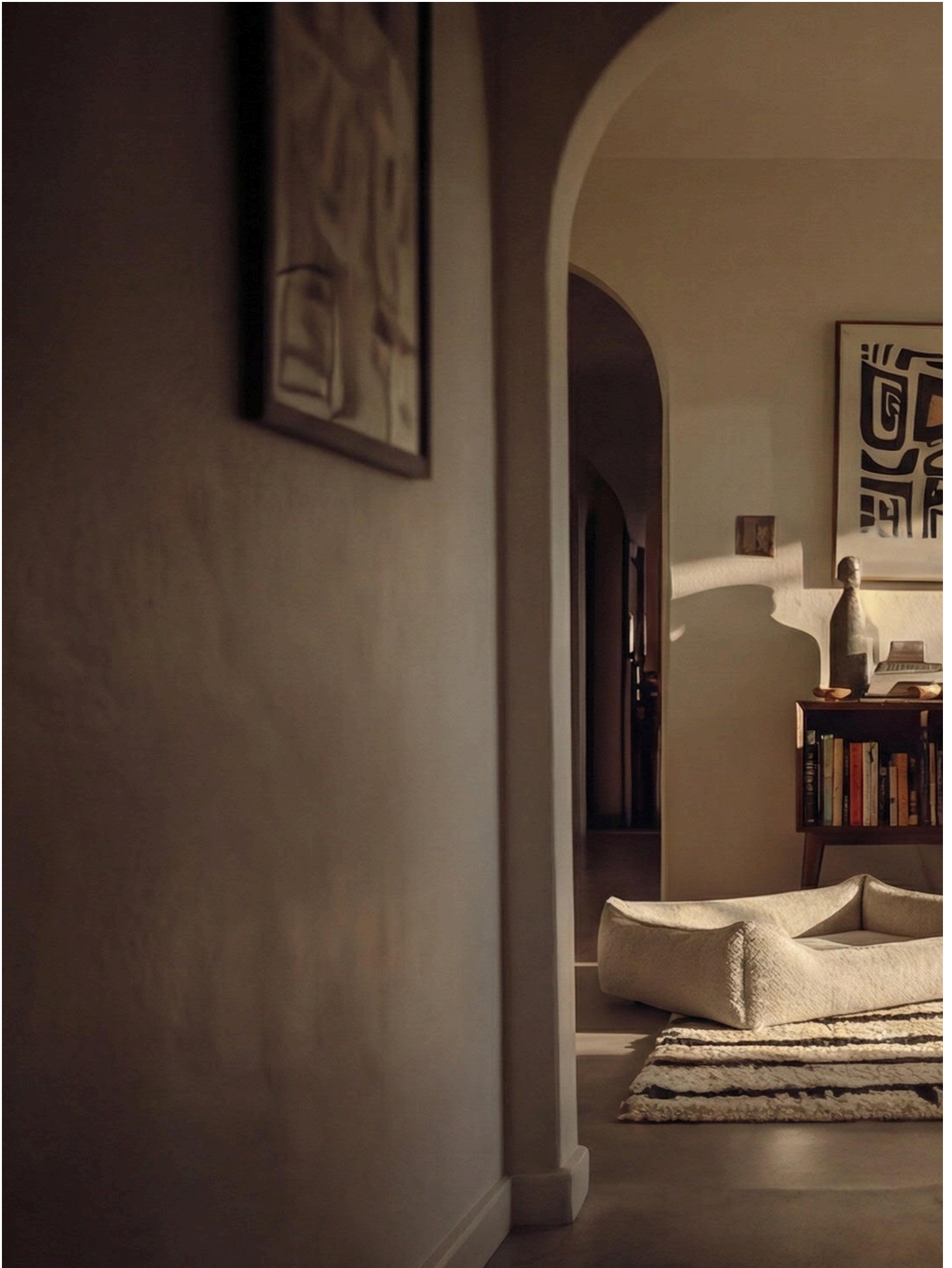
We're open on how to get there — single-material base, layered construction, rebond, etc. We're not attached to one method. We just want the recommendation to come from the strongest bu

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 for

Thanks,  
Ben













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

Thu, Mar 19, 2026 at 8:56 AM

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 wouldn't mind sourcing a new or better-priced item for our inventory if we ran it with them. So it's still a matter of making the best selections for the bed.  
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 wider range of material options, including pricing and trade-offs between them.

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,  
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Ben

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