

DIESEL[®]
FOR SUCCESSFUL LIVING

GROUP 6

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Diesel. For succesful living.

INTRODUCTION TO DIESEL

Vision. Mission. History. Ethics

Diesel was founded in 1978 by Renzo Rosso who chose the name Diesel because 'diesel' was considered to be the 'alternative fuel' in the current oil crisis. Rosso's vision was that the global fashion market is not divided by countries and borders but by people's lifestyle.

Today the principal lines of Diesel are the main line: Diesel and Diesel Black Gold. Currently the head designer of Diesel, since October 2011, is Heikki Salonen. Diesel also has collaboration collections for footwear, underwear (US company Mast Industries Inc), bags, eyewear (Safilo), jewellery and watches (Fossil) and fragrances (L'Oréal).

Diesel's headquarter is in Breganze, Italy where it manages 18 subsidiaries in Europe, Asia and America. Diesel is now present in more than 80 countries including more than 400 company owned stores. Diesel's price range is considered to be a little higher than middle range. This means that a pair of Diesel jeans cost from 110 EUR to 240 EUR. Diesel's revenue is estimated in a €1.3 Billion.

Renzo Rosso is also the founder of OTB (Only the Brave), which is the holding group for other brands besides Diesel, such as Maison Martin Margiela, Viktor & Rolf, and Staff International (who manufactures and distributes DSquared2, Just Cavalli, Vivienne Westwood, and Marc Jacobs Men) and a nonprofit organisation Only The Brave Foundation.

Diesel's claims not to only sell clothes for commercial gain but they also want to concentrate on broadening the young, fresh Diesel lifestyle to make ordinary people feel great about themselves.

The company's mission:

"To create an apparel line perfect for individual people who follow their own unique path in life and for those style-makers who express their individuality by the way they dress."

Diesel's casual everyday wear for men and women is known for its original, sexy, trendy, rebellious and creative style. Diesel's "Be Stupid" advertisement campaign from fall/winter 2010 has created ambivalent emotions among the customers. The main goal of the campaign is to give people the feeling of freedom to express themselves without fear and to do something out of the extraordinary. It's all about testing the limits.

Diesel's ironical "Be Stupid" campaign draws a parallel with one of the Cradle-to-Cradle design philosopher William McDonough quotes: "Waste is stupid!". Recently Diesel has already started producing jeans from organic cotton but hasn't really put any effort into advertising it or communicating sustainability to the consumer. Group 6 chose Diesel as a brand to be working with because within the next five years Diesel should start implementing sustainability and Cradle-to-Cradle thinking into the Diesel lifestyle.



Diesel Island advertisement: 'In order to save water. Diesel Island pioneers shower in groups.'

SWOT ANALYSIS

Why is Diesel a good brand for sustainable approach? Using SWOT analysis scheme group 6 has explored the possible strengths and weaknesses, opportunities and threats of this brand.

STRENGTHS	WEAKNESSES
Diesel is a lifestyle not just a brand Defined and open target group Good communication skills Brand awareness (customer loyalty) Known for high-quality products Strong design that is not associated only to one season Part of a bigger holding (OTB)	Sustainability is not desirable Manufacturing processes, such as sandblasting Lack of transparency for manufacturing, production and transport methods Exclusive target market group
OPPORTUNITIES	THREATS
Introduce the sustainable lifestyle into the luxurious fashion line production Introduce a Cradle-to-Cradle jeans and garment production Future development in the textile industry	Other competitive brands are more aware of sustainability Losing customers due to 'eco-fashion' The quality and the comfort of the brave materials are unknown Changing too much of the brand image

TARGET GROUP

The target group Diesel wants to reach with their collections, advertisements and all other expressions, is the hyper aware generation, named 'Generation Y'. Journalist for the Guardian Newspaper, Anushka Asthana said; "They care less about salaries, and more about flexible working, time to travel and a better work-life balance."

This new generation is both male and female between 16 and 35 years old. They study or work in urban environments, but go on adventures whenever they're able to. Backpack trips through rough nature, endless parties on the beach and silly nights out ending up naked in someone else's pool.

The target group is higher educated and they want to stay up to date with the current news. Generation Y has grown up in the age of computers, mobile phones and television. Smartphones and Facebook are a part of their daily life, and Diesel uses this to communicate with the target group.

When the target group goes shopping their main criteria is good quality and comfort. They have quite a bit money to spend so they expect garments to last for over a year. The target group fits into the Diesel lifestyle because they are hedonistic, independent and adventurous. They like the way Diesel approaches them in a controversial way inviting them to adapt their lifestyle to be like Diesel's.



**HEDONISTIC
INDEPENDENT
ADVENTUROUS**



METHODS OF RESEARCH

Questionnaire and Ethnoraïd

As part of our research and to understand the target group better we took to the Diesel stores in Copenhagen, where we spent some time browsing the store, looking at the garments and observed the customers. We found that the average Copenhagen brand supporter only shops at Diesel around 3 times a year and owns their jeans for about 4 years.

Most do read the labels on their garments but only to see the washing and care instructions but not because they wish to know where it comes from. A specific choice in fabrics only plays a roll in how the cloth may fit or the quality from a hands on feel. As the customer doesn't care too much about what material their garment is made from they won't even notice that it has been made from a material other than they are used to.

It seemed that some had a general idea of what sustainability was, but were either too unconfident or unsure of what it had to do with fashion. (attachment III)

GOALS

1. Gradually switch to using sustainable materials (Brave Materials) in the production line by 2% every year
 - .1 Invest first year's profit to second and the second into the third etc.
2. Make the brand more sustainable
 - .1 Make sustainability as part of the Diesel lifestyle
 - .2 Create awareness about Brave Materials
 - .3 Use controversial communication
 - .4 Educate the current stakeholders about sustainable fabrics, usage and manufacturing process.
 - .5 Advertise, show and use great designs for a range from the new sustainable fabrics (eg. by using their natural colour characteristics to show the wear)
 - 2.5.1 by the tenth year 45% from the whole collection will be made from sustainable fabrics
 - .6 Collaborations with people from other fields (textile engineers, scientists, designers and communities)
 - .7 Expanding the consumer group to people who buy for the sustainable quality of a brand
3. Change the mindset of the current target group
 - .1 Sustainability should be integrated into the mindset of Diesel lifestyle- sustainability is a risky business, so be brave
 - .2 Analyse current mindset and new mindset towards 'sustainable fashion'

The main concept of this plan is to make sustainability part of the Diesel lifestyle, quietly introducing it into the consumer's everyday choices as to not frighten them with the idea that 'sustainable fashion' is ugly and can never look or feel good.

DIESEL BRAVE MATERIAL COLLECTION

Brave Materials. What and why?

Diesel's Brave Materials introduced in the upcoming collections will be the first of all textiles made from hemp and nettle. Using new, unusual and innovative fabrics in trendy everyday wear is a rising trend and Diesel will be one of the first worldwide mainstream brands to implement sustainable fabrics into their designs. Presently there are a few styles of hemp jeans available from brands like Armani, Rawganique, Hemper Jeans and Patagonia High Wire Hemp Jeans.

There are many good reasons why hemp fibre should be more intensively applied in the textile and fashion industry. It is known that hemp is one of the most durable natural fibres available, with a warm, breathable and absorbent quality. Furthermore, hemp is grown without using chemicals, this makes it more sustainable than growing cotton. Several countries in the world have found a way to utilize and grow industrial hemp. Austria, Germany, India, Italy, Romania and Russia have a wide hemp industry where from Diesel could source the material needed. Compared to the recent progression among hemp fabrics, growing industrial nettle is still quite a rare phenomenon in the textile manufacturing industry. Growing nettle is much more environmentally friendly because there is no need to reseed the plant each year and nettle is naturally resistant to diseases and pests. Nettle fibre is long and hollow which makes it a good natural temperature adjuster and it grows well in wet cool countries, besides all that, nettle is claimed to be even softer and finer than cotton or hemp.

At present there is a small selection of nettle fabrics available; grown and weaved in the Himalayas, Nepal and a company called Octan Fabrics from South Korea, which produces very fine nettle fabrics. Only this season a Dutch brand Netl has started producing knitwear collections from mixes of nettle and organic cotton fibre within the price range from 50 EUR to 250 EUR. G-Star Raw has also made a revolutionary project to convert nettles into fabric, developing a few styles of jeans composed of 40% nettle and 60% cotton for approximately 280 EUR.

So far Diesel has already added organic cotton jeans to their ready-to-wear collections, but has not been produced for this season's collection. This is something Diesel will continue to be broadening among the whole collection due to an emerging consumer demand for luxury jeanswear. Currently organic cotton jeans are being produced by competing brands such as Levi, Kuyichi, Bread Denim, Aoki Jeans, Rawganique Organic Jeans and Loomstate.

Diesel brand will also start developing implementation for natural dyes and air-dying both for Brave Materials and organic cotton fabrics. Furthermore jeans and other garments made of Brave Materials should be produced only in environmentally friendly methods, not damaging the health of factory workers (natural dyeing, sandblasting with a machine, or bleaching). Additionally, Diesel's future vision within five years includes the purchase of Textile for Textile machine which would be used to up-cycle Diesel's garments from the previous collections to produce new fabrics. (visual examples in attachment V)

ADVERTISING

Brave materials logo

In the first year Diesel has a new logo for the Brave Material range. It will be recognizable for the target group because the Brave Material sign will be on the hang tags of every brave material garment. It also will be shown in the campaigns and online at the Diesel website and social media pages. In the first few years it's important that Diesel does not mention the word sustainable, because that would not fit with the current lifestyle mission of Diesel. This is the reason why the serious sustainability promotion has been covered by the more provocative Brave Material. Now it resembles the familiarity of the game "truth or dare" where only the brave and the stupid will dare to wear the Diesel jeans, this is the focus the target group is looking for.

Natural dyed jeans

This campaign will be about the lifecycle of the natural dyed colours of the Brave Material jeans. The way your jeans will fade says a lot about your lifestyle. To be a part of the Diesel lifestyle you can share your personal lifecycle with your friends by uploading pictures on your own account on the Diesel website, the consumer can link the pictures to their Facebook account. Interesting fading details could be due to of washing, using marks from your wallet or phone in a pocket and customised details by the user itself.



Natural dye campaign.

Hemp campaign

Hemp fabrics might have had a bad reputation because of the connection with Marihuana, but this connotation can be used by Diesel to promote a risky brave lifestyle.

Are you stupid enough the smoke it, or brave enough to wear it? (attachment VI.I)

Introducing sustainability in the Diesel lifestyle by pesticide advertising

The idea of using environmentally friendly pesticides requires more volume than the toxic concentrations used today, playing on the stupid idea Diesel can advertise with irony that they use more pesticides to make better quality clothes (attachment VI.II)

Nettles campaign

The nettles' sting is what makes us weary and keep a distance from these plants, which makes the nettle fibre a perfect candidate for Diesel's Brave Materials and complements the brands adverts well. By directly 'wrapping' the nettles around the most sensitive part of the body the captions makes space for a witty quote 'Will it sting?' (attachment VI.III)

Rinsing Discount system

Launch of the Rinsing Diesel (discount system) in the second year and which the consumer can start using in the forth year. This is where any item from the Diesel collection that is kept for longer than 4 seasons (2 years) can get a discount on any item from the Brave Material collection. This will in turn encourage the customer to wear their garments longer and care for them better as well as promote the Brave Materials collection.

After four seasons consumers can bring any Diesel garments back, depending on a more refined scheme to differentiate the longer lasting garments with the ones that wouldn't last as long, to receive a discount on the Brave Material collection. One season is half a year. This will be measured by a code on the label in the garments.

0 - 3 seasons	no discount
4 -5 seasons	5 %
6 - 7 seasons	10 %
8 - 9 seasons	15 %
10 - more seasons	20 %

Brave Loyalty Card

Diesel will introduce an online Brave Loyalty Card as an access key to Diesel Island. Consumers who have bought items from the Brave Materials collection will receive a personal key to activate their Brave Loyalty Card on the Diesel website. On this online island they can keep up with the Rinsing Discount system, special events, give-aways and they can upload their pictures from their personal natural dyed colour faded jeans to share the progress with friends. The layout of the account will be designed like an actual Diesel Island, inspired by the Home of the Stupid, Land of the Brave Campaign.

WORLDWIDE BRAVE MATERIALS EXPANSION

Throughout the 5 year plan we hope to create a global awareness regarding sustainability and textiles, starting by introducing our Brave Materials into cities where sustainability is already being questioned and explored.

In the second year of the Brave Materials campaign the range, basic clothes made from hemp and nettle fibers, will be introduced into the flagship stores of 5 of the most sustainable cities in the world: Vancouver, San Francisco, Oslo, Copenhagen and Curitiba. Presently Curitiba doesn't have a flagship store yet, but there is a plan in the 3rd year to create a pop-up store (if Diesel does not get round to it earlier as stated on their website).

In the third year the collection will be introduced into 11 more European countries, by then replacing the previous 'basic' line made from unbrave (unsustainable) materials. By doing this we hope to minimize the need to add more to a clothing collection and rather phase out the unbrave materials. The cities have been chosen due to their involvement with sustainability based lifestyles as well as the consumer culture in each.

By the fourth year 10 more world wide cities will be selling the Brave Materials in their stores and by the 5th year expand further out towards Asia and the Middle East.

By the eighth year all Diesel stores and outlets will stock the Brave Materials collection.
(other maps in attachment IV)



STAKEHOLDERS

Due to the expansion of the label into the Brave Materials the stakeholders have also stretched further to now include textile engineers, possible NGOs and involving more communities.

INFLUENCERS

Competitive brands
Shareholders
Communities
Raw material suppliers
Media/ PR
Governments
NGOs
Textile Technologists
Designers
Chemists

PROVIDERS

SUPPLIERS
Cotton farmers
Hemp farmers
Nettle Farmers
Organic cotton
Dye suppliers

PARTNERS
Barkha
Rawqanique
The Ecologist



GOVERNANCE

Trade Unions
Shareholders
Trade associations

USERS/ BENEFICIARIES

Customers
Brave Material farmers
Local communities working with the farms
Staff in the shops
Factory workers
Designers (fashion, textiles)
Textile developers
Ethical consumers

FUTURE VALUES

Diesel's already existing values are sexy, rebel, irreverent, surprising, ironic and brave. With this new approach, sustainability can be the new value of the brand, making it seen as super-stylish and conscious at the same time.

In addition, recycled fabrics would be one part of the Brave Materials. By the end of the 5th year Diesel would be the first brand to buy the Textiles for Textiles machine. The automatic sorting installation will be able to sort the materials on fibre composition. Being the first brand to use the machine, the Cradle-to-Cradle principle would be added to the brand's value. In the future the entire collection would be part of the Brave Material production line.

CONCLUSION

To make sure that consumers can make conscious choices, the concept of Brave Materials should be brought to them in depth by the specialists within the Diesel brand. To achieve this the target group Diesel wants to reach with their collections, advertisements and all other expressions the marketing company will have to use the same approach in their adverts: using the ironic style of visualising the campaigns idea.

For the time being, sustainable fashion is important to only a minor group of people, and seen as undesirable, but that can all change in short time. Therefore, it's important for a successful brand like Diesel to be aware of the changing mindset of the consumers as well as setting an example to others but implementing ethical and sustainable thinking in their material and chosen methods of production.

ATTACHMENTS

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TBB Strategy lecture AMFI by Marco Mossinkoff

5 YEAR PLAN DIESEL

Main goal: Make sustainability a part of the DIESEL lifestyle

	COLLECTION	STORES	ADVERTISING	ADVERTISING
1st year	<ul style="list-style-type: none"> - First Brave Material (organic cotton) jeans - Natural coloured jeans - Research to innovative new Brave Materials and - Barcode in every Brave Material garment 	<ul style="list-style-type: none"> - 100% organic cotton jeans are sold in every store 	<ul style="list-style-type: none"> - Advertisement campaign for the 100% organic cotton jeans and introducing the Brave Materials logo - Introducing the natural dyed jeans, colour will fade (reflection of your personal Diesel lifestyle) 	<ul style="list-style-type: none"> - Rinsing Discount system
2nd year	<ul style="list-style-type: none"> - Two new brave innovative materials in jeans collection (hemp and nettles) 	<ul style="list-style-type: none"> - Sell the Brave Material collection in the flagship stores situated in the five most sustainable cities of the world. - Vancouver, San Francisco, Oslo, Curitiba and Copenhagen 	<ul style="list-style-type: none"> - Two new campaigns, one for each material - Are you already involved in the natural dye-fading race? - Upload pictures on Diesel website 	<ul style="list-style-type: none"> - Launch rinsing Diesel (discount system). - Introducing online Brave Loyalty Card as an access key to Diesel Island
3rd year	<ul style="list-style-type: none"> - The three Brave Materials are used in 5% (jeans and basic garments) of the entire Diesel collection. 	<ul style="list-style-type: none"> - Create a 3 months pop-up store in Curitiba - Brave Material collection sold in the flagship stores of 12 EU countries - Helsinki, Stockholm, Paris, London, Amsterdam, Milan, Berlin, Barcelona, Lisbon, Geneva, Antwerp and Vienna 	<ul style="list-style-type: none"> - What is in this season? With every year it goes lighter, how many times do you have to wash it, what colour? - Repeat Brave Material advertising 	<ul style="list-style-type: none"> - Advertising discount system: keep your clothes as long as possible minimal of four system

II FIVE YEARS PLAN

4 th year	<ul style="list-style-type: none"> - Brave Materials = sustainable - New shapes and colours in streamline Brave Materials collection 	<ul style="list-style-type: none"> - Sell the Brave Material collection in 10 more cities - Frankfurt, Hamburg, Munich, Rome, Hong Kong, Johannesburg, Moscow and New York 	<ul style="list-style-type: none"> - Introducing sustainability in the Diesel lifestyle by pesticide advertising - Award ceremony on online Diesel Island (website and Youtube) 	<ul style="list-style-type: none"> - Consumers can start to bring any Diesel garments back and get discount on Brave Material streamline collection - Starting to get the discount awarding (invitation to the party)
5 th year	<ul style="list-style-type: none"> - 10% of all the items in the entire Diesel collection are made out of Brave Materials 	<ul style="list-style-type: none"> - Expand the collection to Sydney, Seoul, Tokyo, Bangkok and Dubai 	<ul style="list-style-type: none"> - Ceremony in the Diesel Pelican Hotel in Miami Beach 	<ul style="list-style-type: none"> - Use the Textiles 4 Textiles machine to recycle all brought in garments
Future vision	<ul style="list-style-type: none"> - Use recycled materials from the Textiles 4 Textiles machine in the Brave Material collection - Ongoing search to new innovative Brave Materials 	<ul style="list-style-type: none"> - Sell the Brave Material collection in every Diesel store over the world 	<ul style="list-style-type: none"> - Advertise recycled Brave Materials 	<ul style="list-style-type: none"> - Advertise the cradle to cradle cycle of the Diesel Brave Materials

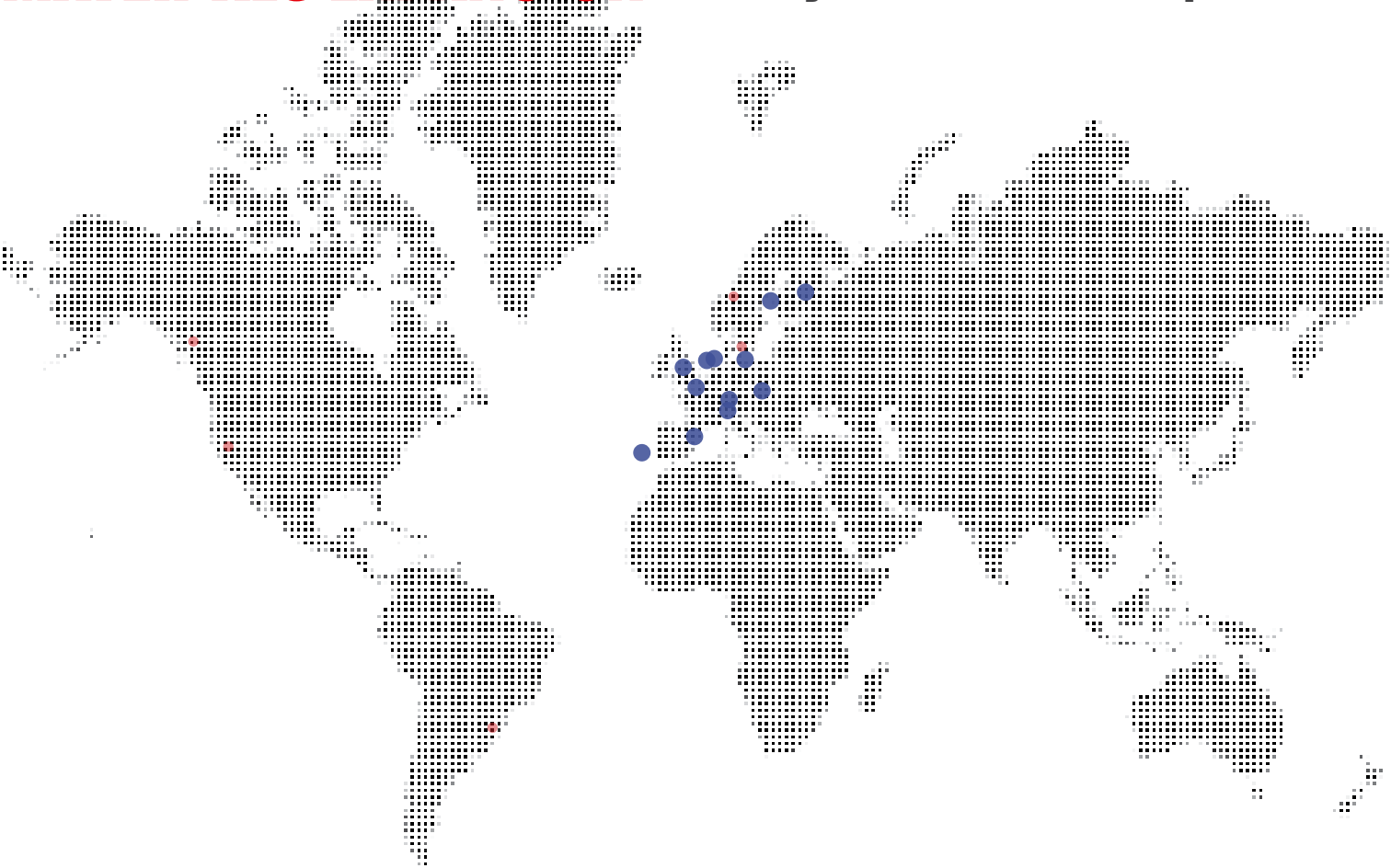
III QUESTIONNAIRE RESULTS

	1	2	3	4	5
extra info	f: 25yrs	f: 27yrs (employee)	m (employee)	f: 23yrs	m: 40yrs
Do you shop at DIESEL?	No	Yes, always	yes	yes	no
How long do you have your jeans for?	4 yrs or longer	12 yrs, still use them sometimes	2-3 yrs everyday	3 years	1.5 years
How often do you shop at DIESEL?	once every half a year	once a week	2 a month	every 3 months	never
What do you rate the quality vs. price of your jeans?	excellent	excellent	excellent	excellent	-
Why do you choose DIESEL? (3 most import factors)	mainstream, good quality	since i was a child: raw, style design	good quality, nice collection, jeans	fit, style, quality	expensive
Do you read the labels on you clothes?	no	no	yes	yes	yes
Does the fabric play a roll when you buy garments?	fabric, not my jeans	need to know how to wash it	sometimes	no	yes
Do you understand the meaning of sustainability?	yes, maybe	don't know	no	no	yes

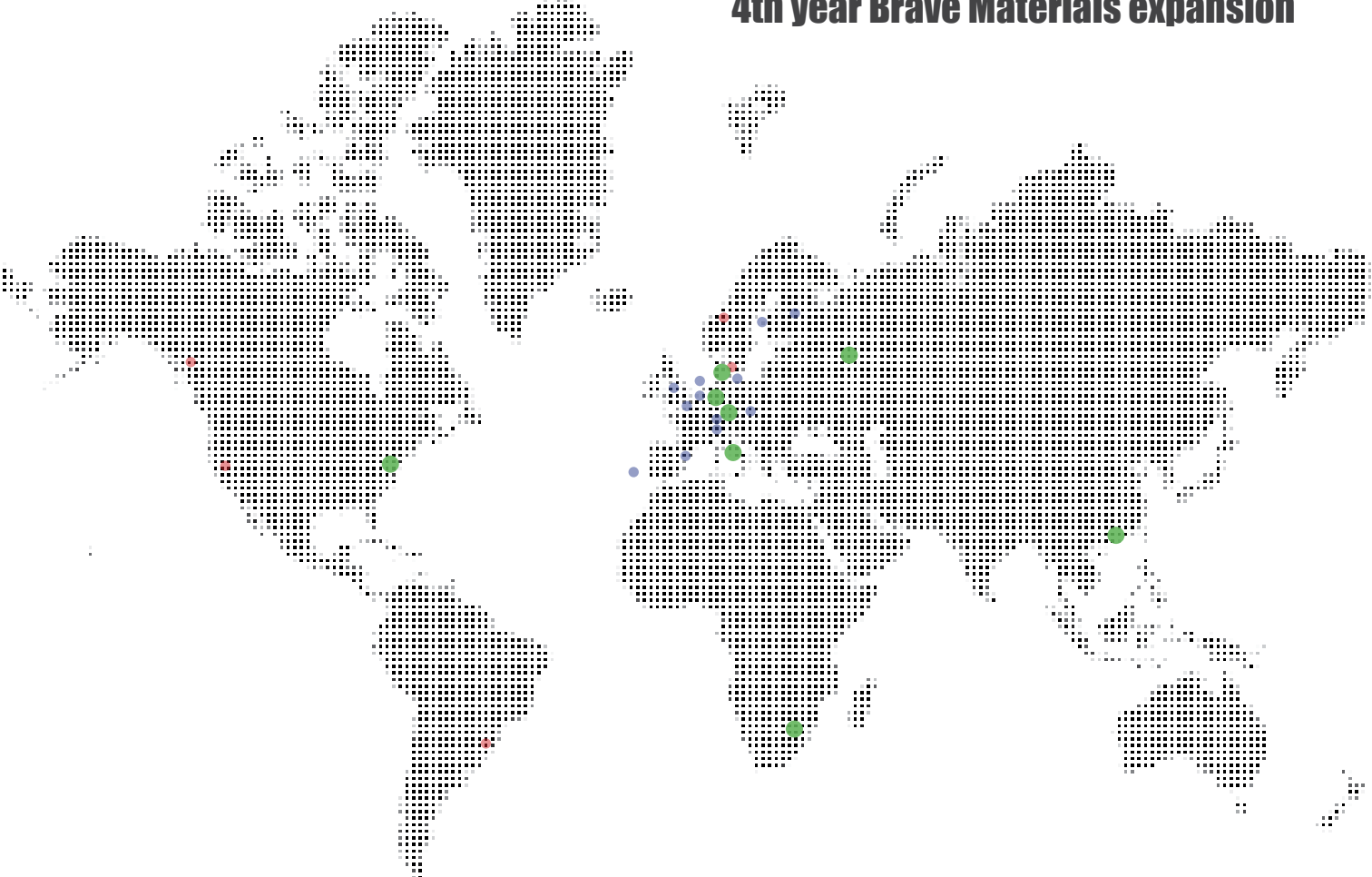
	6	7	8	9	10
extra info	m (employee)	m	f: 25	f: 49	f: 22
Do you shop at DIESEL?	no	no	yes	yes, but not because its DIESEL brand	yes
How long do you have your jeans for?	3-5 years	2 years	±3 years	±8 years	min 4 years
How often do you shop at DIESEL?	i dont	-	when i have money and can afford to go shopping	not often at all	1 a year
What do you rate the quality vs. price of your jeans?	med (over prices but good quality)	poor in Denmark, but the quality in USA petter	excellent	excellent	excellent
Why do you choose DIESEL? (3 most import factors)	doesn't buy from the brand (employee)		the fit, style and advertising	colour, fit and finishings	alternative fashion, chose of logo, the lifestyle
Do you read the labels on you clothes?	yes	No, but for washing instructions	no	yes	yes
Does the fabric play a roll when you buy garments?	yes it does, depends on price	depends- only suits and shirts really	yes, how it fits on my body	yes for the wash and care of the garment	yes
Do you understand the meaning of sustainability?	yes, how long you can keep something for	not too sure	yes, good for the environment	yes, how long it will last for	yes

IV WORLDWIDE BRAVE MATERIALS EXPANSION

3rd year Brave Materials expansion



4th year Brave Materials expansion



5th year Brave Materials expansion



V BRAVE FABRICS AND GARMENTS



100% organic cotton
unprocessed/undyed



100% nettle



70% nettle, 30% cotton



33% wild nettle, 37%
wild hemp, 30% cotton



100% nettle



53% hemp, 43% organic
cotton, 4% lycra jersey



50% organic cotton,
30% hemp, 20%
recycled poly muslin



54% hemp, 43% organic
cotton, 3% lycra twill



100% hemp denim jacket from Our
Legacy



100% hemp jeans from
the Hemp Shop



100% nettle jeans from Octan

VI BRAVE MATERIAL ADVERTISEMENT

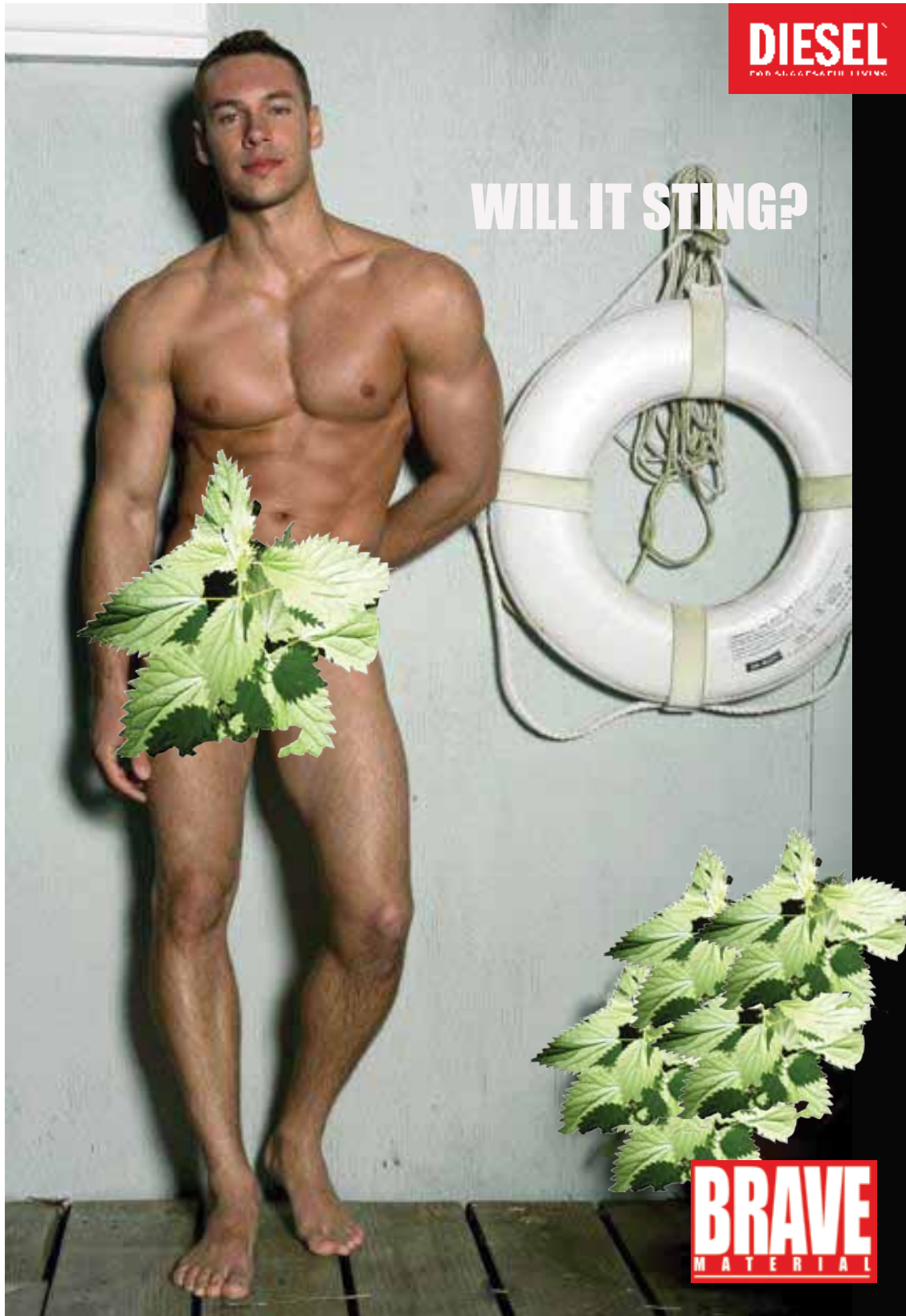
VI.I Hemp advertisement



VI.II Pesticide advertisement



VI.III Nettle advertisement

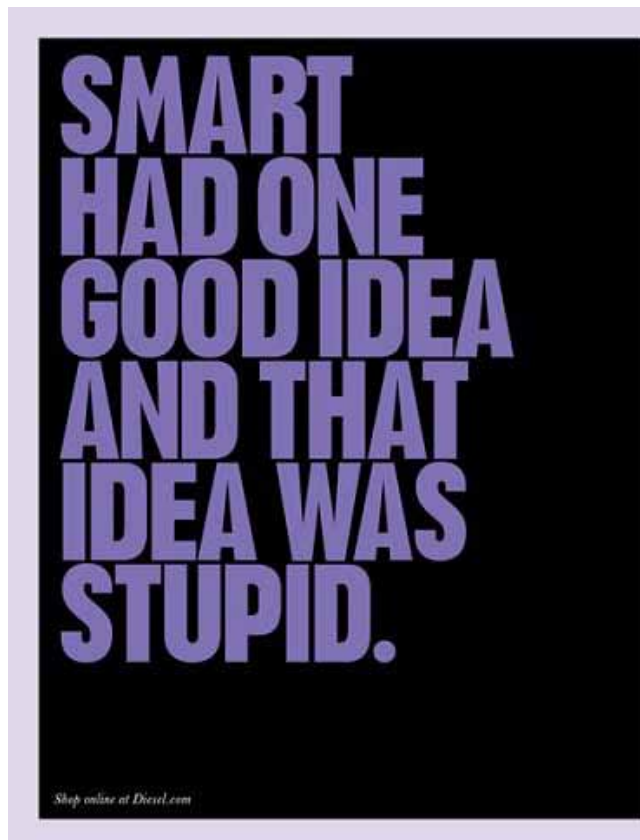


VII CURRENT ADVERTISEMENTS

VII.I Live Fast campaign



VII.II Global Warming campaign



VII.III Be Stupid campaign