

INNOVATING SUSTAINABLE FASHION
KEA SUMMER SCHOOL 2012

MARC BY MARC JACOBS

PRESENTS
MISS MARC MATERIALS



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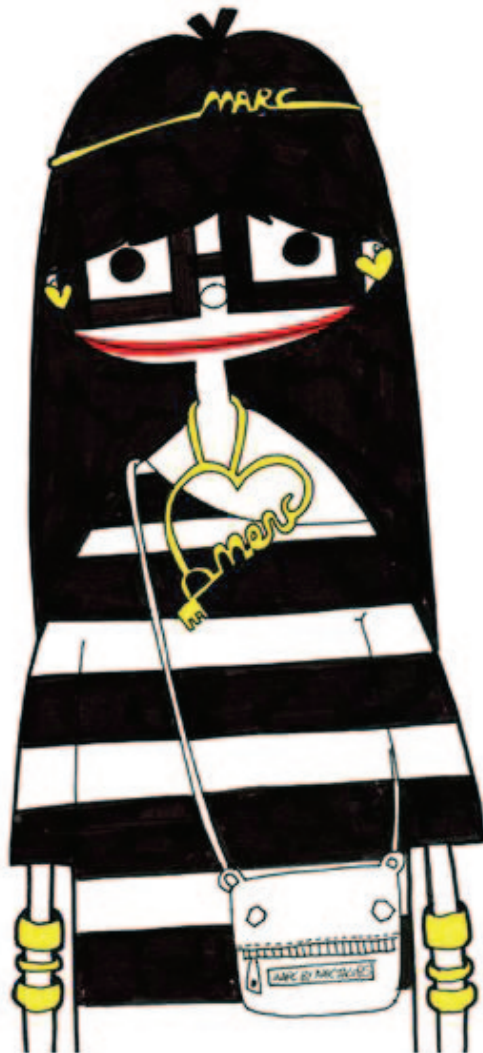
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INTRODUCTION

MARC BY MARC JACOBS is a diffusion line owned by Marc Jacobs International, a subsidiary company of global conglomerate LVMH Moët Hennessy • Louis Vuitton S.A.

Although it has a history of working with various organizations in supporting charitable causes, the label has not previously had a prominent focus or long-term commitment with regards to sustainability, proving to be an intriguing and rewarding challenge for the development team.

Having conducted a thorough investigation of the brand that is Marc by Marc Jacobs with consideration to principal concepts such as cradle-to-cradle and post-consumer lifespan, the team has created a 10-year implementation scheme.

The main goal is to ensure that sustainable practices are carried out throughout the label's operations while maintaining the integrity of Marc by Marc Jacobs' brand values, especially that of innovation in design and a sense of fun and irreverence (Marc Jacobs Intl., 1984).

Slated to begin in the fall of 2013, the scheme will begin with the phasing out of harmful materials in current bag collections and replacing them with more sustainable alternatives, with the rest of the collections to follow suit over time.

GOALS

As stated in the introduction, the overarching goal in this report is to have Marc by Marc Jacobs transform into a sustainable label by the end of 2022, with emphasis on improving the sustainability of products in each of its collections.

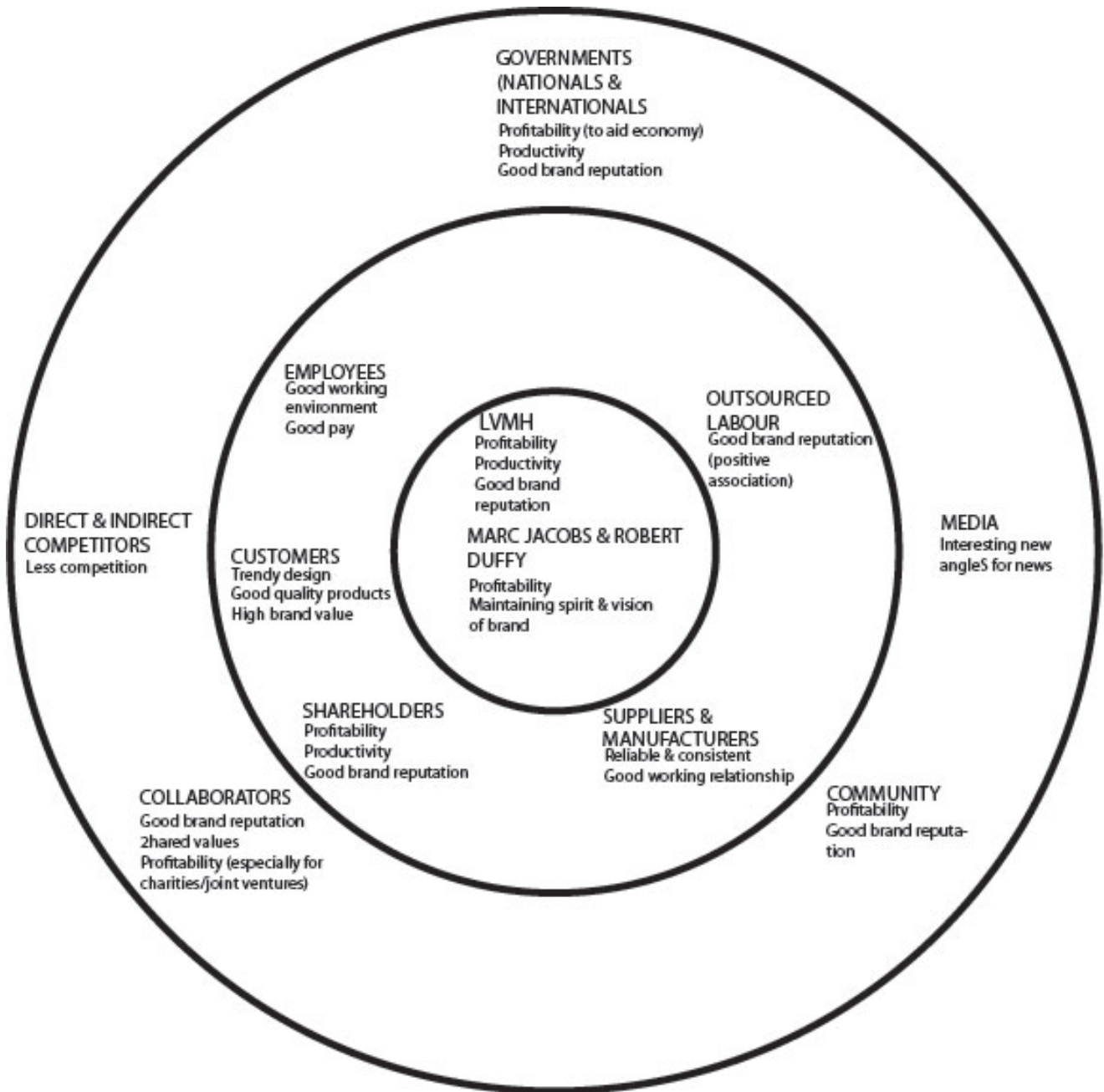
SUBSIDIARY GOALS	RATIONALE
Bag collection as the first product line to be made sustainable within the first two years (Nylon bags (50%) within the first year)	MMJ bags enjoy an iconic status as well as significant popularity with consumers
Increase product quality for MMJ bags	High rate of returns to store due to poor quality of metal trimmings which fall off or become discoloured

BRAND VALUES & TARGET CUSTOMER

As a brand, Marc by Marc Jacobs is focused on forward-looking, innovative fashion design often executed in a bright, colourful palette with a high-spirited sense of fun, values which the team aspires to uphold in this proposal. The MMJ target customer is a young woman, aged between 16-25 years of age. She is a fun-loving colour and print enthusiast who is also very much aware of current trends in fashion and highly brand-conscious.



STAKEHOLDERS



RESEARCH METHODOLOGY & DATA ANALYSIS

In order to further understand Marc by Marc Jacobs (MMJ) as a fashion label and its position in terms of sustainability, the team began by searching online. However, very little of the brand's identity had been articulated in writing: its mission statements could only be found in the About section of the Marc Jacobs Facebook page, and there was no mention of Corporate Social Responsibility (CSR) (Marc Jacobs Intl., 1984). On the other hand, the Marc Jacobs website had a very thorough interface in terms of online retail and product advertising, a clear indicator that the company's primary focus was on the visibility of its products.

Through further research on other websites the team discovered MMJ had previously run campaigns such as 'Protect the Skin You're In' to raise awareness for skin cancer (Marc Jacobs Intl., 1996). Neither this nor the bio-based eyewear produced in 2011 were featured on the MMJ site, possibly because these were not a chief priority.

The team then turned its attention to firsthand research and visited the MMJ store in Copenhagen - the retail space provided a lively and engaging experience complete with loud music and brightly-coloured products, in keeping with the brand's desire to project a sense of irreverent playfulness. Similar to its online counterpart, this physical space appeared to have no focus on sustainability whatsoever.

Further inspection of the products seemed to support this observation: the bags were mostly made of leather and nylon and produced in either China or Indonesia, while the majority of the garments were made from mixed materials and manufactured in Asia. A conversation with a sales assistant revealed that the staff did not receive any information or training with regards to sustainability; the assistant was unaware of what sustainability was and remained uncomprehending even when asked about the concept in her mother tongue.

The sales assistant also explained that there were a significant number of complaints about the bags: the metal trimmings would either fall off or undergo discolouration, and the company would then send the pieces to a factory in Italy to be fixed and then returned to the consumer. Unfortunately the assistant was unable to adequately answer all the queries and provided an e-mail address for the store manager, who has been unresponsive thus far.

A survey of MMJ customers showed that consumers expected good quality when purchasing MMJ products and would either give away or sell the bags as methods of disposal because of the brand's value, highlighting the fact that solving the issue of product returns is crucial if MMJ is to maintain its customer base. Like the sales assistant, most of the consumers surveyed were ignorant towards the concept of sustainability.

Conclusively, not only is there a lack of awareness and practice of sustainability within Marc by Marc Jacobs as a fashion business, poor product quality also poses a threat to continued profitability and the label's reputation.



THE TEN-YEAR IMPLEMENTATION SCHEME.

YEAR	COLLECTION	RATIONALE
2013 (FALL)	10-YEAR PLAN	10-year plan: private company scheme to be implemented, although consumers can find out more if they are interested
2014	BAGS	Strong market position as iconic fashion accessory Phasing out use of nylon (50% of bags) and phasing in new materials (stone paper & Tyvek)
2015	BAGS	Phasing out use of leather (remaining 50% of bags) later as more effort is required in researching sustainable sources & substitute materials
2016	EYEWEAR	Also a product category with high visibility, company has already ventured into sustainable collection with Plant A Seed project (Safilo Group, 2011)
2017	WOMENSWEAR	Women more receptive towards sustainability compared to men
2018	WOMENSWEAR	50% of womenswear line; phasing out use of mixed materials & ensuring organic cotton is used for cotton garments
2019	WOMENSWEAR	100% of womenswear line; phasing out use of mixed materials & ensuring organic cotton is used for cotton garments
2020	MENSWEAR	Infrastructure already established by research obtained during previous years 50% of menswear line; phasing out use of mixed materials & ensuring organic cotton is used for cotton garments
2021	MENSWEAR	100% of menswear line; phasing out use of mixed materials & ensuring organic cotton is used for cotton garments
2022	SHOES & ACCESSORIES	Require far more research due to complexity of manufacturing processes 50% of product lines
2023	SHOES & ACCESSORIES/ ALL PRODUCT LINES SUSTAINABLE	100% of product lines

MISS MARC MATERIALS

The ten-year implementation scheme will be kickstarted with the launch of the new collection of bags under the name Miss Marc Materials (MMM), a brand initiative focusing on the introduction of new and innovative use of materials in MMJ products. Scheduled to be showcased during the fall of 2013, the previously all-nylon product line will consist of bags manufactured from stone paper and Tyvek.

MATERIALS

1. NYLON

Rationalizing the decision to replace nylon with stone paper and Tyvek is simple: the former is not only made from petrochemicals, a non-renewable resource required for the manufacture of many other goods but is also non-biodegradable.

Nylon can be recycled should consumers choose to behave in a more responsible manner; however the process requires a great deal of chemicals and energy as nylon cannot be physically broken down for recycling but must be taken apart by chemicals, which are harmful to the environment.

Furthermore, the manufacturing process is extremely energy-intensive, even more so than that of cotton. It also creates nitrous oxide, a greenhouse gas more potent than carbon dioxide as a by-product.

2. STONE PAPER

In contrast, stone paper consists mostly of ground stone, a natural and renewable resource to which High Density Polyethylene (HDPE) is added during the production process. Manufactured without the use of a single tree, stone paper can be treated similarly to other conventional fabrics: it can be cut and sewn, and trimmings such as zippers and buttons can be attached easily.

Because of its superior strength and water-resistance, stone paper is an ideal material for items where product quality is expected to be maintained for a long time, making it an excellent choice for MMJ to meet or even exceed consumers' expectations for high quality purchases.

Should the consumer feel that the bag has reached the end of its life cycle, stone paper can be composted into calcium carbonate, becoming a nutrient contributing to natural growth processes and hence fulfilling its cradle-to-cradle certification.

3. TYVEK PAPER

Constructed from polyethylene fibres which are spun and bonded together by heat and pressure, Tyvek paper is another alternative which can also be cut and sewn in an ordinary manner (DuPont, 2002). The use of such elements ensures that the manufacturing processes of the bags do not need to be altered drastically, a possible indication that current working relationships with factories in China may be maintained.

Unlike stone paper, Tyvek is non-biodegradable but is a high-value recyclable material and can therefore be used in the production of new Tyvek. In order to maximize the potential for sustainable production and usage, the team has devised a solution to encourage consumers to bring back their used Tyvek bags for recycling, which will be detailed in the next section of the report.

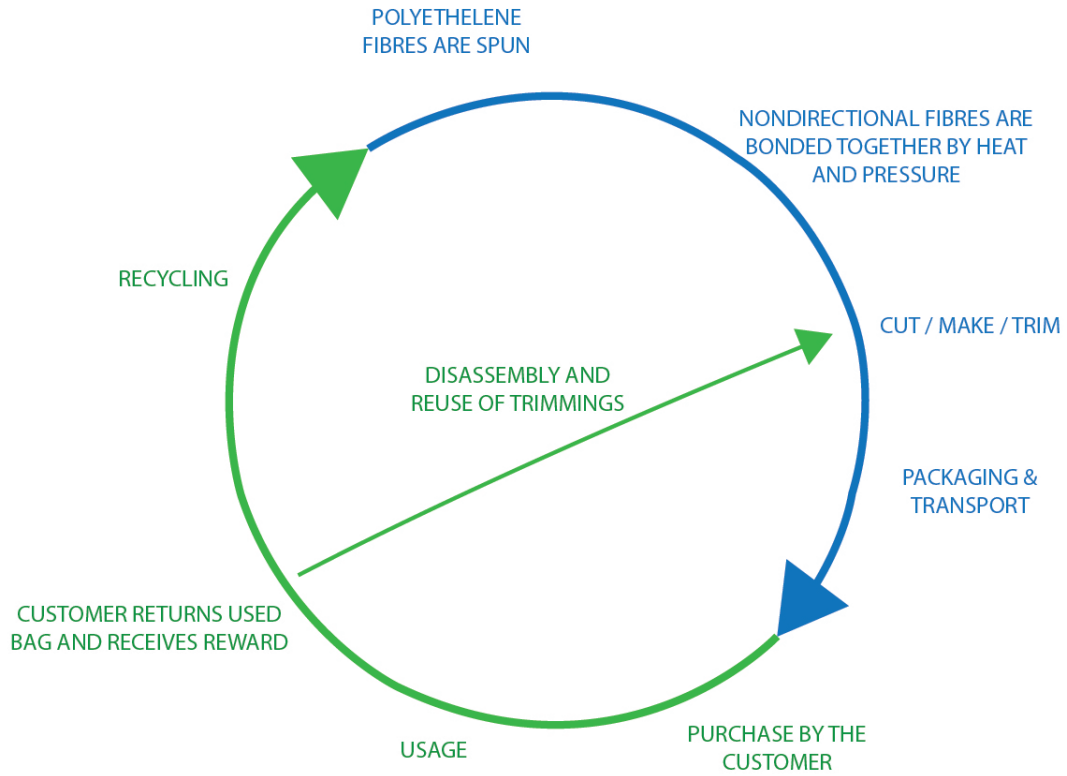
Additionally, printing will be carried out using soy inks as they are more environmentally-friendly, and recommended by Tyvek-manufacturer Dupont as well as AmanaGreen.

DESIGN CONCEPT

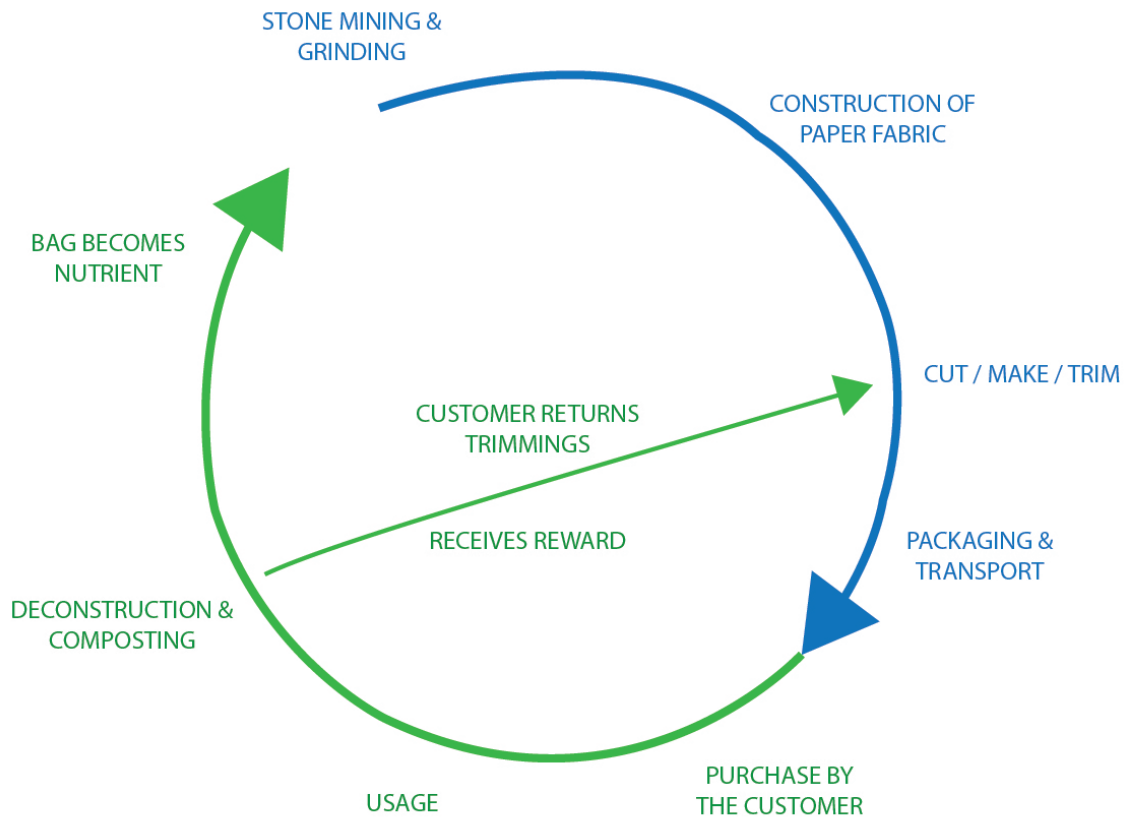
At present, the nylon bag collection consists mainly of 11 styles ranging from casual, slouchy hobo bags to more sophisticated-looking evening purses. In keeping with the main goal to implement sustainability while maintaining the integrity of the brand's values, the development team has proposed to build the MMM collection using similar shapes and sizes as before, where introduction of the new materials will create interest in terms of design.



PRODUCTION / LIFE CYCLE TYVEK BAGS



PRODUCTION / LIFE CYCLE STONEPAPER BAGS

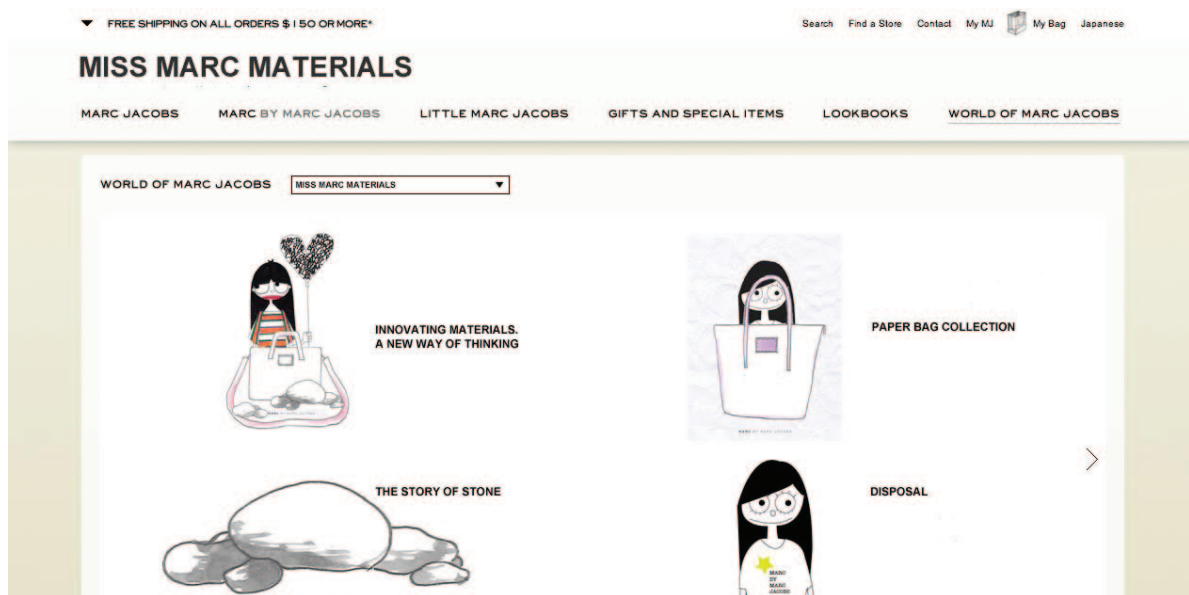
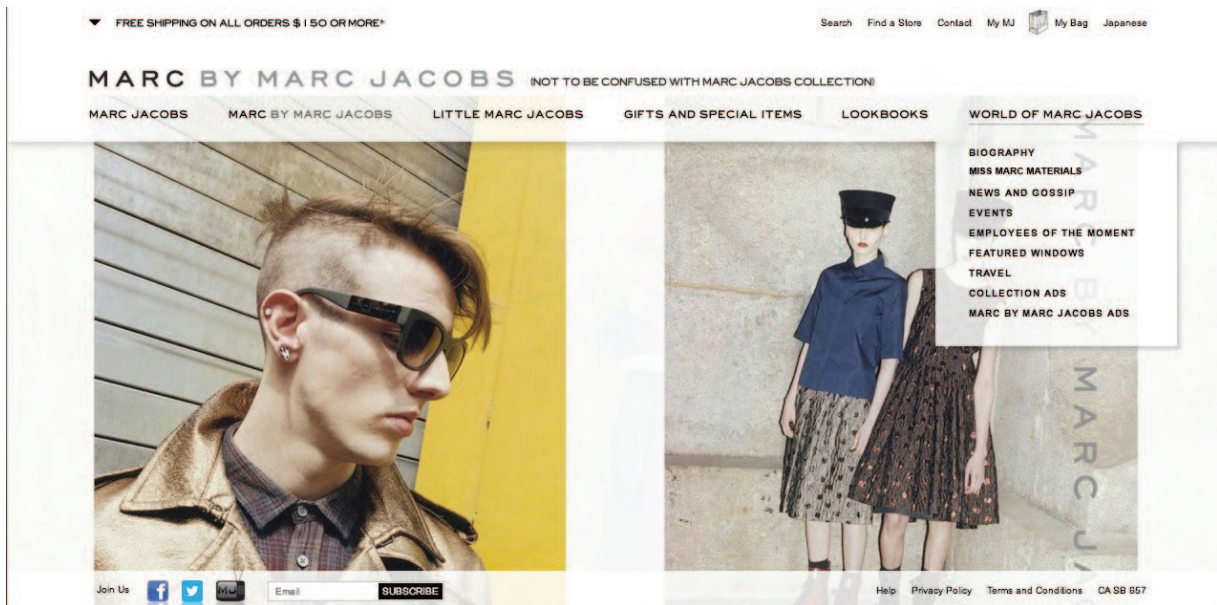


MARKETING STRATEGIES

WEBSITE & SOCIAL MEDIA PAGES

A new Miss Marc Materials section will be added to the official MMJ website to be accessed from the World of Marc Jacobs webpage. Besides explaining the concept and processes behind the new materials in detail, the MMM section will also showcase the appropriate methods of disposal for the new bags through a series of illustrated comic strips. This establishes the site as a source of information for consumers who want to find out more about sustainability while remaining cheerfully entertaining at heart, projecting a consistent image for the label whose prime concern is to be fun and dynamic.

In conjunction with the new web launch, announcements will be made on the Marc Jacobs International Facebook and Twitter pages, with a short 30-second movie clip showcasing Miss Marc and the new collection on the Marc Jacobs Youtube page.

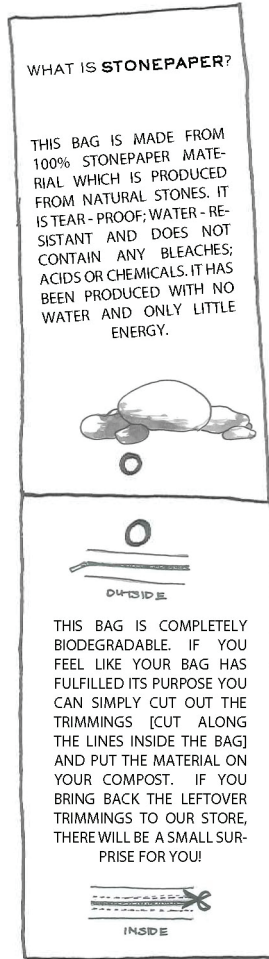


ADVERTISING CAMPAIGN & PRODUCT TAGS

Miss Marc will be featured as the spokesperson for the stonepaper and Tyvek collection in a brand-new advertising campaign, and corresponding product tags supplying details about the new materials will also be produced and displayed only on the new bags.



FRONT



BACK





CUSTOMER INCENTIVES

In order to inform consumers on how to dispose of their bags responsibly and sustainably, the product tags will also contain information on how to do so. For stonepaper products, there will be a diagram showing the consumer how to detach the trimmings from the main body of the bag so that the latter can biodegrade and the former can be returned to the store to be integrated into the production process for new bags. On the other hand, Tyvek bags can be returned as a whole. The development team proposes that MMJ then also establish a consumer incentive scheme whereby customers receive a gift or discount in exchange for returned bags and trimmings as further motivation.

SUPPORTING ACTIONS

Although the MMM initiative will not be marketed as a sustainable venture as the MMJ general target consumer basedoes not consider sustainability a priority, staff in the MMJ retail and office spaces will receive training regarding the concept of sustainability and the main issues surrounding it so that they will be able to adequately inform customers who are interested in finding out more.



IMPACTS ON STAKEHOLDERS

STAKEHOLDERS	HOW THEY ARE AFFECTED
LVMH (Parent Company)	<ol style="list-style-type: none"> 1 Higher profit margin (lower cost of materials due to shorter manufacturing process but keeping price range to match target consumer base) 2 Improved brand reputation 3 Increased productivity as a result of employee motivation
Marc Jacobs & Robert Duffy	<ol style="list-style-type: none"> 1 Higher profit margin (lower cost of materials due to shorter manufacturing process but keeping price range to match target consumer base) 2 Improved brand reputation 3 Maintained spirit & vision of brand
Shareholders (e.g. Directors)	<ol style="list-style-type: none"> 1 Higher profit margin (lower cost of materials due to shorter manufacturing process but keeping price range to match target consumer base) 2 Improved brand reputation 3 Increased productivity as a result of employee motivation
Employees	<ol style="list-style-type: none"> 1 Positive working environment (greater motivation to work well)
Customers	<ol style="list-style-type: none"> 1 Interesting design 2 Higher product quality 3 Maintained brand value
Community	<ol style="list-style-type: none"> 1 Higher profit margin (lower cost of materials due to shorter manufacturing process but keeping price range to match target consumer base) 2 Improved brand reputation 3 No problems associated with inappropriate disposal methods
Manufacturers & Suppliers	<ol style="list-style-type: none"> 1 Created new working relationships with suppliers of Tyvek & stone paper in China 2 Maintained existing working relationships with production factories in China
Outsourced Labour	<ol style="list-style-type: none"> 1 Improved brand reputation (positive association)
Collaborators	<ol style="list-style-type: none"> 1 Improved brand reputation (positive association, greater motivation to work with Marc by Marc Jacobs)
Competitors	<ol style="list-style-type: none"> 1 Greater motivation to implement sustainability in order to stay relevant/ compete with MMJ for profits
Government (National & International)	<ol style="list-style-type: none"> 1 Higher profit margin (lower cost of materials due to shorter manufacturing process but keeping price range to match target consumer base) 2 Improved brand reputation
Media	<ol style="list-style-type: none"> 1 Interesting new angle for news



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IMAGES

- Page 1: http://www.williambroome.co.uk/work_missmarc.html
- Page 12: http://www.williambroome.co.uk/work_missmarc.html
- Page 14: http://www.williambroome.co.uk/work_missmarc.html

APPENDIX



Task		
<input checked="" type="checkbox"/>		WHO ARE THE STAKEHOLDERS?
<input checked="" type="checkbox"/>		WHO ARE OUR TARGET CONSUMERS?
<input type="checkbox"/>		
<input type="checkbox"/>		materials
<input checked="" type="checkbox"/>	THURSDAY	WHAT ARE THE CURRENT MATERIALS USED BY MARC BY MARC JACOBS & WHAT ARE THEIR IMPACTS ON THE ENVIRONMENT?
<input checked="" type="checkbox"/>	THURSDAY	WHAT MATERIALS ARE WE USING?
<input checked="" type="checkbox"/>	THURSDAY	WHY ARE WE USING THESE MATERIALS?
<input checked="" type="checkbox"/>	THURSDAY	HOW DOES THIS AFFECT THE STAKEHOLDERS?
<input checked="" type="checkbox"/>	THURSDAY	DOES THIS CREATE RELATIONSHIPS WITH NEW INDUSTRIES?
<input type="checkbox"/>		
<input type="checkbox"/>		production
<input checked="" type="checkbox"/>	THURSDAY	WHAT ARE THE CURRENT PRODUCTION PROCESSES?
<input checked="" type="checkbox"/>	FRIDAY	HOW ARE WE GOING TO CHANGE THESE PROCESSES?
<input checked="" type="checkbox"/>	FRIDAY	(SET TIME FRAME & IMPLEMENTATION SCHEDULE)
<input checked="" type="checkbox"/>	FRIDAY	HOW DOES THIS AFFECT THE STAKEHOLDERS?
<input type="checkbox"/>		
<input type="checkbox"/>		post-consumer product life
<input checked="" type="checkbox"/>	FRIDAY	WHAT HAPPENS TO THE PRODUCT?
<input checked="" type="checkbox"/>	FRIDAY	HOW ARE WE GOING TO ENSURE THE CO-OPERATION OF OTHERS?
<input checked="" type="checkbox"/>	FRIDAY	WHAT ARE THE POSITIVE IMPACTS WE HOPE TO ACHIEVE?
<input type="checkbox"/>		
<input type="checkbox"/>		marketing & promotion
<input checked="" type="checkbox"/>	MONDAY	HOW ARE WE PLANNING TO MARKET THESE PRODUCTS?
<input checked="" type="checkbox"/>	MONDAY	WHAT EFFECT ARE WE HOPING TO ACHIEVE THROUGH THESE EFFORTS?
<input type="checkbox"/>		
<input type="checkbox"/>		quality control
<input checked="" type="checkbox"/>	MONDAY	HOW ARE WE GOING TO IMPROVE PRODUCT QUALITY?
<input checked="" type="checkbox"/>	MONDAY	HOW ARE WE GOING TO MAINTAIN THESE STANDARDS?
<input type="checkbox"/>		
<input type="checkbox"/>		cohesiveness
<input checked="" type="checkbox"/>	MONDAY	IS THE NEW COLLECTION COHESIVE AS A WHOLE?
<input checked="" type="checkbox"/>	MONDAY	HOW DOES IT RELATE BACK TO THE BRAND IDENTITY OF MARC BY MARC JACOBS?
<input type="checkbox"/>		
<input type="checkbox"/>		time frame
<input checked="" type="checkbox"/>	MONDAY	HOW ARE WE GOING TO IMPLEMENT MEASURES TOWARDS/ ACHIEVING SUSTAINABILITY?
<input type="checkbox"/>		
<input type="checkbox"/>		internal measures
<input checked="" type="checkbox"/>	FRIDAY	ARE THERE ANY CURRENT INTERNAL MEASURES TO ENCOURAGE SUSTAINABILITY?
<input checked="" type="checkbox"/>	FRIDAY	HOW CAN WE ENCOURAGE POSITIVE ATTITUDES TOWARDS SUSTAINABILITY?
<input checked="" type="checkbox"/>	FRIDAY	1 IN THE RETAIL STORES
<input checked="" type="checkbox"/>	FRIDAY	2 IN THE COMPANY OFFICES
<input checked="" type="checkbox"/>	FRIDAY	3 EXTERNAL LOCATIONS (RUNWAY SHOWS, ETC.)
<input checked="" type="checkbox"/>	FRIDAY	HOW WILL THIS AFFECT THE COMPANY? (SHORT & LONG TERM IMPLICATIONS)
<input type="checkbox"/>		
<input checked="" type="checkbox"/>	TUESDAY	OVERALL: HOW WILL SUSTAINABILITY BENEFIT THE COMPANY/LABEL? (CONCLUSIONS)
<input type="checkbox"/>		
<input type="checkbox"/>		business information
<input checked="" type="checkbox"/>		HOW MANY MARC BY MARC JACOBS STORES ARE THERE WORLDWIDE/ IN EUROPE?
<input type="checkbox"/>	MONDAY	HOW MANY EMPLOYEES ARE THERE?
<input type="checkbox"/>	MONDAY	WHAT PERCENTAGE OF SALES DO THE BAGS ACCOUNT FOR?
<input type="checkbox"/>		WHAT ARE THE IMPLICATIONS OF THESE OBSERVATIONS?
<input type="checkbox"/>		

QUESTIONNAIRE 1

1. What is it about MMJ that you like?

They are pretty. It seems like good quality. Good design. The closure on some of the handbags are really nice.

2. Do you own a MMJ handbag / How many?

NO. I wish I had one though...

3. When did you buy your last MMJ bag and why?

4. If you don't own any MMJ bag, of which brand was the last bag you bought and why was it of this brand?

ASOS, TOPSHOP, ADEX, vintage, 2ndhand. It's not because of the brand, but the design and the price. I'm really broke.

5. What are your impressions of the quality of MMJ bags?

Good quality, I think.

6. How do you define sustainability and does it matter to you?

When the environment is not affected. Good for the environment. When the workers are treated well and fair.

7. What do you do with your bags after not using them anymore?

I save them in the basement, hoping I might use them again.

QUESTIONNAIRE 2

1. What is it about MMJ that you like?

Design of the handbags, looks expensive.

2. Do you own a MMJ handbag / How many?

Yes, several. Maybe 3 or 4, have had more in the past but I gave them away.

3. When did you buy your last MMJ bag and why?

A few months ago, needed a bag to bring when I go out.

4. If you don't own any MMJ bag, of which brand was the last bag you bought and why was it of this brand?

5. What are your impressions of the quality of MMJ bags?

Good, although I had to repair one of them.

6. How do you define sustainability and does it matter to you?

I guess it's about being environmentally friendly. I don't really think about it that much.

7. What do you do with your bags after not using them anymore?

Give them to my sister or throw away.



QUESTIONNAIRE 3

1. What is it about MMJ that you like?

The design, style, looks exclusive but still young.

2. Do you own a MMJ handbag / How many?

Yes, one leather bag.

3. When did you buy your last MMJ bag and why?

Two years ago, liked the look and feel of it, planning to use it for a long time and expect it to last.

4. If you don't own any MMJ bag, of which brand was the last bag you bought and why was it of this brand?

5. What are your impressions of the quality of MMJ bags?

Good, haven't had any problems.

6. How do you define sustainability and does it matter to you?

I guess it's more long lasting, in that sense MMJ is sustainable to me. But maybe environmentally friendly too, don't think if MMJ really does anything eco-friendly. I'd say it matters to me, but obviously I buy my stuff on other grounds.

7. What do you do with your bags after not using them anymore?

Usually throw them away or put in a box in the attic, but sometimes I give them to charity.

QUESTIONNAIRE 4

1. What is it about MMJ that you like?

I quite like the bags and the brand itself.

2. Do you own a MMJ handbag and if yes; how many?

No I don't own any yet, the once I fancied have always been a bit too expensive for me.

3. When did you buy your last MMJ bag and why?

4. If you don't own a MMJ bag, of which brand did you buy your last bag and why?

I think it was H&M. Just because I needed one desperately and that was just the easiest way.

5. What are your impressions of the quality of MMJ bags?

It must be quite good for the price they are sold.

6. How do you define sustainability and does it matter to you?

Sustainability for me means taking care of the environment and I have been concerned with it for a while. But I thought it was too difficult to really find sustainable products so therefore I couldn't really integrate it into my life, even if I wanted to.

7. What do you do with your bags after not using them anymore?

I try to give them to second hand or vintage shops so they can still be of use for someone else.

QUESTIONNAIRE 5

1. What is it about MMJ that you like?

I mostly like the accessories and shoes. The clothes are not really my thing though.

2. Do you own a MMJ handbag and if yes; how many?

No not yet.

3. When did you buy your last MMJ bag and why?

I haven't bought one yet.

4. If you don't own a MMJ bag, of which brand did you buy you last handbag and why?

It was a Prada bag. I like to invest in durability.

5. What are your impressions of the quality of MMJ bags?

I actually believe they are not that durable. That's also the reason why I haven't bought one yet.

6. How do you define sustainability and does it matter to you?

I have heard and read about it and I do believe it is a serious topic. However, I don't really think of it in my own lifestyle.

7. What do you do with your bags after not using them anymore?

I mostly sold my old bags or gave them to friends.

QUESTIONNAIRE 6

1. What is it about MMJ that you like?

I like the clothes and the bags. It's just my style so that's why I go there.

2. Do you own a MMJ handbag and if yes; how many?

Yes, I have like 3 now, from the last 2 years.

3. When did you buy your last MMJ bag and why?

That was like 3 month ago, it was a new season and I really liked the design.

4. If you don't own a MMJ bag, of which brand did you buy your last bag and why?

5. What are your impressions of the quality of MMJ bags?

I actually think the quality is quite good. I mean it is a well known brand. Although once I had to get something repaired on one of my bags. But I guess that just happens with usage.

6. How do you define sustainability and does it matter to you?

Hmm, I have never really heard of that, but I guess its kind of an environmental thing. So I must say I actually don't really care about it.

7. What do you do with your bags after not using them anymore?

I still have all the three MMJ bags I bought but I can imagine that I am going to sell them one day.



