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Appendix
Acne approached A+ Consultancy (A+) for advice on how to apply sustainable thinking into the fashion core of their business. Acne would like to announce their new approach to fashion to the stakeholders and the media in Spring 2013. They would especially like to implement Cradle2Cradle (C2C) thinking.

Acne and sustainability
A+ researched into the current fashion world, sustainability and the brand Acne. Acne scores a 6 out of 16 on rankabrand.com due to their publication on CSR. There is no information available about their sustainable approach. Here is an opportunity to involve their consumer. Acne’s activities revolve around one core principle: art and industry are equal. Their own description is that they are an global apparel brand that values simplicity in design, but combined with elements of strong accents in lines and often a typical Scandinavian silhouette in terms of draping. Acne has already a strong consumer base which they established trough constant innovation and strong style identity. Their strong image can easily be adapted in our new concept.

Aims for Acne
The concept for Acne will focus on three main aims;
- Create a higher awareness in sustainability amongst Acne consumers
- Adding value to the products by sourcing and producing as local as possible
- Reduce costs by sourcing and producing as local as possible

The first aim is to raise consumers awareness of sustainability within Acne and change the buying behaviour as well as maintaining a high quality of clothing. The style and creativity of Acne will stay the main focus of the business. The change in awareness and consumption will start with a collection that focuses on a different approach to fashion from a very creative and innovative point of view. This collection will be presented as the starting point of the new direction Acne may take. The new direction and collection will also be the main theme in the Acne Paper.

The second aim is to start a more sustainable way of production and supply. By sourcing and producing as local as possible (staying within Europe) Acne is able to keep their collection updated to the current market. It will also give the products more value, since they become more exclusive. This exclusivity will first happen through made to order and later due to the specific area of origin within Europe. Their will also be a service where clothing can be repaired in a fashionable and personal way.

The third aim is to reduce costs through sourcing and production within certain local regions. Lead times will be shortened and logistics will be more efficient. By adapting the patterns to the segmented countries there will be more sales and less waste.

Time line
Our concept consists of a 10 year strategy with the end goal of turning Acne into a fully C2C company. The short term plan of two years will include the first two aims. The third aim will be implemented during the first five year and the rest of the challenges will be addressed in the 10 year plan. The concept of cradle 2 cradle will be implemented throughout the whole time line. It will be the base of every decision. If C2C is not yet possible, we will choose the best sustainable alternative in sourcing, systems, processes and fashion.
Acne’s Studios is a Swedish fashion brand that designs, markets and distributes high end denim and fashion. Their core activities revolve around one core principle: art and industry are equal.

Acne products are sold at more than 600 retailers in 40 countries around the world, and also through more than 20 mono-brand stores in most European capitals as well as New York, Melbourne and Sydney. Acne Studios is managed from the headquarter in Stockholm, where about 60 people work. Beside the headquarter, Acne has offices and showrooms in Paris, New York, Copenhagen, Oslo, Amsterdam and London.

“Fashion is the best form of self-expression. We like to design pieces that together form the coolest wardrobe, but is ultimately wearable. It becomes one way of thinking as individual pieces, but together creates a strong, modern and considered statement.”
Jonny Johansson,
Acne’s Creative Director.

Acne as a brand unites innovative jeans styles with a versatile wardrobe for men and women, ranging from basic cotton T-shirts, to tailored jackets, luxurious accessories and shoes. While every collection forms a concept, each piece can be worn separately and effortlessly be mixed with other brands. By designing simple, functional clothes Acne aims to create a modern framework for individuality.

Acne works in cooperation with the Fair Wear Foundation Company with implementing the Code of Labour Practices.

The company’s ethics described go into detail of employments in terms of freely chosen labour. Their code of conduct also includes no exploitation of child labour, freedom of association and reasonable payment of a living wage. Health and safety regulations state a safe and hygienic working environment, best occupational health and safety practice shall be promoted, bearing in mind the prevailing knowledge of the industry and of any specific hazards.

The factory should have an environmental management system or plan enforced. The factory should have procedures for notifying local community authorities in case of accidental discharge or release or any other environmental emergency.

The manufacturer must guarantee that the products do not contain or have been treated with chemicals or substances which by law are considered as health hazards. The factory should use all resources in a more sustainable manner, recycle more of their wastes and products, and handle residual wastes in a more acceptable manner than the technologies for which they were substitutes.

Right are the current sourcing and production countries.
Target group

A global brand like Acne wants to reach out to as many customers as they potentially can attract, without losing their credibility. After all they are a commercial business and need to make a profit in order to remain viable.

The Acne customer is interested in the brand’s lifestyle and design aesthetics. The quality and silhouette of the clothing is what tantalises the target audience. Every item should be considered a piece of art and that is what defines the typical Acne customer: a person, whether young or old, who is inspired by and admires art as much as they do understand the art of designing and wearing of the Acne collection.

Jarno Harbers, Acne’s agent in Holland, confirms this view by stating that “We at Acne would like to see our target group as well educated people with a broad interest in fashion, art, furniture, music and lifestyle. When it comes to the prototype for an Acne individual; there isn’t any. It comes more to their interest. It can be a 45 year old architect who’s a democrat but also a 28 year old power woman with a republican interest.”

Art vs business

In a young company a lot of the driving forces come from the business side. However, in Acne’s case, driving forces from the creative side are equally important. In fact, sometimes it can be more important to succeed with a collection from a fashion point of view rather than succeeding from a financial point of view. The company regards itself as a fusion between art and industry. It is deeply rooted in the company’s culture and strategy to try to balance these two worlds in a sustainable way.

In most companies the CEO has the ultimate decision making power but in Acne this power is shared equally between the Head of Design and the CEO. Mikael Schiller and Jonny Johansson hold equal amounts of shares and their combined stake constitutes well over 70 percent of the equity and voting rights, the third largest shareholder is the investment company Öresund, with a minority stake of circa 20 percent.

An ‘Acne person’ will value soft colours, yet impeccable craftsmanship and silhouette. The sophisticated look makes her to ooze style and one can assume she is interested in the arts, perhaps contemporary art-house films. She balances in between the approachable and the distant, just like Acne.
The development team has come up with the idea of a two-year plan to begin the process of making Acne more sustainable. The trial run for this plan will be initially tested in Scandinavia. The concept collection consists of 15 outfits. A runway collection will be designed to maintain Acne’s original classic style. The collection will have a very natural and clean feel to it, but keeping within the Acne style. The intention is not for the collection to look like typical sustainable fashion. Soft natural fabrics including silks and wool will be contrasted with harder leathers and undyed denim to create that edgy Acne style.

The collection will be designed and showed as made to order. Thus appealing to the target customer making the collection desirable and exclusive. This will also be more sustainable as there will not be a mass of garments left over at the end of Season.

The overall aim is to satisfy the consumers needs with a desirable collection that is different from other eco-friendly brands without compromising quality or style. This will be made up of various pieces using Cradle2Cradle methods and durable materials in order to begin the process of a more sustainable Acne. This will in turn promote a more healthy consumption in every day life.

It is proposed by the A+ development team that a fashion show with an innovating art form twist will be used to introduce the initial concept collection to the fashion world fitting in with the idea of their Ambition to Create Novel Expressions (Acne).
Marketing

The fashion show will be the first communication form of the new strategy towards the costumers. It is meant to be presented as the newest Acne collection with a focus on art and design. The show will have to start a whisper through the community that will end in a whirlwind. It will be unusual and edgy without being too controversial. The show will be accompanied by a themed Acne paper.

The A+ development team plans to promote the adapted ethics and Cradle2Cradle agenda through the use of the Acne paper that will be released twice a year printed on recycled wastepaper. The wastepaper (leftover packaging, patterns, print outs, etc) form Acne will be sorted and there will be a coated layer applied to make it lasting. Acne aims to spread ideas far beyond bought media space spreading into everyday lives of the consumer audience. The Acne vision is when an idea spreads it is shared from person to person, becoming part of daily life.

Bought media is seen through the company’s eyes as starting point for the initial idea to spread through various cultures. The overall power of an initial idea is extremely large, travelling around the world, exceeding the initial media investment on a large scale. Each issue will be developed by the team to be based on one key issue being a timeless theme- sustainability and Cradle2Cradle through fashion, art and media. The paper is currently available on Acnes website and will continue to be.

Regardless of age, cultural background and social status the issue reaches out to those in the creative sector. The paper keeps a firm grip on the current issues of sustainability and Cradle2Cradle concept whilst pursuing timeless, nostalgic yet refreshing modern topics. Using the publication the new development plan will push the key issue of sustainability through many cultures and personalities into everyday life to the brand loyal consumers.

As the new agenda is to produce as sustainable as possible and for products to use Cradle2Cradle concept using local crafts and materials this will be used as a unique selling point. Once the company develops this plan internationally for each region, each area will differ from each other depending on local crafts and materials. This will be used as a marketing tool for when the consumer goes to a different region the product will differ slightly.

Use of social media will be used as marketing tools for customers to keep up to date with company developments such as Facebook, Twitter and customer database. The word of mouth will be relied on for marketing. Because of the personal nature of the communications between individuals, it is believed that product information communicated in this way has an added layer of credibility.
Finance
The new development for Acne proves to be financially viable as it is a large company with many sub areas under one title such as: fashion, film production, art and advertising. There are various stakeholders within the company and with Acne well into international expansion, this shows there is demand for the product giving a strong backing financially. International expansion also shows Acne have a strong customer base who are brand loyal. As the development team are not changing the style or targeting a new customer the new collection methods is a strong concept.

Financially production costs will be higher as the labour will be more expensive. This problem will be balanced out by the lower expenditure on logistics. As materials and production will both be local the company will be investing less in the distribution of both. This is due to shorter distribution times and less money being spent on transporting materials and products for certain deadlines such as selling windows. Sourcing materials and producing locally means acetone can build strong long term working relationships with local companies guaranteeing deliver. This also brings more jobs and money to the local area. The team will look to bargain with the producers and suppliers over financial cost over a long term contract guaranteeing steady work flow.

Through the use of qualitative data the team have come to the conclusion that Acne customers being brand loyal, the marketing agenda will stay the same as to not advertise through bought media space saving costs. Using the Acne website the collection will be shown on there as a form of self-marketing. Acne productions also release a paper twice annually which is already in place so there will be no need to budget for this area. Social networking sites will be a form of advertising and for consumer to keep up to date with company developments through the use of Facebook, Twitter and a consumer database. The company will also rely on the word of mouth as a form of marketing giving a sense of exclusivity.

Another financial investment of Acne will be the ‘want to work’ project. This will be considered in the budget and as a free form of marketing. The benefit for Acne will also be, when the participants of the project are full trained they will become part of the production team for Acne further adapting Acne’s original ethics.
Production

As part of the new business development Acne will work in association with the Red Cross Asylum Department project ‘want2work’ in teaching asylum seekers useful skills such as sewing and education. This project is partly financed by the EU EQUAL-program, Acne will also support this program financially.

Asylum seekers have little or no connections with the working environment or educational institutions. This proves to be very difficult for asylum seekers when trying to create social and professional networks. This leads to asylum seekers lacking self worth and independence.

From this knowledge Acne and ‘want2work’ will provide these individuals with an educational skills program in order to equip them with the necessary skills for the working environment. As well as gaining many skills, Acne will be providing them with production jobs within the company where they can incorporate the previous knowledge of crafts skills with the newly developed methods.

Logistics

The third aim is to source materials and produce as local as possible introducing the idea of Cradle2Cradle. Costs, transportation and length of logistics will be greatly cut down. The timescale is to have this idea implemented within the first five years of the plan.

Sourcing of the fabrics will be as local as possible to Scandinavia depending on material type. The concept of sourcing locally fits in with the overall aim of the company to be more local and sustainable. This cuts down on timescale of transportation from the supplier to our producers. This in turn will also prove to be, more friendly towards the environment as it reduces CO2 emissions instead of covering expenses of high cost flights. This enables the buyers more time when it come to production of the clothes and also in terms of the product reaching the stores for a specific selling window.

The ten-year plan for logistics is to divide the international network into specific areas. This will in turn develop each trading and production area into Cradle2Cradle and environmentally friendly.
The materials used will be sourced as locally as possible as well as being as Cradle2Cradle as possible. The A+ development team suggest to find partners to work with to optimise the process, especially during the recycle process.

**Wool**
Local farms will be sourced for the use of completely Cradle2Cradle wool. The process of Cradle2Cradle wool will be then spun into yarn, weaved or knitted then made into the desirable product which can then after lots of wear and tear be returned and repaired or recycled. Any left over wool can be burnt to make energy or instead shredded into small pieces to make compost which will in turn be the growth food for further crops for the whole cycle to be repeated to form the Cradle2Cradle.

**Leather**
In order for the leather to be Cradle2Cradle the cattle are used for the meat industry and the hides go through a natural tannery process. Followed by the producing of the clothing and accessories. One the garment is no longer used the leather can be repaired or recycled. To recycle the leather it can be shredded into small pieces to make compost prompting the Cradle2Cradle cycle again.

**Other**
Other potential materials for the collection are organic cotton and nettles. After growth the plants are gathered, handled and process into thread. This is then used in the textiles of the clothing, which can later be up-cycled. This can also be burnt for the use of energy or again shredded for compost to make the process cradle2cradled.

**Wear and Tear**
To make the products produced from this collection more sustainable than previous Acne products the development team of A+ has come up with the idea of repairing parts of the clothing after wear and tear. The concept is to offer a good customer service with high standards that are crafted to last a lifetime. It is proposed that Acne will therefore repair clothes from this collection.
10 year plan - completely C2C Acne

The ten-year plan is to make the Acne Company completely sustainable and Cradle2Cradle. The strategy aims to have completely sustainable production methods and technologies in place.

Another aim for the ten-year plan is to continue to develop with the initial idea of regional segmentation. With the results from the Scandinavian plan, Acne will adapt and use these methods and implement them in other regions internationally. Each region will be totally Cradle2Cradle.

Once sustainable and Cradle2Cradle is achieved in each segment through previously used marketing tools local marketing will be introduced. This will be a marketing agenda aimed at each segment in order to educate the consumer and local areas of production about a more environmentally friendly way of consuming.

Conclusion

After being approached by Acne to apply sustainable thinking to their business in working with Cradle2cradle concepts and new business ideas A+ researched methods in doing so. Using qualitative and quantitative research and an Etnoriad, A+ came up with a gradual plan over a ten year plan on how to achieve the desired outcome. Using a ten year plan to map out the areas to make sustainable and looking at finances, local sourcing, production and marketing A+ came to the conclusion that it is a realistic goal to reach.

By building on the companies ethics already in place and developing on these morals the A+ development team suggest to put into place the given strategy which will benefit the company in terms of reputation, fashion status, financially and logistically. Using these benefits the plan will be put to the media and stakeholders Spring 2013.

The suggested results will be reached according to the three aims:
- Create a higher awareness in sustainability amongst Acne consumers
- Adding value to the products by sourcing and producing as local as possible
- Reduce costs by sourcing and producing as local as possible
Their desire to be accessible by all and to not be pretentious without compromising on flawless design aesthetics is one of the main reasons behind it’s success, according to Bart de Groot (12 March 2010) from the Acne store in Amsterdam. He continues by saying that “Acne prefers to put itself out there without a bang, but with a hush instead. It is then possible to conquer the desired target group by starting from the bottom of the market, while being positioned as a brand in the upper niche market” (De Groot, 12 March 2010). Acne’s silhouette is typical Scandinavian, although touches of other trends can be traced back in its collections. The label is built upon the search of the perfect denim jeans and has been expanding their apparel scope ever since (De Groot, 12 March 2010). Their Scandinavian silhouette results in a sleek look, but not in a shiny manner, more so that it drapes well on the body often in straight lines. Their main colour palette is based on austerity

**Target Audience**

A global brand like Acne wants to reach out to as many customers as they potentially can attract, without losing their credibility. After all they are a commercial business and need to make a profit in order to remain viable. According to Bart de Groot (12 March 2010) the Acne customer is interested in the brand’s lifestyle and design aesthetics. The quality and silhouette of the clothing is what tantalises the target audience. Every item should be considered a piece of art and that is what defines the typical Acne customer: a person, whether young or old, who is inspired by and admires art as much as they do understand the art of designing and wearing of the Acne collection. Jarno Harbers (6 April 2010), Acne’s agent in The Netherlands, confirms this view by stating that “we at Acne would like to see our target group as well educated people with a broad interest in fashion, art, furniture, music and lifestyle. When it comes to the prototype for an Acne individual; there isn’t any. It comes more to their interest. It can be a 45 year old architect who’s a democrat but also a 28 year old power woman with a republican interest.” Figure 2 shows a prime example of an ‘Acne person’ who values soft colours, yet impeccable craftsmanship and silhouette. The sophisticated look makes her to ooze style and one can assume she is interested in the arts, perhaps contemporary art-house films. She balances in between the approachable and the distant, just like Acne.
Aesthetics
Since their inception in 1996 and the launch of their first full collection in 1998 they have tried to maintain the adage of *Ambitions to Create Novel Experiences*. According to Jarno Harbers (6 April 2010) Acne has always striven to provide new fresh designs in furniture, apparel, advertisement and anything else that they decide to get involved in. It is one of their strongest assets that distinguishes themselves from the rest. Their own description (ACNE: The Creative Collective online) is that they are an apparel brand that values simplicity in design, but combines this with elements of strong accents in lines and often a typical Scandinavian silhouette in terms of draping. They also often reference to the past with strong twists in the design concept. *Figure 3* shows an abstract interpretation of these design aesthetics by using the forms, depth and colours of contemporary architecture. Of course, their collections contain pieces that have touches of colour that are expressive of nature, in order to keep the collection interesting (*figure 4*) and show touches of influence from the trends that occur worldwide. The quality reflects in the chosen materials and the location of manufacturing. They opt for top notch end products and only out source the items that they do not produce themselves, such as shoe wear, to the very best, which in the case of shoe wear is Italy. From a professional vantage point the brand is very successful in what it does. Charlotte Lokin (12 March 2010), an expert on composition and presentation aesthetics, states “they [Acne] are a brand that is so well thought over, every aspect of their image correspond with each other. They show great craftsmanship in design and use perfect fabrics for their items.” It is this impeccable Scandinavian design aesthetic that is so well noticeable throughout their apparel collection and the other departments they are active in and is what makes their brand so recognisable for people outside of Scandinavia.
Appendix II

Materials for Acne

Nettle

Locally produced in Skandinavia

Nettle has been a common fiber plant in Europe since the 15th century. Cotton has nowadays replaced it almost entirely. Nettle can be cultivated in all over Europe. Nettle is perennial and cultivation takes place entirely under rain fed conditions. Seeds can be used as spice or animals food, leaves can be eaten, roots can be used for cosmetics. The whole plant can be used as fertilizer. Some research must be done before wide industrial production. Projects of cultivating fiber nettle has been at least in Finland, German and Austria. Widest cultivation at the moment is in Nepal.

Nettles features as textile fiber

Features are between linen and cotton. Pure cellulose, soft, shiny, flexible, gets stronger as wet, does not grow moldy, does not shrink.

http://www.naturskyddsforseningen.se/upload/alternativafibrer.pdf

http://wikikko.info/wiki/Nokkonen


http://www.rawfoodshop.se/ekologiskt-nÄsselpulver-p-458.html

VIDEO: John-Paul introducing nettle fiber http://varjarikilta.blogspot.com/2010/03/nokkoskuitu.html

Foto: http://www.google.com/imgres?imgurl=http://3.bp.blogspot.com/_7lwCgCrvwCA/TOQ7rVkp3ml/AAAAAAA6Y/szu4XsEnSiQ/s1600/Urtica dioica%252528Blueten%252529.jpg&imgrefurl=http://www.drmomma.org/2010/11/herbal-allies-for-pregnancy- problems.html&usg=__QNRZ5kntkUoFdQwnkzHFayGU58O=&h=1075&w=1434&sz=188&hl=da&start=0&zoom=1&tbnid=Snel7lRPcL7KaM:&tbnh=165&tbnw=207&ei=v-waTr_ZMcbvsga6qMirDw&prev=/search%3Fq%3Dnettle%26hl%3Dda%26sa%3DX%26oq%3Dcom.microsoft:da:IE-
Cotton

Cotton is not cultivated in Europe, so we have to buy Ecological cotton. Then co-operate with Trigema from German who makes c2c optimized cotton fabric. Made of choice organic cotton. Provided with carefully optimized dyestuffs and additions, according to the Cradle to Cradle® standards for the biological cycle and safe for the human body. Developed and produced under clean and fair conditions in German c2c certified silver.


http://c2c.mbdc.com/c2c/itemDetails.php?item=579

Swedish OrganoClick AB. With cellulose based fibers, in our case cotton and nettle. OrganoTex™ achieves its water repellent properties by mimicking natural processes. The treatment also improves durability and resistance to laundering. In order to achieve better mechanical properties such as strength, stiffness and rigidity to textiles and nonwoven, various binding technologies are used such as mechanical binding and chemical binding. The chemical binders currently in use are mainly made of petroleum based substances.

OrganoClick has developed OC-biobinder™ - a new chemical binding system by using its OrganoClick®-technology in order to bind the fibers together with strong chemical bonds. OC-biobinder™ is composed completely of renewable substances which are non-toxic for humans and are biologically degradable.

http://www.organoclick.com

Polyester
Reinhard Backhausen makes polyester fabrics that are fully recyclable. Customers get a certificate that allows them to get the material collected and recycled when they’ve finished with it. Reinhard Backhausen is the sixth-generation owner of an Austrian family textile firm. It is pioneering an ecological project. Together with scientists, it has developed the material Trevira CS which can be recycled in granulate form after use. A report by Jana Wochnik-Sachtleben.

Tencel

Tencel: A new fiber

Dec 11, 1999 - © Lili Pintea-Reed

Tencel is a new fiber made in a process that is similar to the creation of rayon. As with rayon, cellulose cellulose, primarily from wood pulp, is used to make the fiber. Whether this creates a natural product is open to discussion.

The process involves dissolving wood pulp with a solvent which unlike the process for rayon or cupra, is a relatively non-toxic amine. The dissolved pulp is then forced through tiny holes called spinnerettes creating long, smooth, lusterous fibers much like silk in appearance and drape. It can be dyed to deep color.

I've spun some tencel fiber and it is quite luscious. It has that wonderful silken sheen. One knows that no silk worms died to produce it. It can be very slippery to spin so it is not a beginner's fiber, but anyone ready for silk can handle it with ease. Many spinners have a great enthusiasim for this new fiber and I can see why. You get the benefits of silk at half the price. However, to dye you will have to use a procion type dye for cellulose rather than the acid dyes one can use on a protein fiber like natural silk.

Here are some information sites for you.

The main TENCEL site:

http://www.tencel.com/fibertencel.html

VIDEO: http://www.youtube.com/watch?v=W_oq6I_7Khg&feature=player_embedded
Clothes all ready done with c2c in Sweden

-Bonkeli design: childrens wear, first in the world, Ellen MacArthur foundation

-Matilda Wendelboe, Vagga till vagga

Be Green Packaging, LLC. announced today that it has finalized the purchase of the manufacturing plant where it will house the nations first compostable packaging facility based on the Green Products Innovation Institute’s standards.

Eton systems productivity improvement. A flexible material handling system designed to eliminate manual transportation, and minimize handling and through-put time.

http://gevleugeldewoorden.nl/c2c-in-nordic-countries/ Map of c2c companies in Skandinavia

**Appendix III**

Time line:

**Acne Now**--------→Involve designers and company------→Search for materials and companies (source local) -------
→Production, Local companies, C2C, Find factories------→**2 Years**------→Logistics, timescale A to B for stock, method of transport, reduce Co2------→Finance, contract with companies, research what we can reduce in costs------→Market the idea------→Local Production, employment plan, divide into areas------→

**5 Years**------→ Set up production areas and shops------→Set up in different countries------→ Completely C2c with no waste------→ Local marketing------→**10 Years- Acne is entirely sustainable** .
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http://gevleugeldewoorden.nl/c2c-in-nordic-countries/
http://www.naturskyddsforeningen.se/upload/alternativafibrer.pdf

VIDEO: John-Paul introducing nettle fiber http://varjarikilta.blogspot.com/2010/03/nokkoskuitu.html
http://wikikko.info/wiki/Nokkonen