

# **SUSTAINABILITY AND FASHION FASHION MARKETING**

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Aalto University

# AGENDA

1. Can fashion be Sustainable?
2. Sustainability & Fashion Supply Chain
3. Sustainability & Fashion Branding
4. Sustainability & Fashion Retailing & Business Models

# TODAY'S READINGS

Caniato, F., Caridi, M., Crippa, L., & Moretto, A. (2012). Environmental sustainability in fashion supply chains: An exploratory case based research. *International journal of production economics*, 135(2), 659-670.

Joy, A., Sherry Jr, J. F., Venkatesh, A., Wang, J., & Chan, R. (2012). Fast fashion, sustainability, and the ethical appeal of luxury brands. *Fashion theory*, 16(3), 273-295.

## **Additional readings:**

Achabou, M.A., & Dekhili, S. (2013). Luxury and sustainable development: Is there a match?. *Journal of Business Research*, 66(10), 1896-1903.

Ertekin, Z.O., & Atik, D. (2015). Sustainable markets: Motivating factors, barriers, and remedies for mobilization of slow fashion. *Journal of Macromarketing*, 35(1), 53-69.

Blanchet, V. (2017). 'We Make Markets': The Role of the Ethical Fashion Show in Categorising the Ethical Fashion. *Recherche et Applications en Marketing*, 32(3), 26-45.

**Fact 1:** Around 10% of CO2 emission today is caused by fashion.

**Fact 2:** The average consumer purchase 60% more clothing than 15 years ago.

**Fact 3:** The average garment is only worn seven times before it gets thrown out.

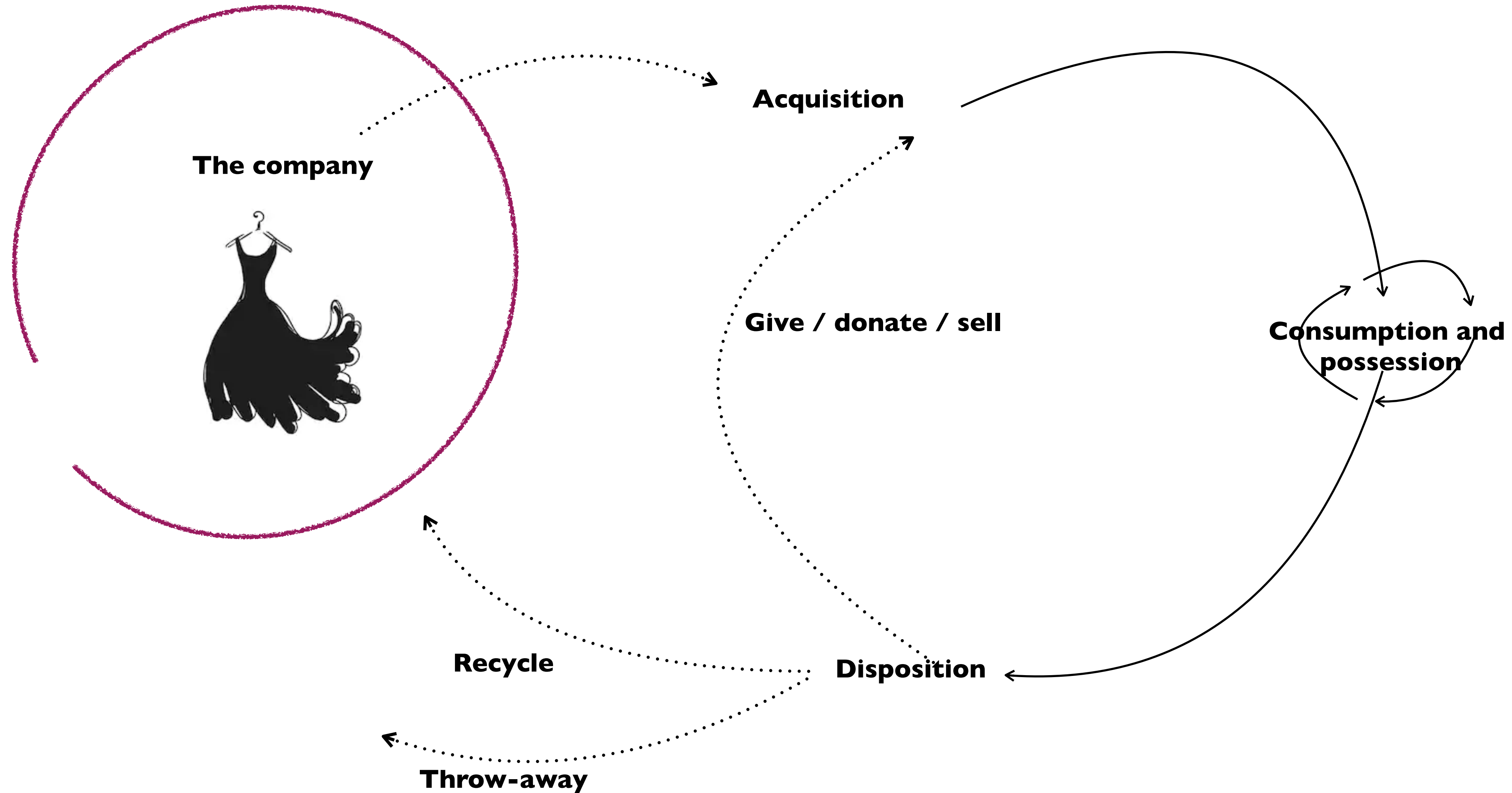
**Fact 4:** 50 percent of fast fashion pieces are disposed of within a year.

**Fact 5:** 140 million kilo's of clothing is burned each year.

**Fact 6:** Less than 1% of material used to produce clothing is recycled into new clothing.

**“In 2018, Earth Overshoot Day came earlier than ever before, on August 1. Put simply, we are consuming more than we have, fashion being part of the cause. This is not just a threat to nature, but to human society too.”**

# CIRCULATION OF CLOTHING



A hand is reaching up from a large, messy pile of crumpled and discarded clothing. The clothes are in various colors, including white, blue, and plaid. The background is dark and out of focus, suggesting an indoor setting. The overall mood is one of clutter and perhaps a search for something better or more sustainable.

**CAN FASHION BE  
SUSTAINABLE?  
HOW?**

# WHAT MAKES FASHION AND SUSTAINABILITY AS A CHALLENGING COMBINATION?

**Fast fashion** = low-cost clothing collections that mimic current luxury fashion trends (Joy et al. 2012)

- Trends **change** with light speed > inherent dissonance among fashion-lover who is environmentally aware.
- Low price + low quality is good enough for **disposability** > fast fashion relies on recurring consumption and impulse buying (Niinimäki et al. 2020)
- Lack of **transparency**: fashion supply chain are long and complex, highly fragmented

**Consumers do not buy fashion or luxury items to save the world. They buy to look good.**

**Sustainability should be a new norm, not a way to sell more, or competitive advantage.**

(Joy et al., 2010; Achabou & Dekhili, 2013)



Ethically produced

Cradle to cradle

Biodegradable

Green choice

Social responsibility

Charity donations

Take-back

World recycle week

Re-design, re-manufacture

Sustainable business model

Second-hand

Repair

Extended product lifecycle

**MANY FACETS OF SUSTAINABILITY**

Ecological

Circular economy

Up-cycled collection

Organic cotton mix

Conscious collection

Closing the loop

Planet-centred design

Sustainable development goals

Locally produced

Social Responsibility

Recycled

Transparency

Corporate responsibility

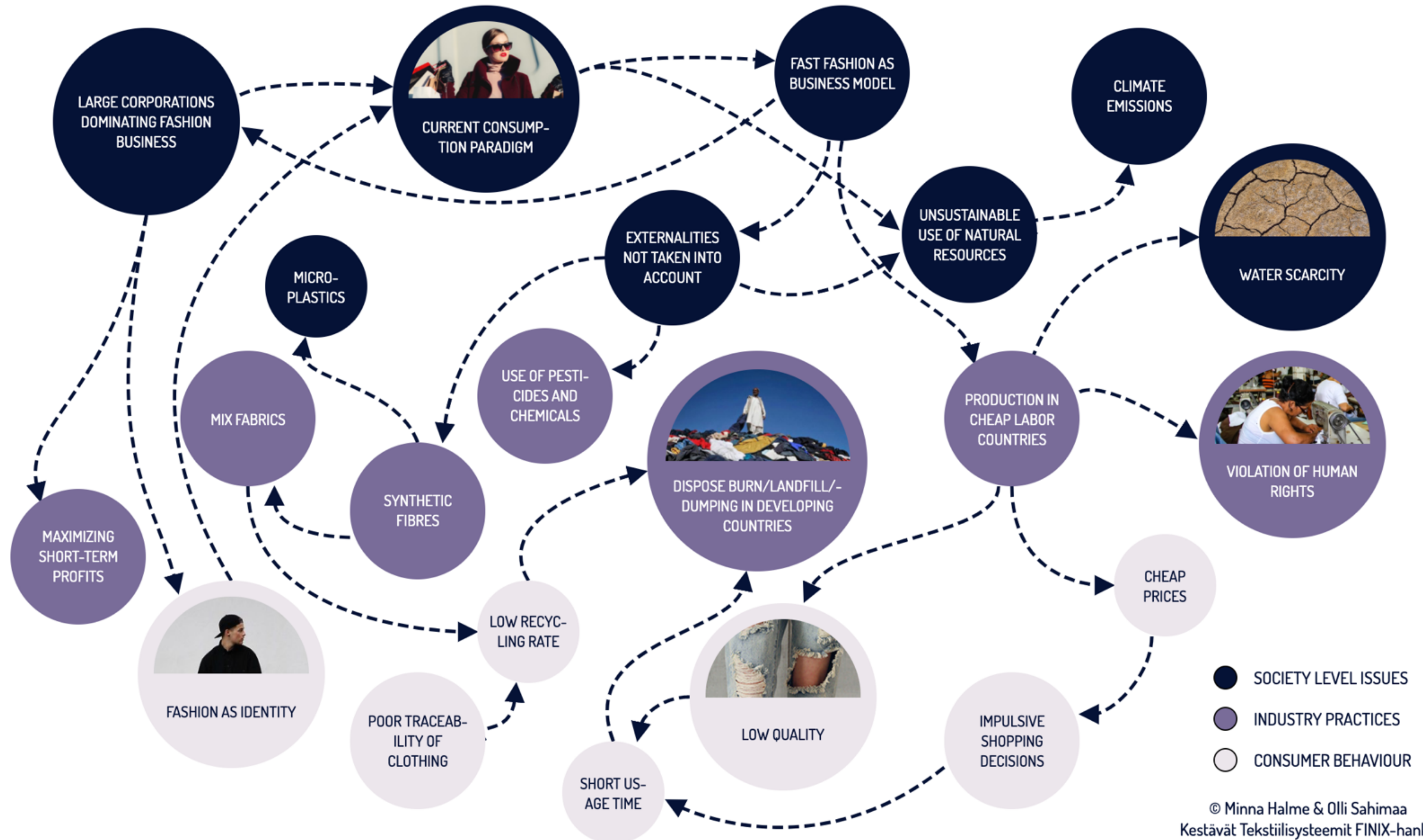
# SUSTAINABILITY BY DEFINITION

Sustainability is defined as “meeting the needs of the present without compromising the ability of future generations to meet theirs.” (United Nations, 1987). It has three main pillars: **economic**, **environmental** and **social**.

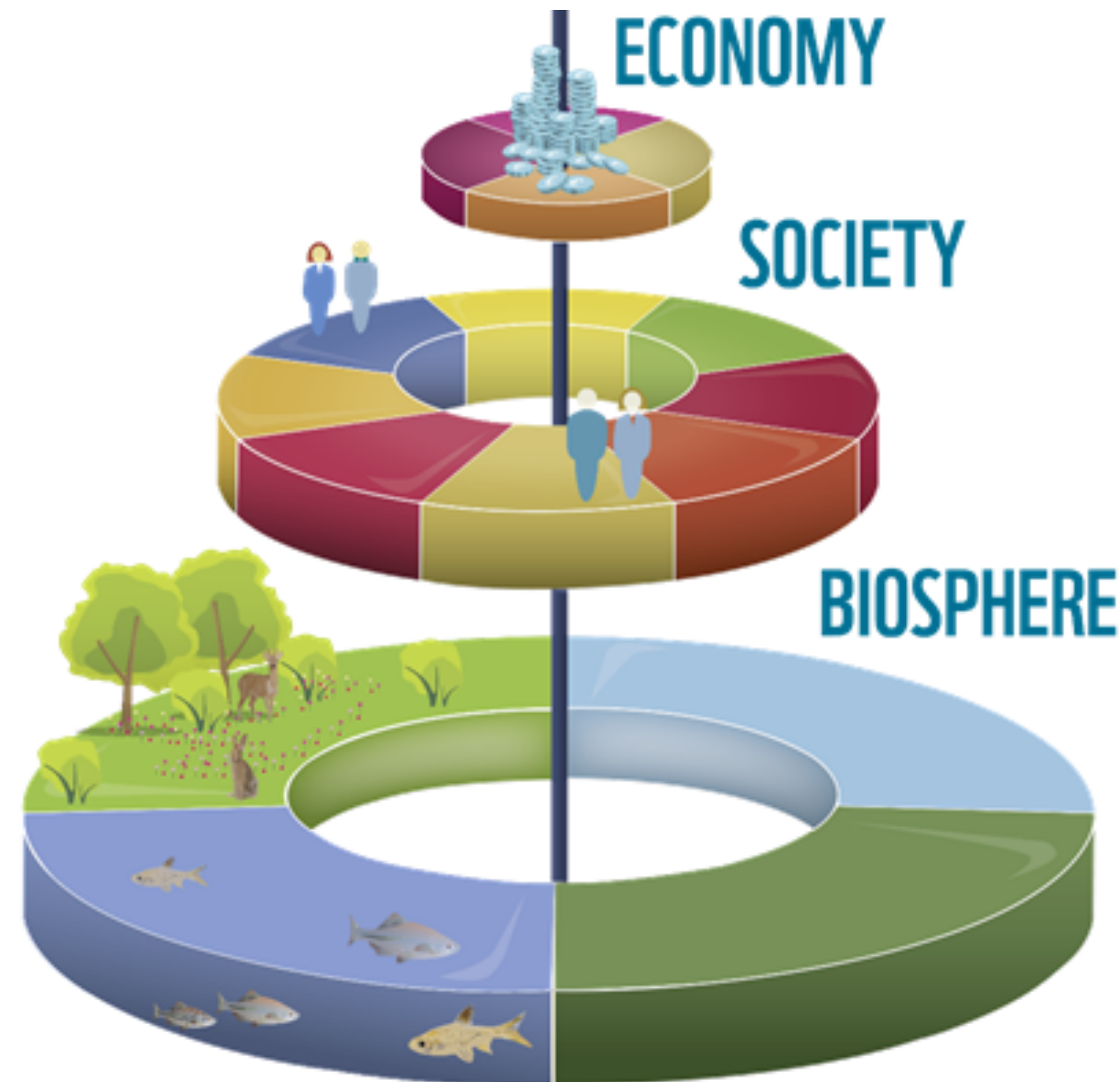
(e.g. Joy et al. 2012; Duić et al. 2015; Hansmann et al. 2012; Kloepffer 2008).

*Besides an economic value, sustainable companies build their businesses also to have positive environmental and social impact.*

# SYSTEMIC CHALLENGES OF TEXTILE INDUSTRY



# SYSTEMS THINKING: STRATEGIC SUSTAINABILITY



## **Economy is part of society:**

- inputs in terms of labour
- outputs in terms of customers and clients
- > without society there is no economy.

## **Society is part of larger Biosphere:**

- Everyone needs water/air
- Economy needs raw material and resources.
- > economy cannot keep growing eternally, if the biosphere is exploited. Earths capacity has its limitations.

A photograph of a closet with a wooden rack filled with various clothing items, including blouses, dresses, and jackets in different colors and patterns. The text is overlaid in the center.

# SUSTAINABILITY & FASHION SUPPLY CHAIN

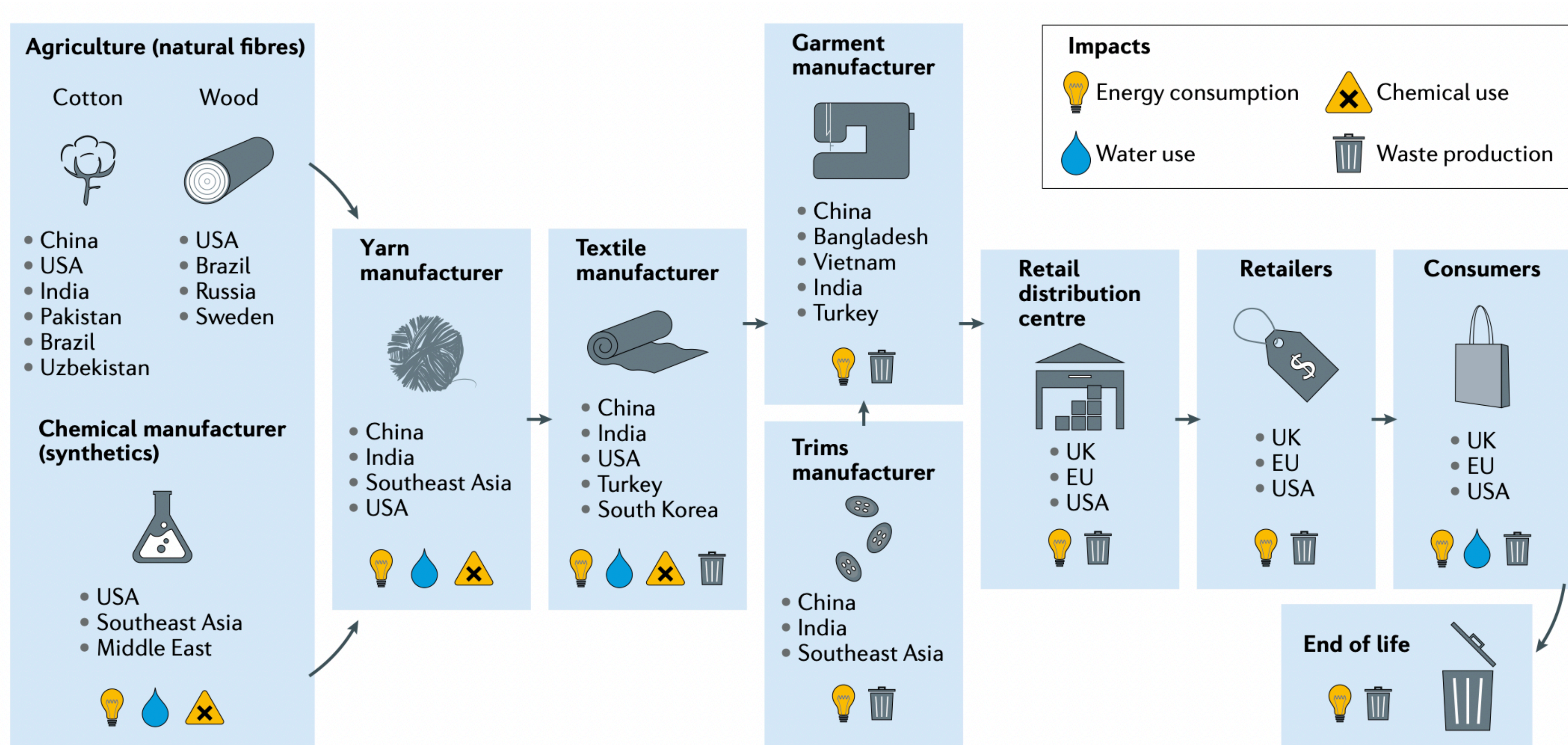
- The textile and fashion industry has a **long and complex supply chain**, starting from agriculture and petrochemical production (for fibre production) to manufacturing, logistics and retail (Niinimäki et al. 2020)
  - Lack of transparency
  - Each production step has an **environmental impact** due to water, material, chemical and energy use.
  - Each production step has an **social impact**, e.g. in terms of working conditions throughout the supply chain.

**When a fashion company aims to promote sustainability, the main linkage is to **develop a sustainable supply chain** (Shen, 2014).**

- Ecological/environmentally friendly materials
- 'Sustainable' manufacturing processes; no pollution & waste management
- 'Green' distribution & transportation methods
- Retailing decisions

*Sustainability is often linked to **environmental sustainability**.*

# (NEGATIVE) ENVIRONMENTAL IMPACT





# CANIATO ET AL. 2012: ENVIRONMENTAL SUSTAINABILITY

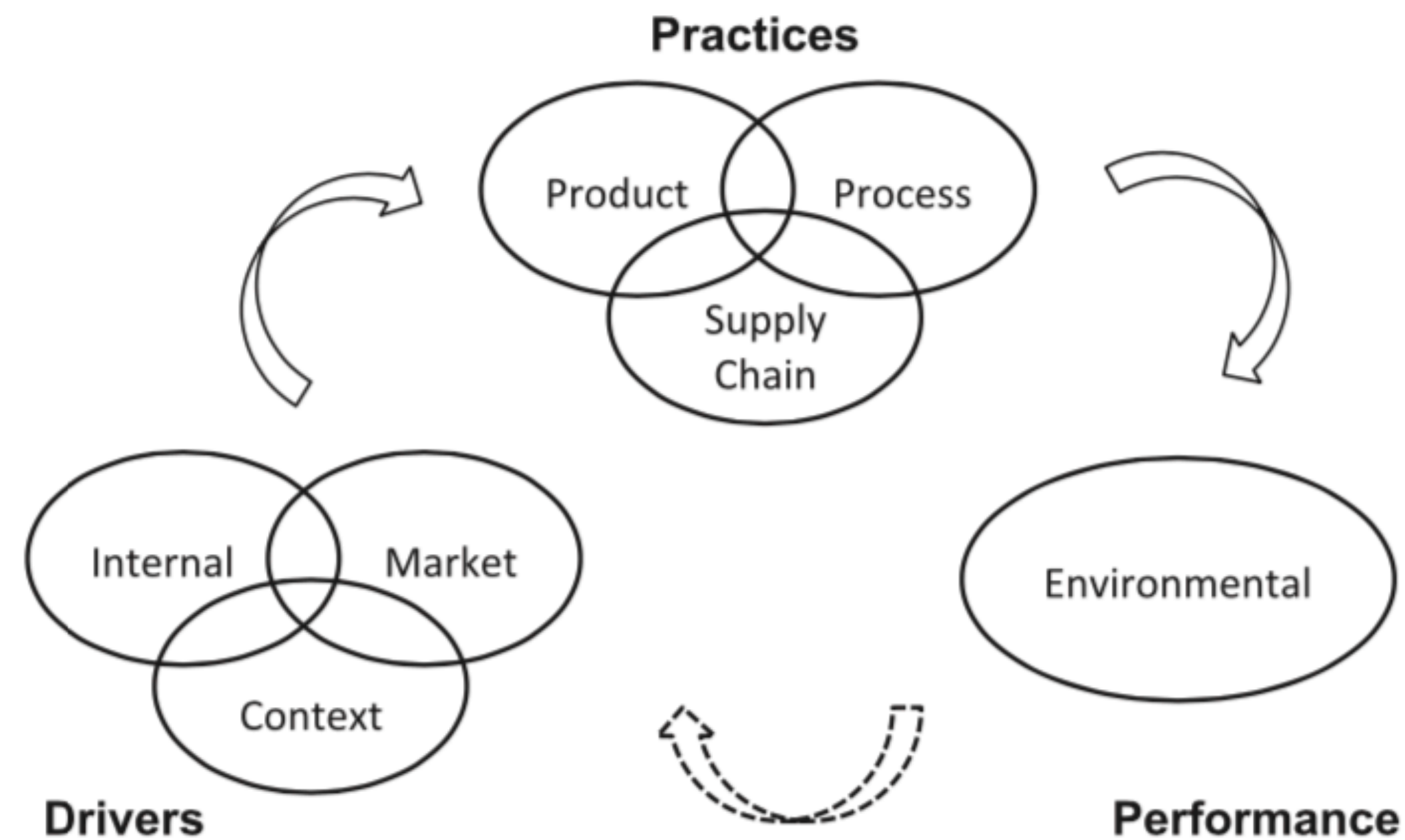


Fig. 1. Research framework.

## Drivers

- **Internal:** efficiency objectives, company specific factors
- **Market:** customers
- **Context:** law & regulations

## Practices

- **Product:** design (materials, components, packaging..)
- **Supply chain:** insourcing & outsourcing , logistic channels, suppliers
- **Processes:** from raw materials to finished products

# COVID-19'S IMPACT ON FASHION INDUSTRY

News > Consumer

## **Primark, H&M and Nike are under pressure to ensure workers are paid after 'cancelling orders during pandemic'**

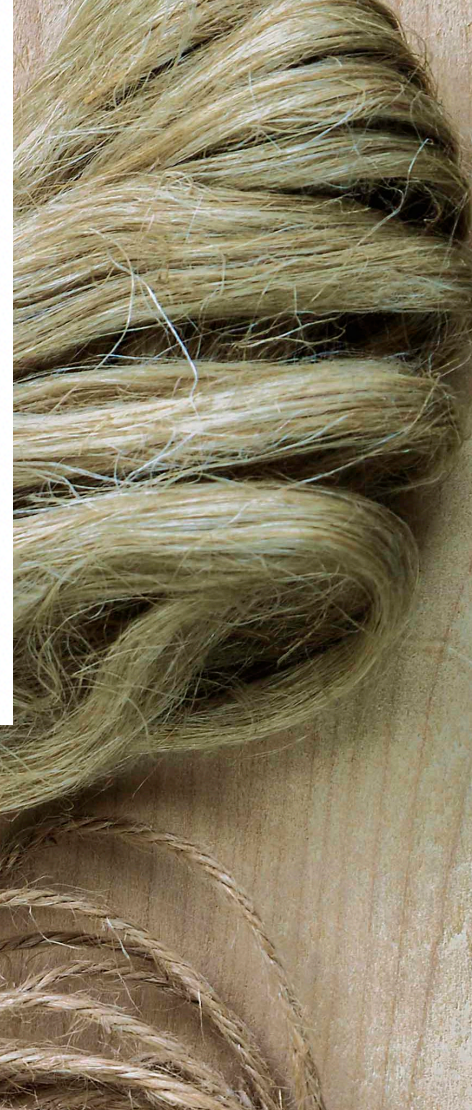
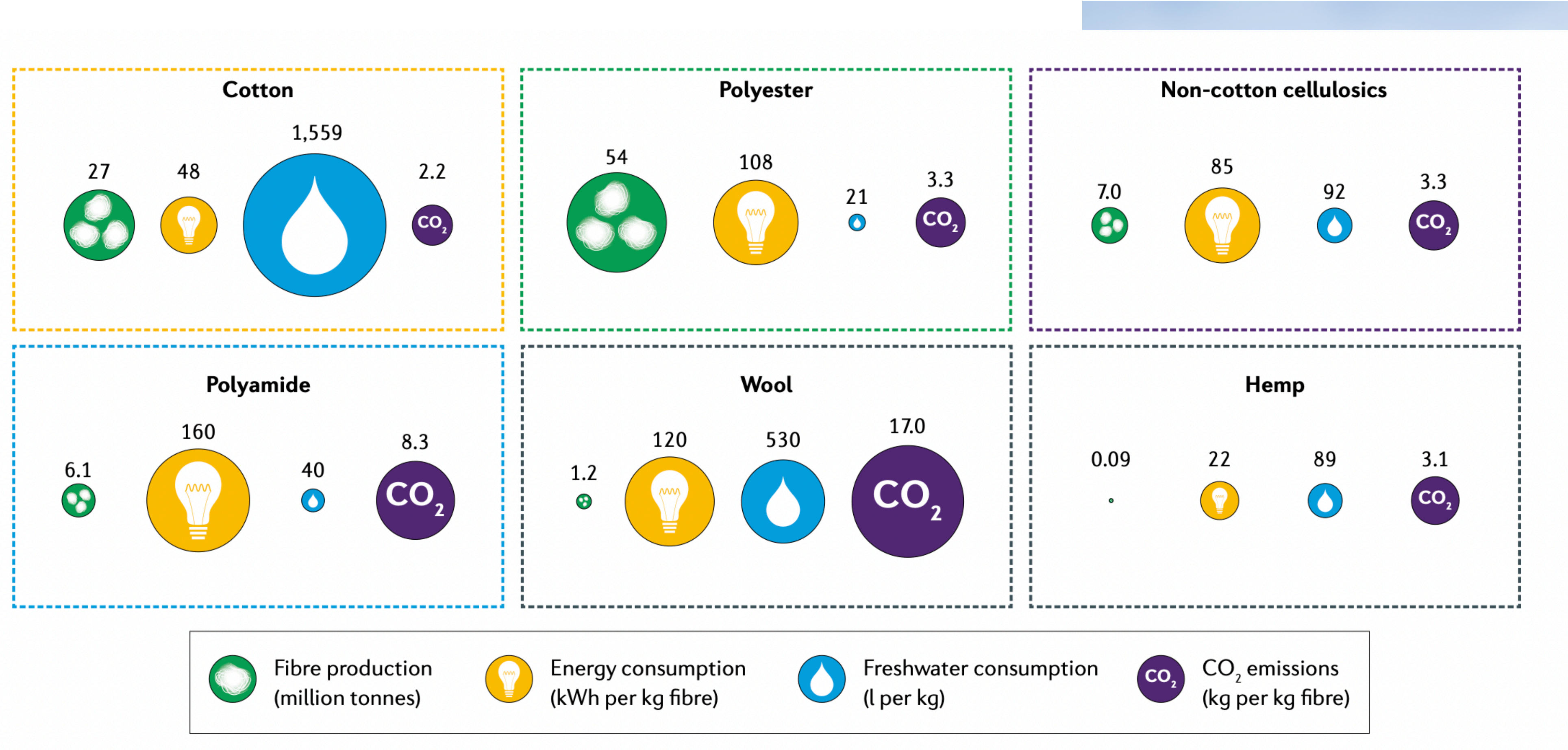
Factory workers supplying major brands are owed as much as £4.4bn in unpaid wages for the period from January to March alone, according to estimates



### **LISTEN A PODCAST:**

<https://soundcloud.com/leedsunibschool/complexity-fashion-industry>

# SYNTHETIC OR NATURAL RAW MATERIAL?



# DESIGNING FROM (PRE-CONSUMER)WASTE



PURE WASTE

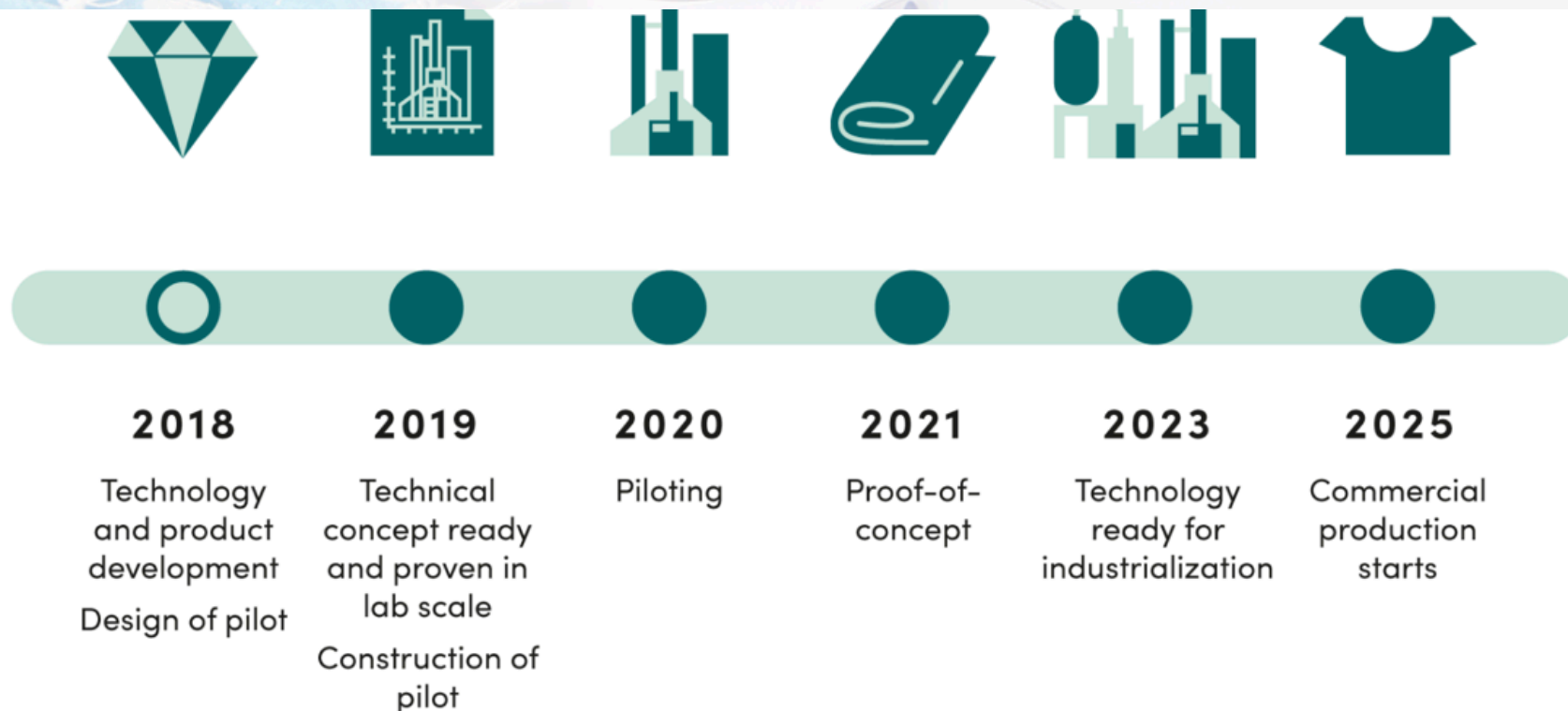
100% RECYCLED TEXTILES



# ALTERNATIVE MATERIALS

## Enter the new era of textile production!

loncell is a technology that turns used textiles, pulp or even old newspapers into new textile fibers sustainably and without harmful chemicals. The process converts cellulose into fibers which in turn can be made into long-lasting fabrics.



loncell



Our tech Together we sustain Our minds Contact

## We at Infinited Fiber want to save the planet together with You.

We have created a miracle: a technology that allows textile waste to be used again and again, preserving 100% quality.



Infinited Fiber

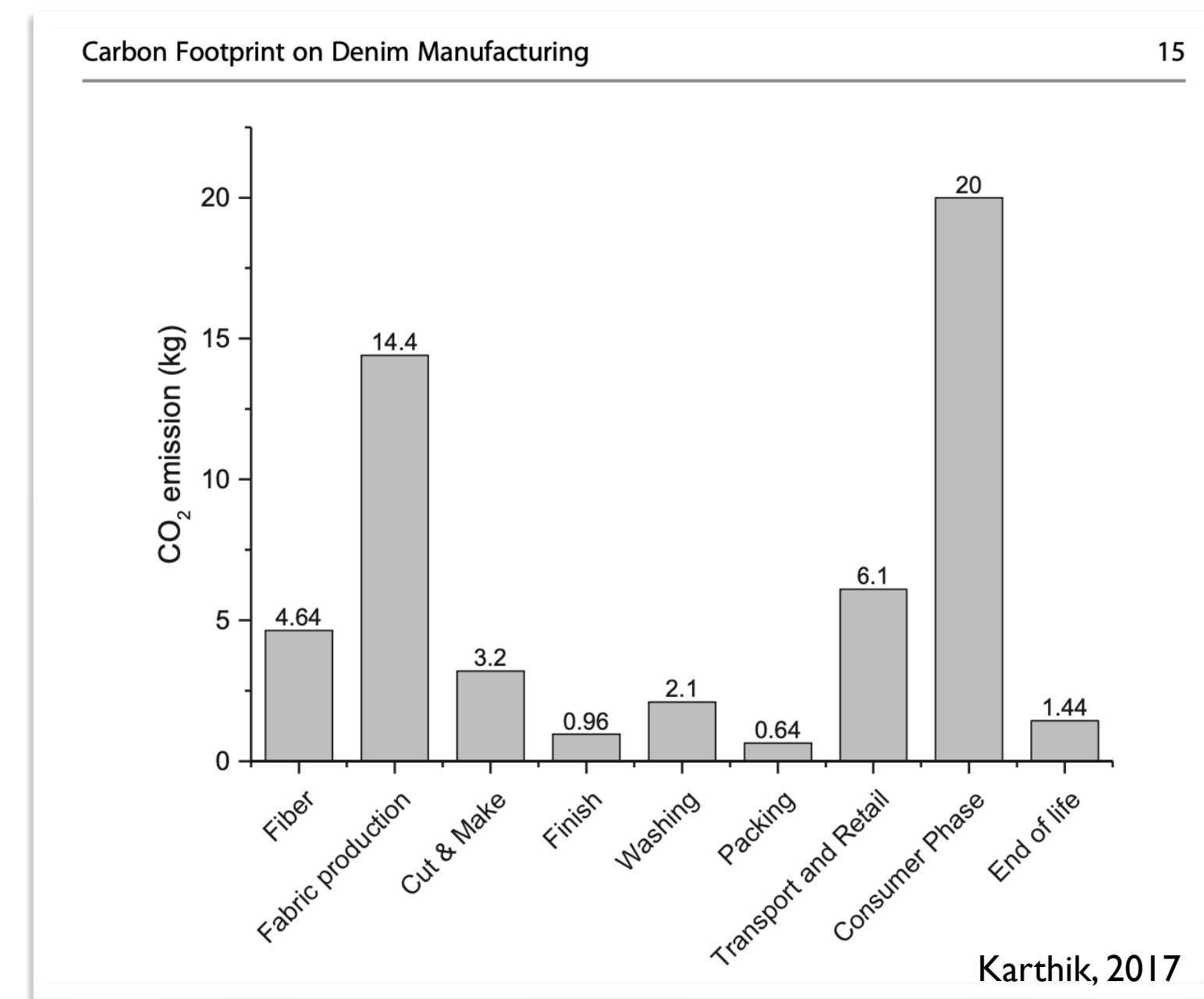
# ENVIRONMENTAL IMPACT. MANUFACTURING

- Lack of transparency & knowledge from the raw material processing (e.g. chemicals and pollution in terms of air, water & land)
- Many **chemicals** used in textile manufacturing are harmful for the **environment, factory workers** and **consumers** (Niinimäki et al. 2020).
- Besides negative impact on environment, also resource usage (such as water and energy) should be paid attention too.

WATER USE FOR ONE SKINNY JEAN THROUGHOUT ITS LIFE CYCLE—  
from cotton farming to consumer care



Water Used During The Life Cycle Of A Pair Of Jeans - Guess



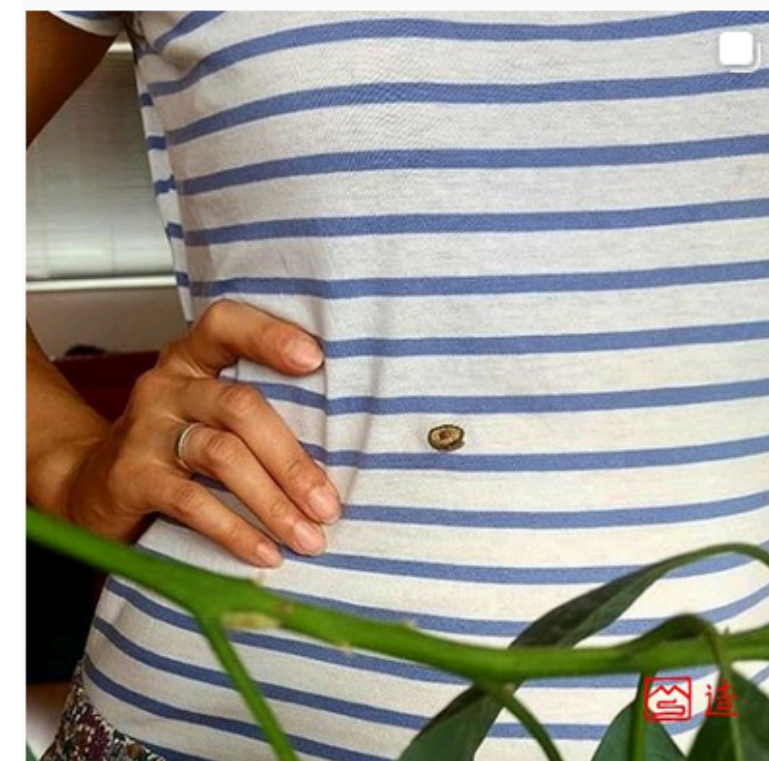
# SOCIAL SUSTAINABILITY: WHO MADE MY CLOTHES?

If the girl who made your skirt's not paid  
you cannot say it's beautiful  
if the pay is less than living wage  
you cannot say it's beautiful  
if the coloured dyes now lie in rivers  
poisoned fish, polluted waters  
if there's no sick pay, no toilet breaks  
if the factories are in decay  
no matter what your mirror says  
or how stylish you might look today  
you cannot claim it's beautiful

HOLLIE MCNISH  
@holliepoetry



THE SUSTAINABLE FASHION HANDBOOK | SANDY BLACK  
CRADLE TO CRADLE | MICHAEL BRAUNGART & WILLIAM MCDONOUGH  
CLOTHING POVERTY | ANDREW BROOKS  
REFASHIONED | SASS BROWN  
EMOTIONALLY DURABLE DESIGN | JONATHAN CHAPMAN  
OVERDRESSED | ELIZABETH L. CLINE  
CRAFT OF USE | KATE FLETCHER  
STITCHED UP | TANSY HOSKINS  
FIXING FASHION | MICHAEL LAVERGNE  
THE STORY OF STUFF | ANNIE LEONARD  
SLOW FASHION | SAFIA MINNEY  
WARDROBE CRISIS | CLARE PRESS  
TO DIE FOR | LUCY SIEGLE  
WORN STORIES | EMILY SPIVACK



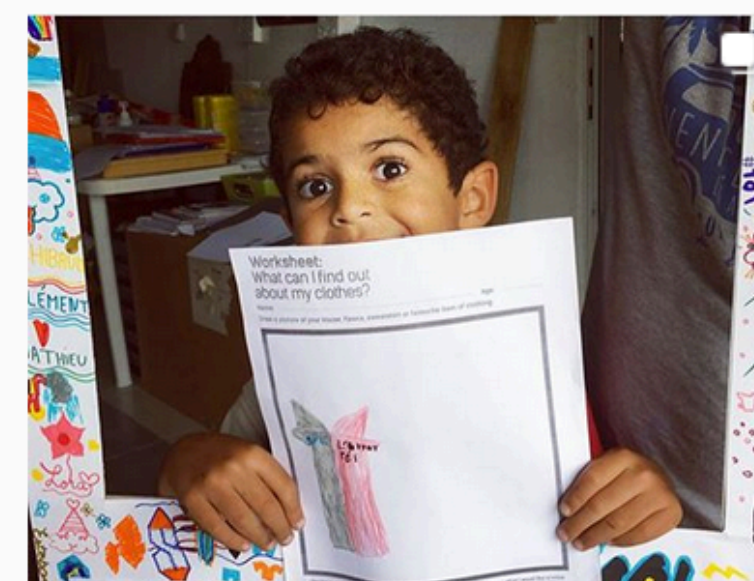
A FRESH GENERATION  
ARE MARCHING FOR  
REVOLUTION AND THEY  
WANT TO WEAR CLOTHES  
THAT TELL A NEW STORY.  
LET'S GIVE IT TO THEM.

- NAOMI KLEIN -

fash\_rev



**WASTE**  
IS A  
**DESIGN**



A photograph of a closet with a wooden rack filled with various clothing items. The items include blouses, dresses, and jackets in different colors and patterns, such as floral, plaid, and solid colors. The lighting is soft, and the overall tone is warm and organized.

# SUSTAINABILITY & FASHION BRANDING



# LUXURY VS. MASS LUXURY

“Whereas luxury **historically aligned with sustainability ideals** (Kapferer 2010; De Barnier et al. 2012), by producing **rare products of ultra high quality, made by hand** and with respect for **tradition**, it has come to look more like consumer- or fashion goods made to fill trash bins after they achieve structural and rapid obsolescence.” (Kapferer & Michaut, 2014)

# SUSTAINABLE LUXURY?

- Fast-fashion vs. Luxury fashion?
- High quality vs. Disposability
  - Generation to generation / Second-hand / long lifecycle
- Conceptual dissonance: superfluousness, conspicuousness, status = egoistic vs. altruistic aims?
- New products bought before “worn out”

MADE IN ITALY

## Italian workers are earning near sweatshop wages to make luxury clothes in their homes

By Marc Bain · September 21, 2018



Finnwatch

Haku...

KEITÄ OLEMME MITÄ TEEMME JULKAISUT TUE TYÖTÄMME BLOGI MEDIALLE YHTEYSTIEDOT  

Suomalainen luksusdesign ei vastuullisuudella koreile

Uutiset

04/04/2019

Finnwatch tutki työolot Balmuirin ja Vallilan alihankkijoiden tehtailla Intiassa.

# LUXURY AND SUSTAINABLE DEVELOPMENT: IS THERE A MATCH?

Journal of Business Research 66 (2013) 1896–1903



Contents lists available at [SciVerse ScienceDirect](#)

Journal of Business Research



## Luxury and sustainable development: Is there a match?



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### ARTICLE INFO

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Luxury products  
Textile  
Consumer preference  
Conjoint analysis

### ABSTRACT

This research explores the extent to which sustainable development can be associated with luxury products. In particular, it examines the propensity of consumers to consider recycled materials in luxury purchases. The existing academic literature neglects this question and some newspapers recently launched a debate on the relevance of adopting responsible practices in the luxury sector. Findings from an empirical study regarding the case of French luxury clothing indicate that incorporating recycled materials in such goods affects consumer preferences negatively and reveals a certain incompatibility between recycling and the category of luxury products. Despite the increasing concerns of consumers about the preservation of the planet, the responsible behavior of the brand remains a secondary selection criterion and consumers of luxury goods primarily focus on the intrinsic quality of the product.

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# SUSTAINABILITY AS A STRATEGY

**Nobody is perfect!  
Something is better than nothing.**

**Stella McCartney**



# SUSTAINABILITY + MARKETING = ?

Marketing = trying to seduce, to sell more?

Marketing = trustworthy information, awareness building?

Marketing = creating value for customers?



## DON'T BUY THIS JACKET



It's Black Friday, the day in the year retail turns from red to black and starts to make real money. But Black Friday, and the culture of consumption it reflects, puts the economy of natural systems that support all life firmly in the red. We're now using the resources of one-and-a-half planets on our one and only planet.

Because Patagonia wants to be in business for a good long time—and leave a world inhabitable for our kids—we want to do the opposite of every other business today. We ask you to buy less and to reflect before you spend a dime on this jacket or anything else.

Environmental bankruptcy, as with corporate bankruptcy, can happen very slowly, then all of a sudden. This is what we face unless we slow down, then reverse the damage. We're running short on fresh water, topsoil, fisheries, wetlands—all our planet's natural systems and resources that support business, and life, including our own.

The environmental cost of everything we make is astonishing. Consider the R2™ Jacket shown, one of our best sellers. To make it required 135 liters of water, enough to meet the daily needs (three glasses a day) of 45 people. Its journey from its origin as 60% recycled polyester to our Reno warehouse generated nearly 20 pounds of carbon dioxide, 24 times the weight of the finished product. This jacket left behind, on its way to Reno, two-thirds its weight in waste.

And this is a 60% recycled polyester jacket, knit and sewn to a high standard; it is exceptionally durable, so you won't have to replace it as often. And when it comes to the end of its useful life we'll take it back to recycle into a product of equal value. But, as is true of all the things we can make and you can buy, this jacket comes with an environmental cost higher than its price.

There is much to be done and plenty for us all to do. Don't buy what you don't need. Think twice before you buy anything. Go to [patagonia.com/CommonThreads](http://patagonia.com/CommonThreads) or scan the QR code below. Take the Common Threads Initiative pledge, and join us in the fifth "R," to reimagine a world where we take only what nature can replace.

**COMMON THREADS INITIATIVE**

**REDUCE**  
WE make useful gear that lasts a long time  
**YOU** don't buy what you don't need

**REPAIR**  
WE help you repair your Patagonia gear  
**YOU** pledge to fix what's broken

**REUSE**  
WE help find a home for Patagonia gear you no longer need  
**YOU** sell or pass it on

**RECYCLE**  
WE will take back your Patagonia gear that is worn out  
**YOU** pledge to keep your stuff out of the landfill and incinerator

**REIMAGINE**  
**TOGETHER** we reimagine a world where we take only what nature can replace



patagonia  
patagonia.com



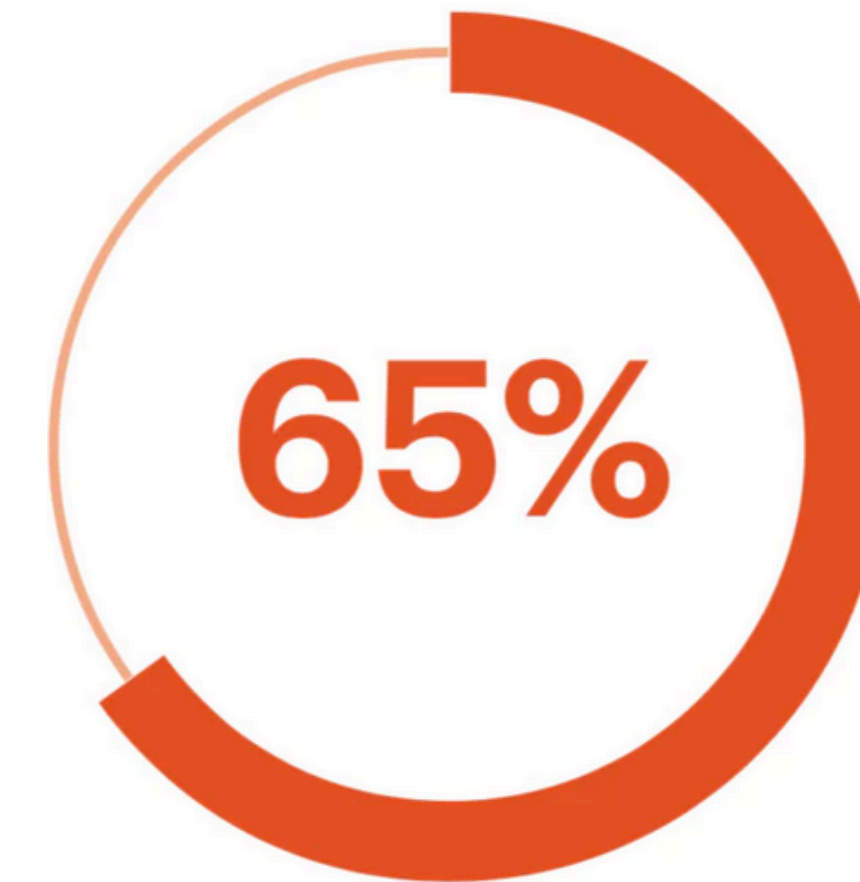
TAKE THE PLEDGE

\*If you use your Patagonia product on eBay® and take the Common Threads Initiative pledge, we will co-fulfill your product on patagonia.com for no additional charge.

# RADICAL TRANSPARENCY

“Fashion companies must come to terms with consumer’s desire for transparency across the value chain. (...) The fashion industry suffers from a rising trust deficit.” (BoF 2019)

**Fashion executives anticipate consumers’ need for transparency**



Survey respondents that cited “consumer needs for trust in product authenticity and creative originality” in their top 5 trends for 2019; ranked 2<sup>nd</sup> out of a possible 12.

Source: BoF-McKinsey State of Fashion Survey

SUGGESTIONS

- Recipes
- Coffee
- 2-in-1 Women
- Stores
- Children's outerwear

WOMEN					MEN					CHILDREN					HOMEWARE				
NEW ARRIVALS	COATS & JACKETS	TOPS	KNITWEAR	SWEATSHIRTS & HOODIES															
DRESSED	SKIRTS	JEANS	TROUSERS	TAILORING															
UNDERWEAR & LOUNGEWEAR	SPORTSWEAR & SWIMWEAR	SHOES	BAGS & ACCESSORIES	TRAVEL															



PATTERN

- Checks
- Dots
- Florals
- Stripes

MATERIAL

- Wool
- Synthetic
- Silk
- Regenerated fibre
- Leather
- Plastic & Rubber
- Cotton

MADE IN

- Indonesia
- Australia
- Bulgaria
- Brazil
- China
- Bangladesh
- Italy
- Portugal
- Romania
- Turkey
- Viet Nam



# ARKET

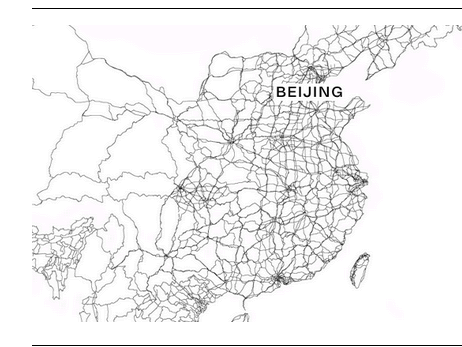


Ruffled Voile Dress €89

Choose size  [Size Guide](#)

**ADD TO BAG**

ID 234185-200  
 MATERIAL Cotton ⓘ  
 COLOR Beige/Black ⓘ  
 MADE IN CHINA ⓘ



Cut from a cotton voile, this dress feature a floral all-over print. Designed with a wide silhouette and long, billowy sleeves with buttoned cuffs. Slit opening at front with tie details and gatherings around neckline.

- Unlined
- Mother of pearl buttons – which means that this product contains non-textile parts of animal origin
- Cotton 100%



# THE PROBLEM IS IN THE SYSTEM.

- The fashion system is driven by speed, change, product obsolescence and aesthetic fads (Ertekin & Atik, 2015)
  - Sales and discounts to get money (and space) for new collections.
  - Producing more than needed (economic reasoning):  
The price per piece turns to be lower if you buy higher quantity

## > How to prevent overproduction?

(Is the answer in stock optimization, optimized supply chain...?)





A high-angle, wide shot of a modern fashion retail store. The store is brightly lit with recessed ceiling lights. In the foreground, a woman with a white tote bag and a brown shoulder bag is talking to a staff member at a white counter. The counter has two computer monitors and a laptop. In the background, many other customers are browsing through clothing racks and display tables. A man is looking at a smartphone, and a woman is looking at a tablet. There are signs on the walls, including one with the letters 'R' and 'T' in a square, and another that says 'RENT THE FUTURE'. On the right, there are signs that say 'OPTIONS' and 'CHECK IN & MAKE ASSISTANCE'. The overall atmosphere is busy and modern.

# SUSTAINABILITY & FASHION RETAILING & BUSINESS MODELS

# WHAT IS SUSTAINABILITY IN FASHION RETAIL?

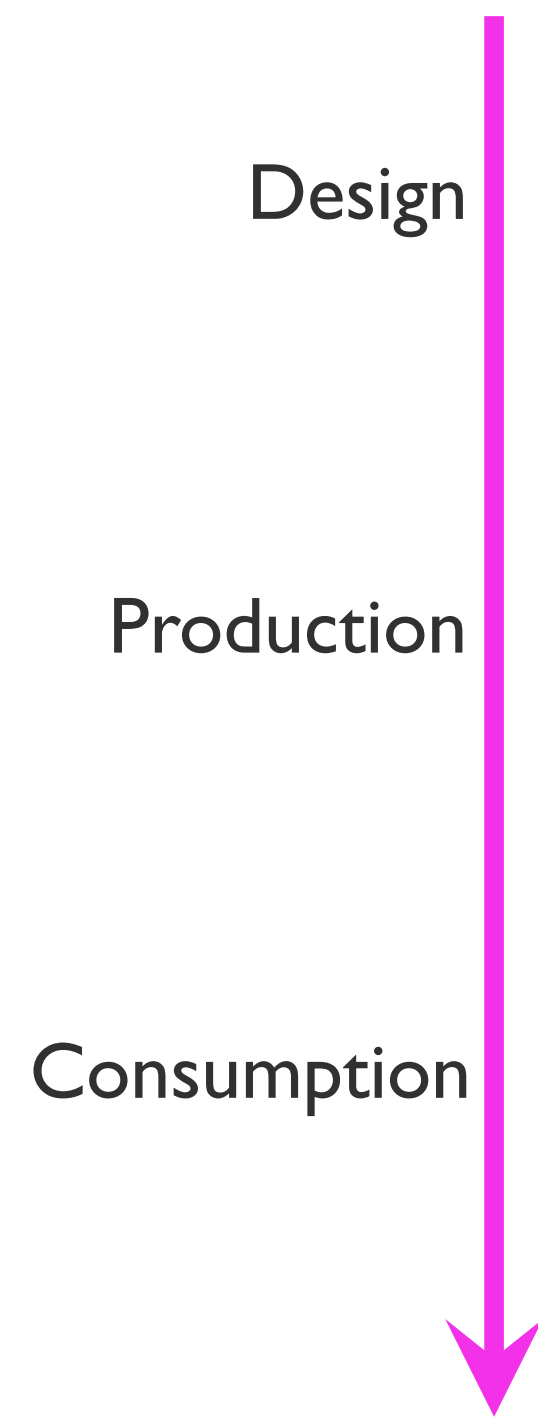
- Sustainability of **product, supply chain & processes** (Caniato et al. 2012)
- **Stock management** & number of collections per year
- **Marketing activities** supporting sustainable consumption (Niinimäki et al. 2020)
- **Store** (online /offline) aspects
  - Environmental and social aspects related to **offline store** (e.g. commitments for renewable energy, employees wellbeing)
  - **Online store management** and its environmental impact in terms of Packaging, Transportation, Returns and Disposal (Bertram & Chi 2017)

**Think about how sustainability aspects may come alive in online vs. offline stores.**

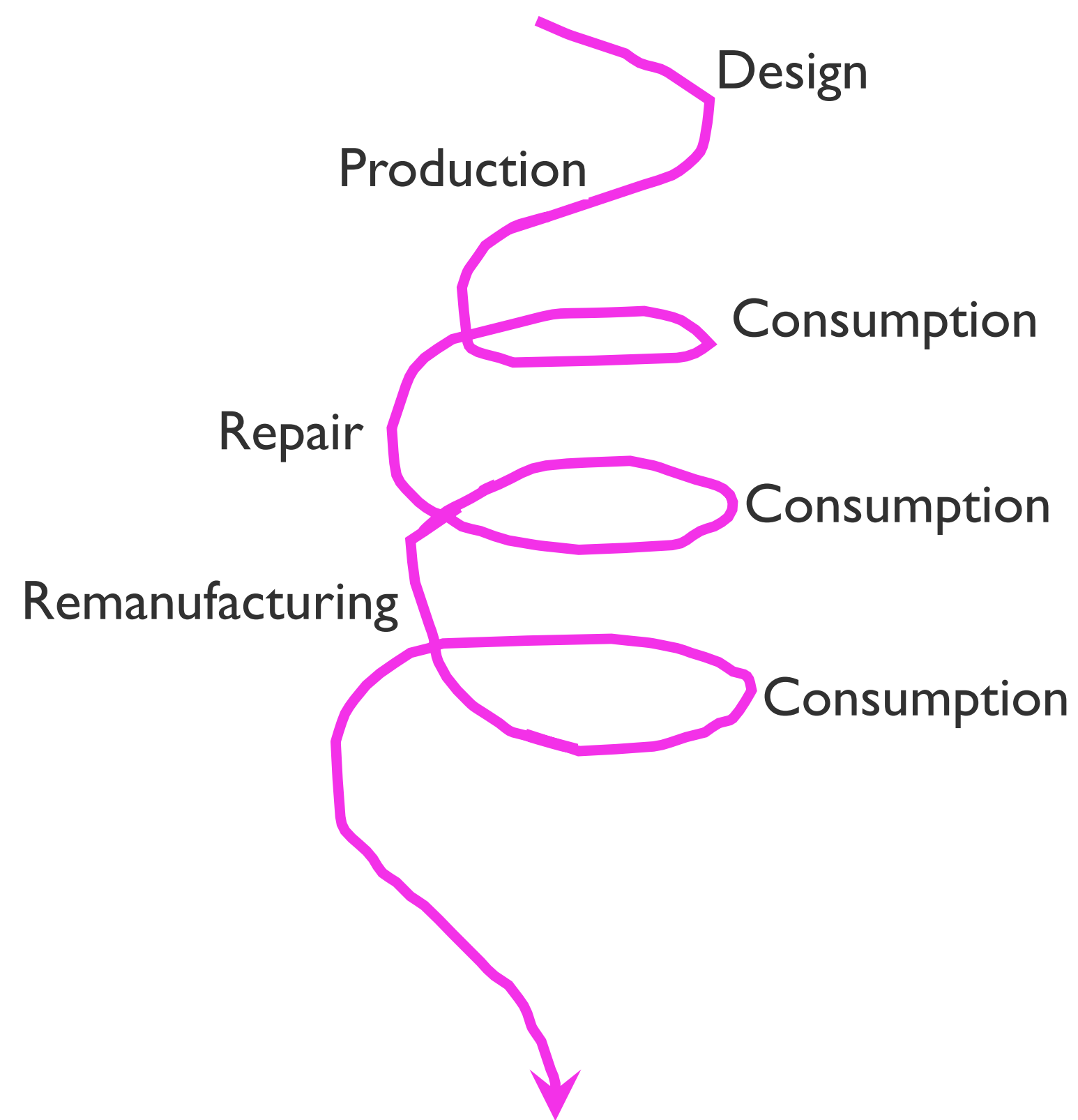
What are the key differentiating factors and what could be the key challenges?

Think also hybrids, such as click & collect, showrooming.. etc

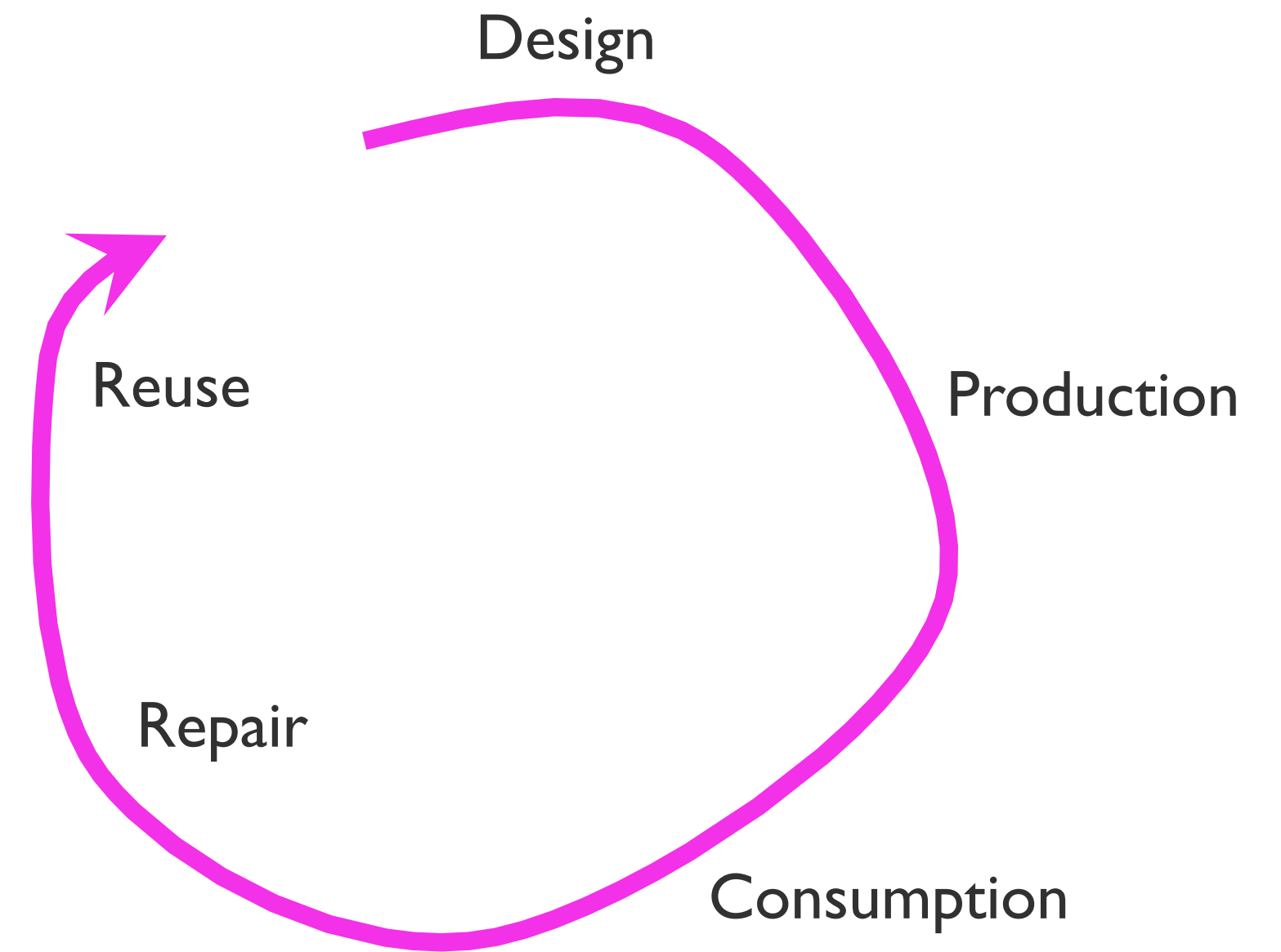
## Designing for waste



## Designing for longevity



## Designing for circularity



Alternative materials, whole system thinking, waste management, product as a service...

Nudie JEANS co

Search

New Arrivals

Summer 2019  
Collection

Colors Capsule  
Collection

Dry Denim

Jeans

Canvas

Denim Jackets

Jackets

Knits

Sweatshirts

Shirts

Tees

Kids

Underwear

Accessories

Objects

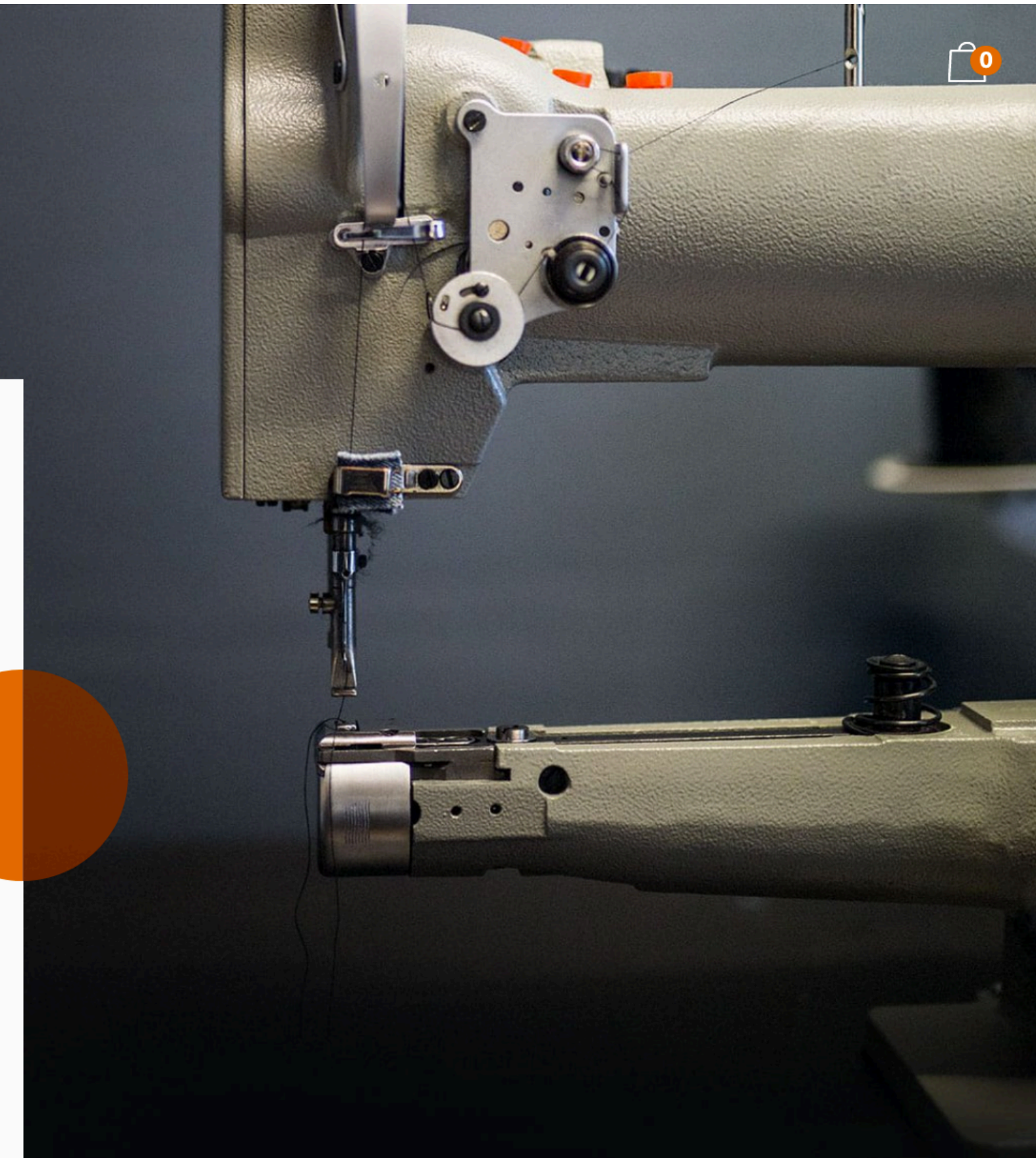
Get the  
balance  
right

The Journal

Store Locator

# Free repairs for life

Every pair of Nudie Jeans  
comes with a promise of free  
repairs. No matter when or



# BRANDS AND RETAILERS ENTERING TO RESALE MARKET



Tämä tuote on juuri nyt loppuunmyyty. Pyydä kokotiedustelu ja ilmoitamme sähköpostitse mikäli tuote on taas saatavilla.



PYRENEX  
VINTAGE MYTHIC - Untuvatakki

293,95 € ~~449,95 €~~ sis. 24% alv

Väri: honey gold

Loppuunmyyty





**How Lease**

**A Jeans**

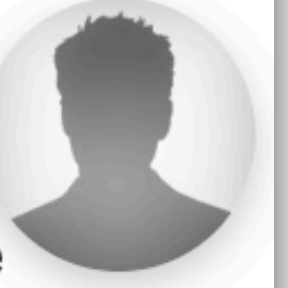
**works**

**– We introduced a pioneering Lease A Jeans model to ensure that we stay the owners of the raw materials and get them back after use.**

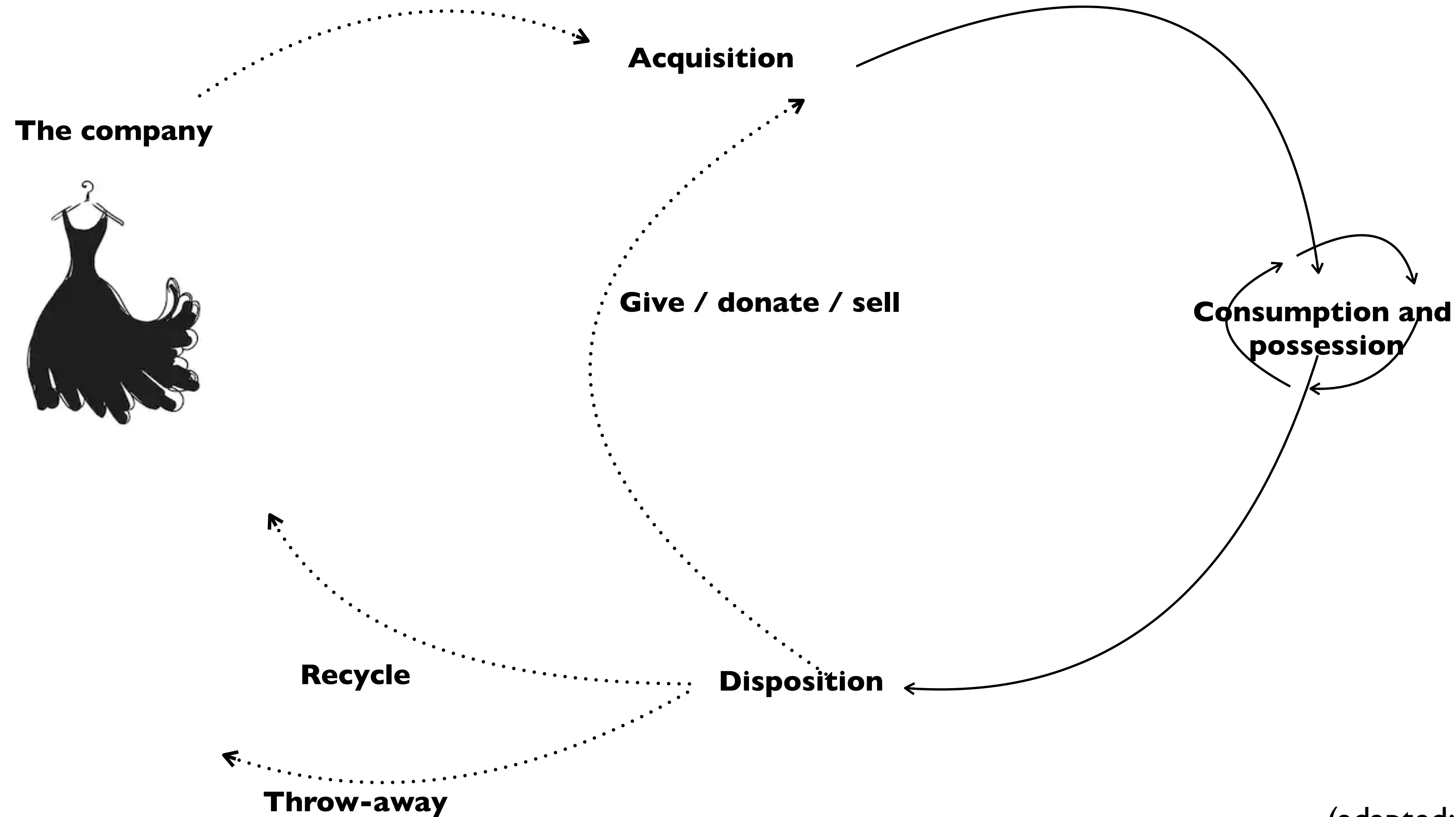
Lease A Jeans is a formula that keeps the respect of the earth and its resources at its core. Rumor has it; on average, 30% of the garments in our closets have not been worn in almost a

The old ones will be recycled to make new wonderful items. Recycling saves water, resources and waste. We love to hear where you take your jeans. Your adventures create unique MUD stories that live on in our vintage jeans collection.

Thanks to the business model of Lease A Jeans we surround ourselves with a community of forward-thinking people. True



# WHERE DOES COMPANY'S RESPONSIBILITY END AND USER'S RESPONSIBILITY START?



**Thank you.**

PhD Linda Lisa Maria Turunen  
[linda.turunen@aalto.fi](mailto:linda.turunen@aalto.fi)