



**GROUP THREE**

**JITSKE VAN LANDSCHOOT**

**STEPHANIE CRISTOFARO**

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## “THINK DIFFERENT” 1997, Steve Jobs

Slogan created by Los Angeles office of advertising agency TBWA\Chiat\Day

“The minute that you understand that you can poke life and actually something will, you know if you push in, something will pop out the other side, that you can change it, you can mold it. That’s maybe the most important thing. It’s to shake off this erroneous notion that life is there and you’re just gonna live in it, versus embrace it, change it, improve it, make your mark upon it.

I think that’s very important and however you learn that, once you learn it, you’ll want to change life and make it better, cause it’s kind of messed up, in a lot of ways. Once you learn that, you’ll never be the same again”

**Steve Jobs in interview for PBS 'One Last Thing' documentary, 1994**

## TOPIC SELECTION AND PROBLEM STATEMENT

According to our ethnoid research, the actual image of sustainable fashion is clearly not attractive to the consumer. The words that people associate to sustainable design are “boring”, “lame”, “not my style”... On the other side, most of the designers don't seem very engaged in the environmental question, and as they are the forefront of the fashion industry, consumers and designers should be made aware of the environmental impact of their garments.

Sustainable fashion is too expensive for the company to produce and for the consumer to buy. The actual designs are not very appropriate to sustainability in terms of cost. Designers need to adapt and put the ecology and ethics at the top of the designing process to make it desirable and raise benefits out of it.

***“What if this triad of concerns-economic growth, environmental health, and social equity-were addressed at the beginning of the design process as triple top line questions...”***

*McDonough, W. & Braungart, M. (2003), Remaking the way we make things – Creating a New Definition of Quality with Cradle-to-Cradle Design.*

### 4 KEY AIMS

- Make sustainable fashion cool, desirable and innovative.
- Raise economical benefits from a sustainable fashion concept.
  - Raise awareness to inform and inspire consumers.
  - Raise awareness to inform and inspire designers.

### SUB-AIMS

- Give value to clothing, high-end finished garments and craftsmanship.
- Place ethics and durability at the top of our concerns with style and fit.
- Make sustainable fashion easy to identify, transparent and affordable.
  - Slow down the fashion consumption while raising benefits.
  - Find solutions to conformity within a mass production system.

### WHY URBAN OUTFITTERS?

- Associated with innovative, trendy and cool style
- Known as a ‘Fashion Innovator’ store
- Wide range of target market
- Popular with bloggers
- Work with designers for capsule collections
- Have a current recycling and upcycling line

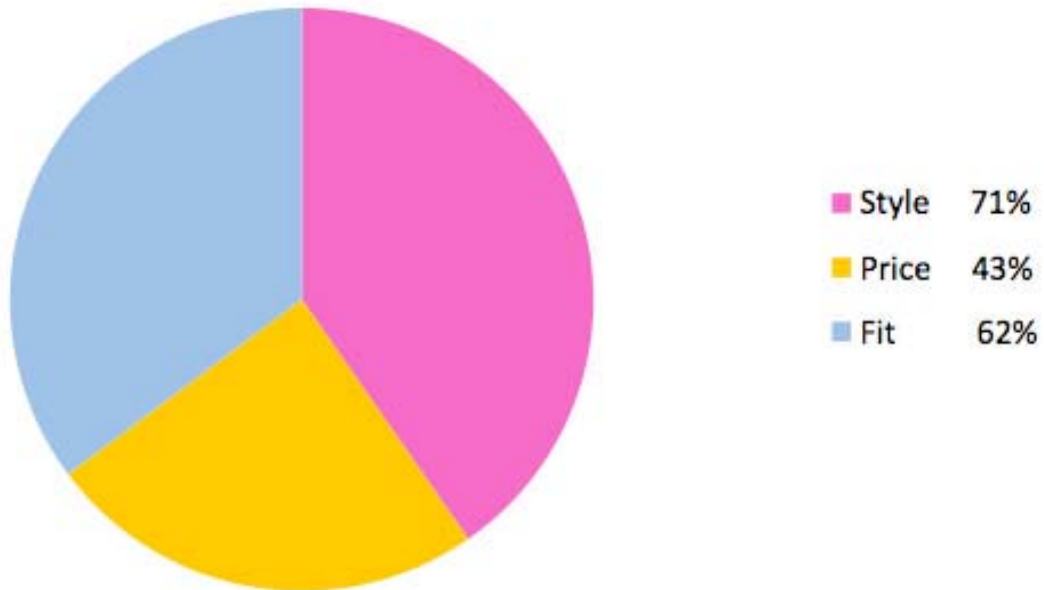
## RESEARCH AND ANALYSIS

To find out more about people's vision of sustainable fashion and their relationship with the fashion industry in general, we conducted an ethnoraïd around Copenhagen. Here are the results and conclusions of our questionnaire (see appendix). We questioned a random selection of 20 shoppers in "Stroget" street, in front of the Urban Outfitters shop. They were mixed gender with an age range 18 – 30.

*We found through our Questionnaires that people shop on average:*

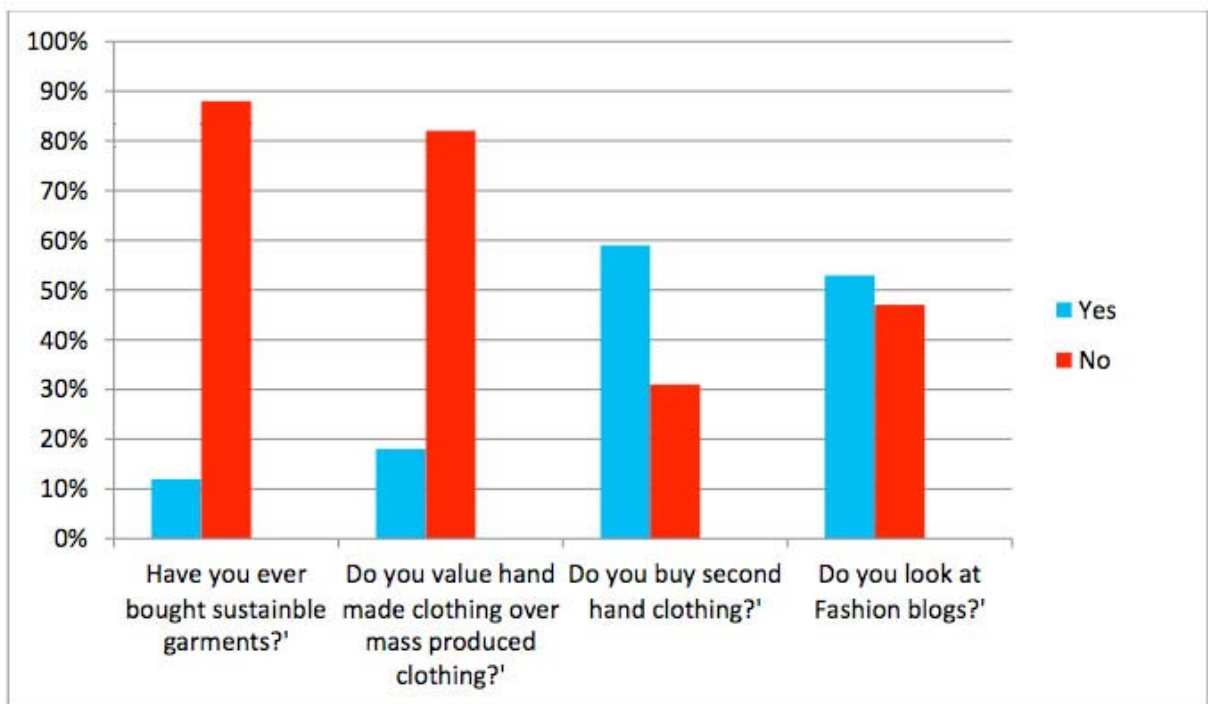
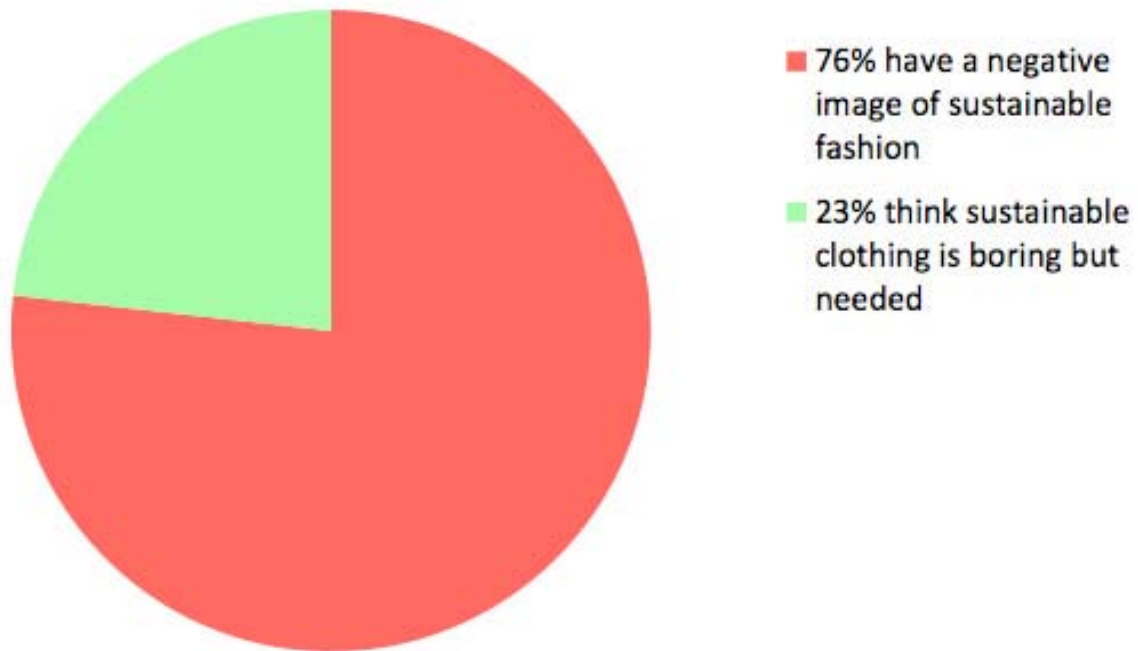
Once a week
6 Garments/Month
1/5 Garment/Day

*When purchasing garments peoples highest concerns are STYLE, FIT and PRICE*

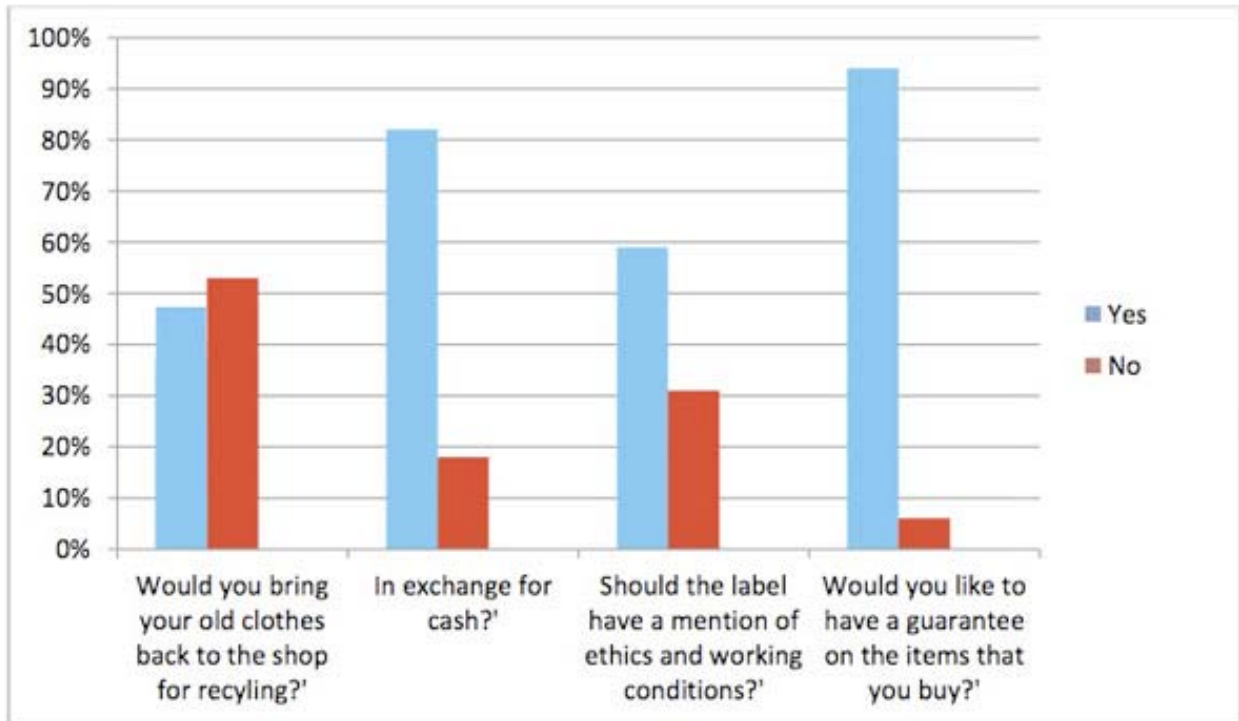


*When asked if they had bought any sustainable fashion garments 88% answered with no. Reasons why included:*

***'It's too expensive'***  
***'It's lame and boring'***  
***'I can't find it'***



- **Consumers don't buy sustainable items.**
- **People don't value handmade compared to mass production.**
- **Durability and ethics are the lowest concern.**
- **Second hand has become more popular.**
- **Fashion blogs has become more popular.**



- **53% of consumers wouldn't bring back their cloths to the shop for recycling.**
- **But 82% of consumers would bring their cloths back to the shop in exchange of cash.**
- **60% of consumers think that the label should have a mention of ethics and working conditions**
- **94% of people would like to have a guarantee on the items they buy**

***66% of consumers think Urban Outfitters is; Hipster, Trendy, Cool, Alternative, Different, Stylish, Unique, Fun, Imaginative, Awesome***

***20% of consumers think it's expensive but buy it anyway.***

## SUSTAINABILITY CRITERIA

Urban Outfitters stocks a large wide variety of brands. (1) This gives them choice and power which they can use to make their store more sustainable; by only stocking brands which produce products of a certain 'suitability.' To be able to measure the sustainability of a brand the company would introduce a certain sustainability criterion. The criteria must be met by the brand in order to get sold in Urban Outfitters.

This would be a gradual process, so companies and designers would have time to change and adapt their working process. In 15 years, the company plan for all garments sold through the store would be at this level of sustainability. (2)

Urban Outfitters is known as a trendsetter (3), they have the power to change people's opinions about the negative connotation's linked with current 'eco-fashion' and 'sustainable fashion.' (4) The company is a leader in fashion and not only has the power to make consumers more aware of sustainability issues in clothes and make them 'cool' but also to influence the sustainable rating of designers and the brands it stocks. Many of the brands the company stocks are large international brands. (5) If these brands change their methods of garment production the positive impact will filter into other stockiest and influence other brands towards sustainable garment production.

### 4 KEY AREAS

- Origin
- Processing
- Life cycle
- Fate at end of life cycle

These four key criteria raise many problems concerning sustainability. So brands would have to find solutions to these issues. Urban Outfitters would work with a rating system to select the companies they will work with.

(1) <http://www.urbanoutfitters.co.uk/brands/icat/branddirectory/> Counted 184 brands, counting accessories, life style products and women and men's lines separately.

(2) 15 year plan, see...

(3) Information collected from ethnoraïd.

(4) Information from ethnoraïd.

(5) E.g. Levi's Calvin Klein, Estpak, Nike.

Links:

<http://www.sustainable-fashion.com/challenging-what-we-do/tactics-for-change/>

<http://www.irvinecompany.com/sustainabili>



## *ORIGIN*

- Brands would have to work with natural biodegradable organic materials or recyclable synthetic materials and reduce the amount of fertilizers and pesticides to a minimum.
- They could also introduce alternative sustainable materials in their collection : Soy / Hemp / Bamboo / Cupro / Lyocell / Tencel / Crabyon / Coffee Fiber / Corn Fiber, and be sponsored in new experimental materials.
- Consumers will be introduced to these fabrics in a positive way making them desirable and popular.
- Companies working according to a Cradle to Cradle system, would be high rated and prioritized in the shop selection of designers.

## *PROCESSING*

- During the dyeing and finishing process a lot of toxic chemicals are used. Only natural pigments, dyes and chemicals that meet stringent environmental tests can be used.
- The water consumption should also be monitored and reduced. Air dying is one way to drastically reduce water consumption. Another solution is to have a water purification system in place.
- Brands need to reduce the air miles of their products and decrease their CO2 emissions.
- Human right laws must be protected and strictly followed. Employees should work following a stringent health and safety code. Working hours must be reasonable and breaks must be implemented. The salaries of the employers must be according to the laws.
- Unannounced checks on factories would be carried out to insure the criteria are being adhered to.

## *LIFE CYLCE*

- The brands have to estimate how long their garments are designed to last for if they work in a Cradle-to-Cradle system
- If they work in a more traditional sustainable system, they have to make sure that their garments can wash well and have a long lifetime before recycling or upcycling.  
This makes the designers aware of the quality of their fabric and finishing. It also makes the consumer aware of what they are paying for. This would encourage them to buy a more expensive product if they understood it was well-made, high quality and will last for a long time.

## *FATE AT END OF LIFE CYCLE*

- To fit with the Cradle-to-Cradle way of thinking, all garments must have a life after their first use.
- We will encourage this through 'Re-Cycling/Re-use' competitions in store and online to raise awareness.
- Online videos of mending techniques to re-educate current generations to these skills, encouraging garment care, emotional attachment and a longer life cycle of a garment.
- We will set up an online marketplace for customers to re-sell good condition Vintage or Urban Outfitters clothing. This will work alongside the existing second hand department of the store, Urban Renewal.

Every brand that wants to sell at urban outfitters must have positive results on all these criteria and make their entire supply chain visible to the customer, creating an environment of trust and knowledge. Full transparency would change the fashion industry practices, and improve the wellbeing of consumers, designers and workers.

## MODULAR DRESS CONCEPT

*“The modular concept give a tailored option with the benefits of mass production”*

Gustoflight.wordpress.com

Fashion design and mass production are synonyms of conformity, pollution, exploitation and abuse. But when it comes to buy fashion, the consumers' key words are STYLE, FIT and PRICE. *“If you sell two identical T-shirts, one sustainable and the other non-sustainable, the consumer will buy the cheaper one”* says Thomas, sale assistant at Cottonfiels. Ecological Impacts and Ethics are not in the priority list. Being sustainable is expensive, and according to the consumer sustainable design is poor and not attractive at all.

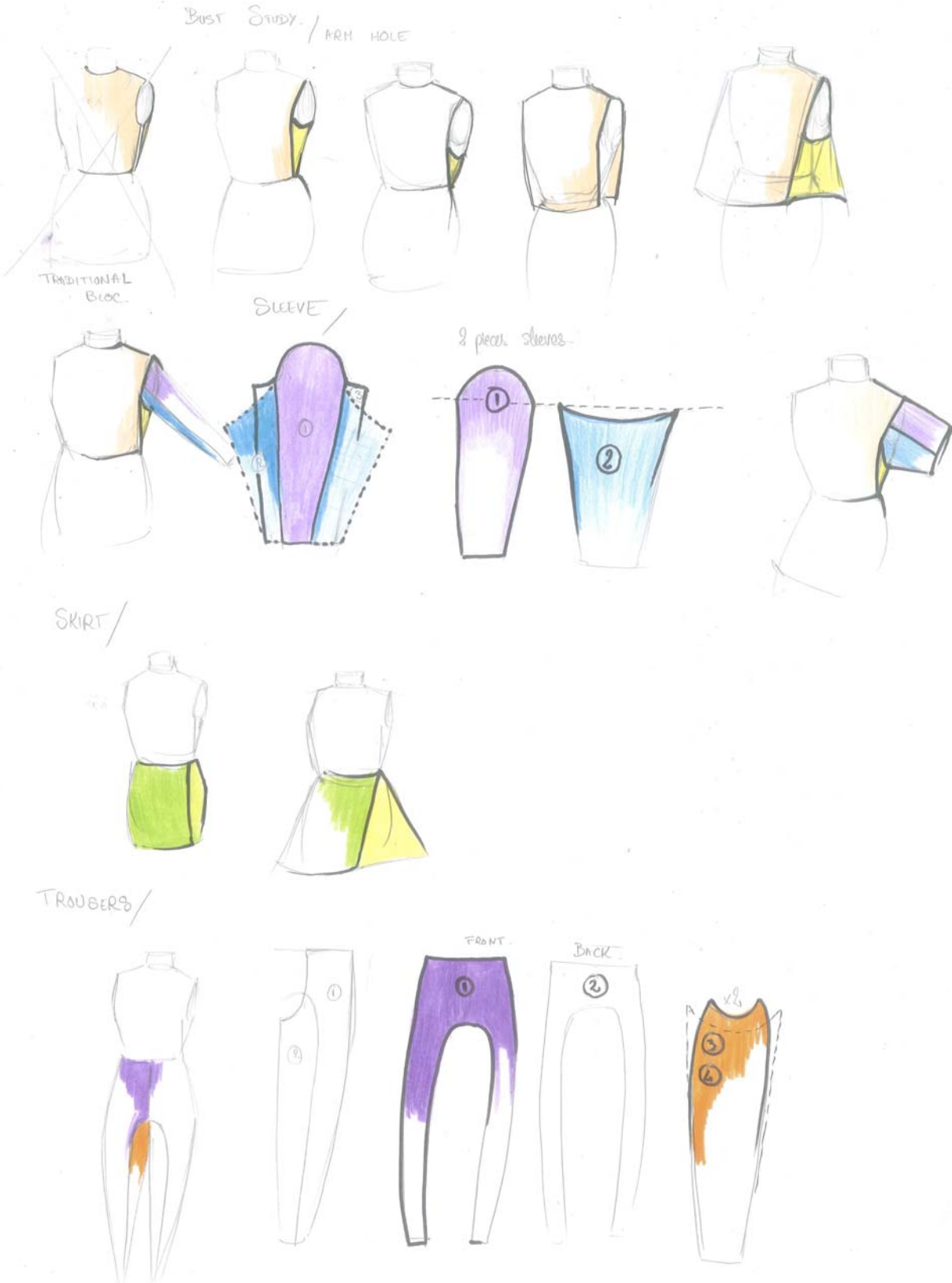
So, first goal will be to make sustainable design, desirable and innovative. The consumer will buy ethical not because it sounds good but because it looks good! Now sustainable is still too expensive and the fashion consumer loves the thrill of buying. According to our research (ethnoraïd), the average consumer buys 6 garments per month, that's 1/5 of a garment a day! This consumption habit is encouraged by a fast fashion calendar and has a terrible environmental impact. Ideally this number should be lowered to 1 garment a month; the consumer would buy in average, 6 pieces of a garment per month.

Now imagine a system where instead of buying a whole garment, you would buy a pair of sleeves, a body, a new collar or side panels adding flare to your dress.... The thrill of buying stays. You would buy fewer garments but you would have a lot more possibilities by combining these modules, than you would have with your original wardrobe. With a modular design we attempt to combine the advantages of standardization, with a high volume and low manufacturing cost, with those of customization.

Different fabrics and colours would be released alongside new styles and designs. Each piece would answer to the sustainable criteria previously discussed. High-end finishing and craftsmanship would be valued and each module would have its own unique number, to become collectable pieces.

Sustainable clothing can be affordable, fitted, stylish and of course durable. Those are the key words in creating this new concept. The new line would be called, UO generation (*“You owe generation”*.)

BASIC BLOC SHAPE



*SYSTEM OF CONNECTING MODULES*

Inspired by the Ikitabi shoes system of closing, based on traditional Japanese slippers or tabi.



## **MARKETING**

The marketing strategy aims to establish a relationship between the company and the current / potential customers, creating a “tribe” around the UO generation concept. This would be achieved through various media and most importantly through the Internet via social networks.

The modular system would be patented to Urban Outfitters, for their exclusive use.

## *PRODUCT*

The main concept of the modular clothing range is to promote stylish sustainable fashion on the high street. It is a product that will appeal to the company’s target market of 18-30, as the UO generation is a playful design that questions the idea of identity and community. This UO generation would be the leaders of a movement driving fashion toward sustainability and higher quality, in a fun and friendly environment.

## *PRICE*

Many customers will either be in education or full time/part time jobs, meaning that some will have disposable income whereas others may not. Therefore the cost of the main dress will be reasonably priced within the target customer’s affordability range allowing everyone the ability to afford it. The modules will then range from £20 to £65, which is again affordable to the target market.

## *PLACE*

Creating exclusivity and luxury for consumers will generate desire for certain collections that would be released in specific countries. A want is then created within the consumer fuelling them to find the design / collection they crave. Therefore different collections should be available in selected stores and on the Urban Outfitters official website, creating a treasure hunt for consumers.

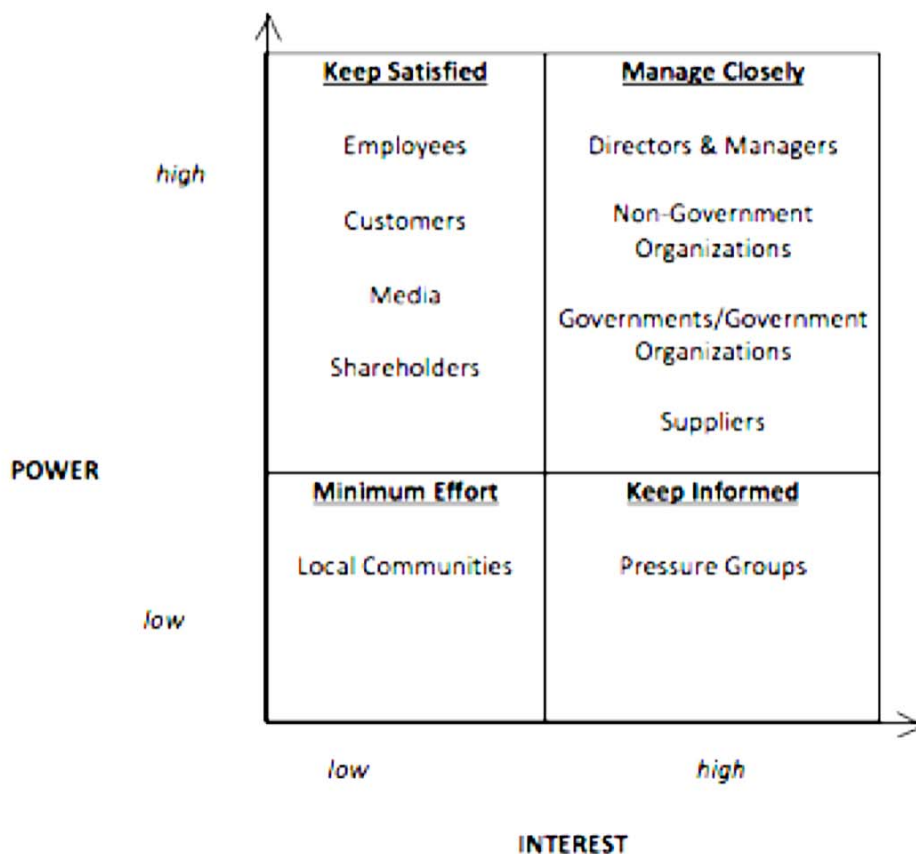
## *PROMOTION*

Urban Outfitters have an already established online community through the major social network sites including; twitter; facebook; tumblr and pinterest. Marketing on these sites using competitions where followers have to either retweet or share the status in order to win an item of the new collection. This will help to spread the word of the collections, especially through Facebook where it has around 901 million facebook

users. (Facebook.com) When asked, 59% of consumers buy second hand clothing, therefore it would be beneficial to create a marketplace on the UO website. This will allow consumers to purchase parts of the capsule collection from other consumers around the World, encouraging second hand clothing and helping to lengthen the garments life. Many fashion bloggers are firm devotees and enthusiasts of the store, including 'Style Rookie' Tavi Gevinson who regularly features in Vogue and a regular writer on UO's blog. Due to this vast support from the online community, it would be hugely beneficial to continue this routine and promote the new collection through a selection of bloggers who would style and review the given pieces.

## STAKEHOLDERS

Stakeholders can involve both individuals and groups who have a stake in the company. Below is shown a Stakeholder Power Matrix showing Urban Outfitters stakeholders and helps to evaluate the impact of each group.

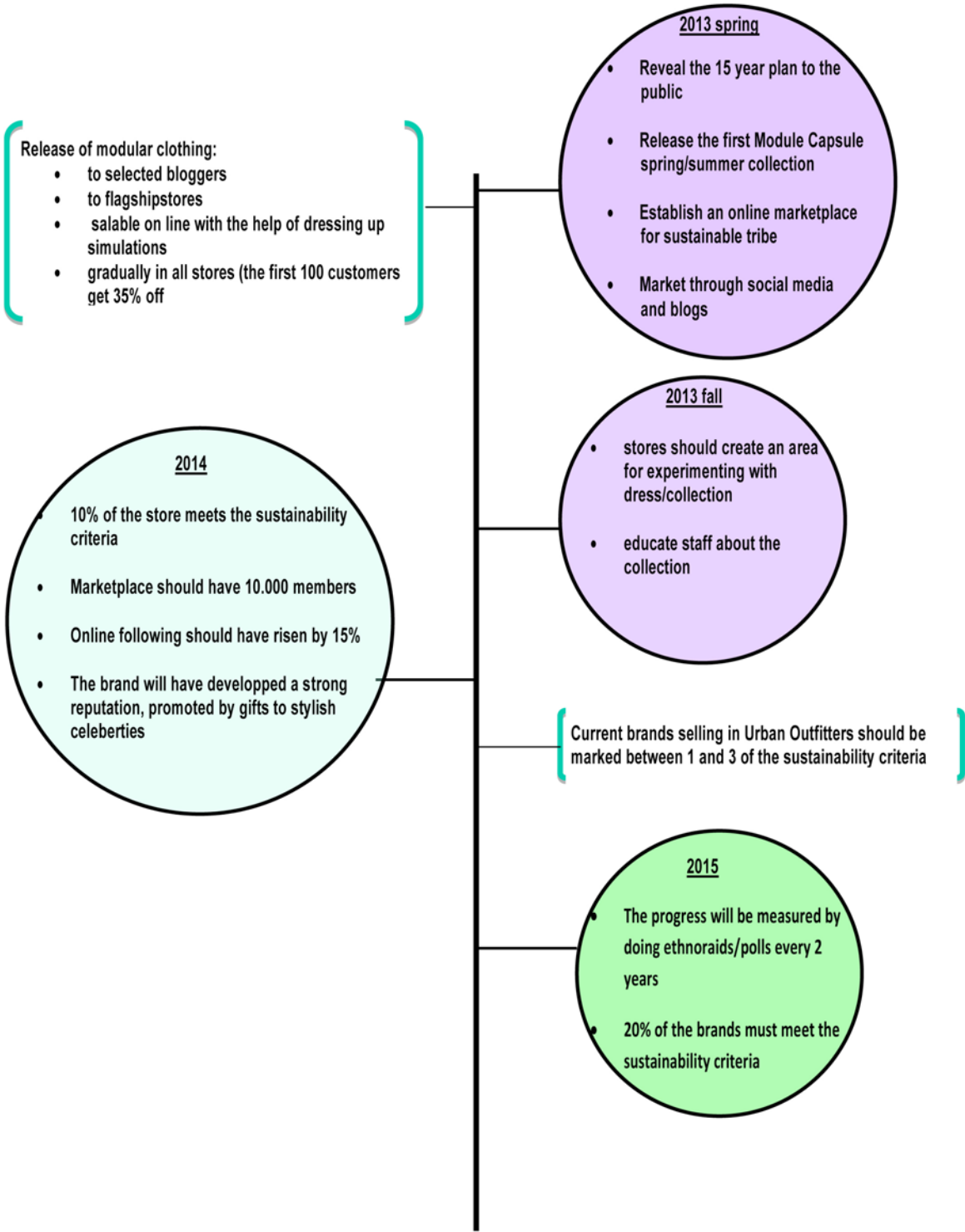


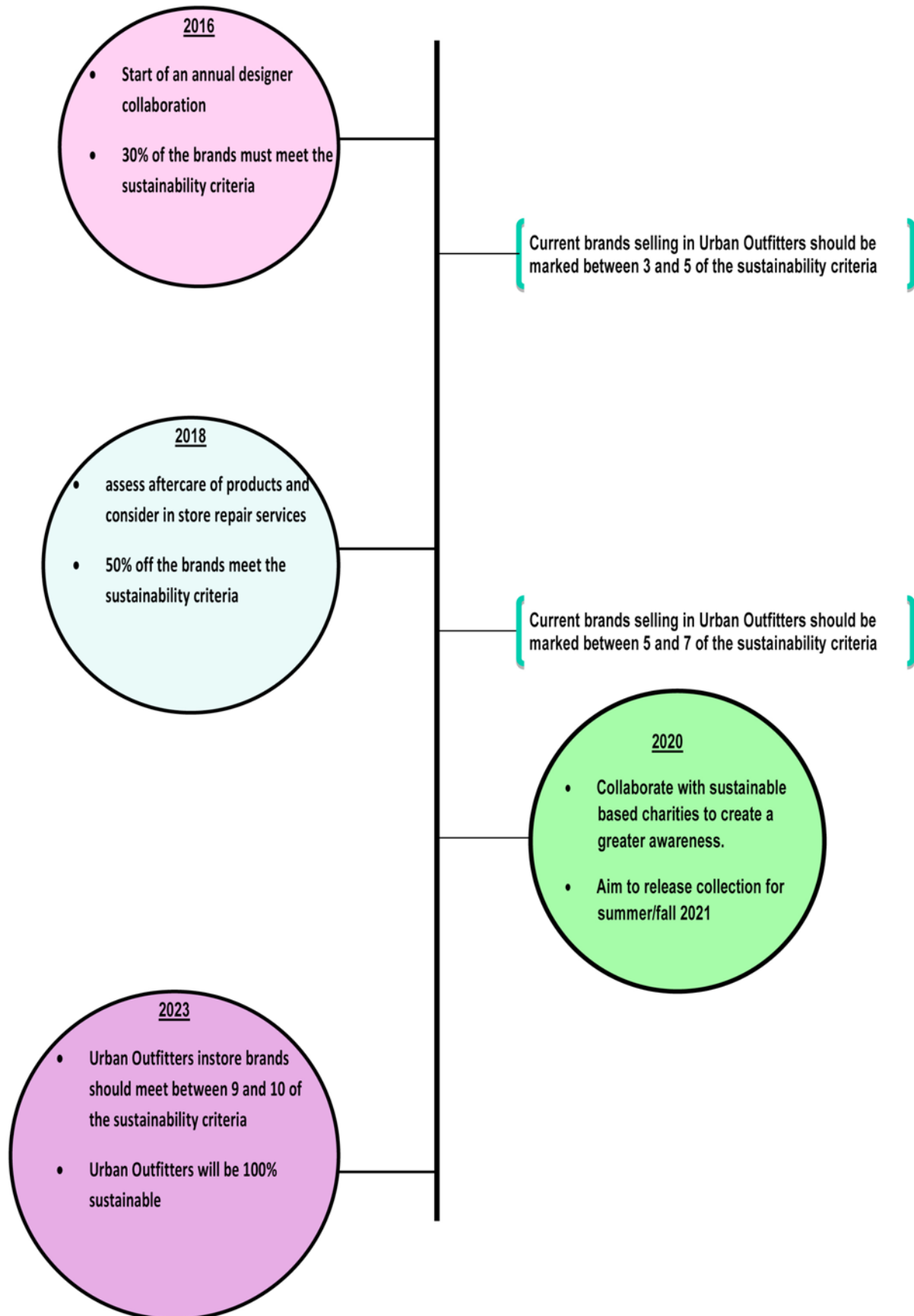
It is important to manage all non-government organizations closely as they involve such organizations including Green Peace, the NICE project and other such groups. These groups play a big part in the new collection as they focus on sustainable materials, environmental health and ethical practices and these topics are what the collection is about. It is important for Urban Outfitters to work closely with suppliers, as they need to ensure that *all* work is completed ethically using fair practices and the correct materials.

Employees are the fore front of every company therefore every employee of Urban Outfitters should be able to respond to any consumer's questions regarding the collection, ethics, sustainable materials used and other such questions. They should be passionate about the new collection and the benefits it's creating for both the environment and the production process. Media should be handled correctly and appropriately so that the word sustainability can be recognized and understood throughout Urban Outfitters clientele.



# 10 YEAR PLAN





## CONCLUSION

The main idea is to promote stylish sustainable fashion on the high street and change the image of sustainable clothing by creating exclusivity and luxury. To reach that goal, a sustainable criterion will be implemented, and a new modular generation of clothing will be created. This concept will challenge and change consumer consumption habits.

Full transparency will be developed, which will install an environment of trust between customer and brand. Labels working with Urban Outfitters will have to meet these sustainable criteria in a desirable and innovative system. So designers and customers will be more aware of the environmental impact of their garment and fuel a new way of thinking. Sustainable clothing will become the norm, easily accessible, affordable and stylish.

Design yourself.

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## APPENDIX

Appendix

-Initial ideas

-Questionnaire and data collected

-Research of Urban Outfitters

Urban Outfitters, Inc. (NASDAQ: URBN)

-Publicly traded American company that owns and operates over 400 retail locations across five retail brands: Urban Outfitters, Anthropologie, Free People, Terrain, and BHLDN.

-Originally "The Free People's Store" in 1970 in Philadelphia, Pennsylvania, focusing on "funky" fashion and household products.

Shortly thereafter the owner and now Chairman, Richard Hayne, changed the name to Urban Outfitters. The product line has evolved from vintage, bohemian, retro, hipster, ironically humorous, kitschy apparel and furniture to include luxury brands and several designer collaborations. (From Wikipedia, I think it gives a good general overall opinion on what the brand IS, not what the brand wants to be seen as or what an individual thinks)

They are known for catering to "hipster" culture and fashion, which incorporates an influence from past decades.

(From Wikipedia, I think it gives a good general overall opinion on what the brand IS, not what the brand wants to be seen as or what an individual thinks.)

According to their website, Urban Outfitters' "established ability to understand our customers and connect with them on an emotional level is the reason for our success." The site says that "the reason for this success is that our brands... are both compelling and distinct. Each brand chooses a particular customer segment, and once chosen, sets out to create sustainable points of distinction with that segment" and that "the emphasis is on creativity. Our goal is to offer a product assortment and an environment so compelling and

distinctive that the customer feels an empathetic connection to the brand and is persuaded to buy."

Urban Outfitters seeks to create "a differential shopping experience, which creates an emotional bond with the 18 to 30 year old target customer we serve."

All quotes are from their corporate website

www.urbn.com

-=facts, also I found the target market! 18-30. I think that a lot of younger people shop here also but its good that the target is older, that's probably what makes 14 year olds want to shop there, its not childish but still appeal to them, pretending to be more mature then they are.

the green bit. Several 'design collaboration's' great! We can do designer collaborations focusing on our sustainable manifesto/criteria.

hopefully 'sustainably and ethically designed and produced' can also be one of the adjectives used in this list.

the pink highlighted quote, our modular dresses fits in with this idea no? It's a compelling and distinct brand/idea and we can choose our particular 'customer segment'

#### California Transparency in Supply Chains Act

Urban Outfitters, Inc. and its affiliated companies, including without limitation Urban Outfitters West LLC, UO.com LLC, Urban Outfitters Wholesale, Inc. and UO Merchandise, Inc. ("Urban Outfitters" or the "Company") are committed to conducting business in a lawful, ethical and responsible manner. Moreover, the Company expects its manufacturing and market vendors ("Suppliers") to share this same commitment. Accordingly, the Company has implemented certain controls and programs to verify that its Suppliers are meeting the Company's expectations.

The Company's *Statement of Corporate Policy and Code of Conduct* (the "Code of Conduct"), as well as other corporate policies and procedures, set forth the Company's guiding principles that Suppliers must conduct business in a lawful, ethical and responsible manner. As a condition of doing business with Urban Outfitters, each Supplier must agree to conduct its business in conformance with the Code of Conduct.

#### *Certification*

Under the Code of Conduct, Urban Outfitters's Suppliers certify that they will conduct business in compliance with the law, including, among other things, without child labor, without forced or

compulsory labor, without corporal punishment, without discrimination and in compliance with wage and hour requirements, health and safety and environmental laws.

#### *Verification*

The Company maintains long-standing business relationships with a limited number of Suppliers which have been vetted through an internal screening process. One element of the screening process includes an internal assessment of the risk that the Supplier will not comply with the Code of Conduct, including the prohibition against human trafficking and slavery. The Company's production, sourcing and compliance personnel visit manufacturing facilities to evaluate and address the risks of a Supplier's noncompliance with the Code of Conduct.

#### *Audits*

The Company uses a qualified, accredited, third-party, social compliance auditing firm to conduct risk assessments and to audit manufacturing vendors which meet certain risk-related criteria. Audits and inspections of these vendors may be announced or unannounced and these vendors are required to cooperate in any remedial efforts to ensure future conformance.

#### *Internal Accountability Standards*

When non-conformance with the Code of Conduct is identified, Urban Outfitters works with the Supplier to identify the cause of the non-compliance and to develop an action plan to assure future compliance. The Company believes that this strategy is in the best interest of the Supplier, its employees and the Company's customers. Remedial efforts may also include additional audits or inspections. In the event of continued non-conformance or serious violations of the Code of Conduct, the Company reserves the right to terminate the business relationship with the Supplier.

#### *Training*

Urban Outfitters's production and sourcing personnel receive on-the-job training, are members of professional affiliations, and attend external training seminars to help further develop their ability to identify and evaluate risks in the supply chain.

From <http://news.urbn.com/phoenix.zhtml?c=115825&p=irol-news&nyo=0>

## DESIGN

~~CONCEPT~~  
MODULABLES  
OUTFITS

- put together dresses

STEPHANIE

## DESIGNERS

~~SPECIAL~~  
"CAPSULE" \*\*  
COLLECTIONS

- separate designers -

STEPHANIE

## GARANTY

GRAPHS FOR THE REPORT  
TO SHOW  
THE  
QUESTIONNAIRE  
ANSWERS

STEPHANIE  
HULA

MARKETING  
CAMPAIGN

RUTH  
ANNIKA

SUSTAINABLE  
CRITERIA

- choose designers -

RUTH  
JITSIKE

AFTER SALE  
SERVICE /  
REPAIR

HULA  
URBAN OUTFITTERS  
SECOND HAND.

COMPETITIONS  
FOR  
BLOGGERS

ANNIKA

- TRANSPARENT  
- WORKING COND  
- PRIORITY ON  
SUSTAINABLES  
MATERIALS  
& TECHNIQUES

\*\*  
- RECYCLED  
- UPLYCLED.  
- RE-SOLD

⇓ \*\*

CRADLE 2 CRADLE  
SYSTEM

RUTH

11. Should the garments have a mention about working conditions?

12. Would you like to have a warranty on



**QUESTIONNAIRE EXAMPLE**

4. Do you buy 2<sup>nd</sup> hand clothing?
5. Do you buy 2<sup>nd</sup> hand clothing?
6. Do you value hand made clothing compared to mass produced items?
7. What do you think of sustainable fashion?
8. Have you ever bought sustainable or ethical clothing?
9. A) Would you bring your old clothes back to the shop for recycling?  
B) In exchange for cash?
10. Should the label have a mention about the ethics and working conditions on the product?
11. Would you like to have a guarantee on the item you buy?

denim guy - 19/20

Girl, 20

cool - awesome  
stylish

~~once every~~  
~~2 weeks~~  
innovative,  
edgy, expensive

3x a month

once every  
2 weeks

style  
fit,  
cool

style, colour,  
how inexpensive  
it is

no.

yes, everyday

no

yes

not sure

yes, more value  
+ more work  
has been put into  
it to make it more  
unique

what's that?

good thing, fast  
fashion is getting  
too fast with new  
trends + lines in  
shops have been  
released too often  
+ we have come to  
see clothes as  
being more disposable

dont know

yes.

yes, an ethically  
made t-shirt

YES.

yes + if you could  
get money it would  
be good, but mainly  
take them to get  
rid of clothing

yes,  
why not

yes, if it had been  
ethically made i'd  
like to know how

YES!

Yes

## "MODULAR CLOTHING CONCEPT"

"The 'modular' concept gives a tailored option with the benefits of mass production" - [gizmag.com](http://gizmag.com/2012/08/20/urban-outfitters/)

### ETHNORAID

When purchasing garments, people's highest concerns are:

#### STYLE / PRICE / FIT

Have you ever bought sustainable design? **88% No**

PEOPLE DON'T BUY SUSTAINABLE

and they did it's only a few pieces  
the reason are:  
- It's not attractive, lame, boring  
- It's too expensive  
- I can't find it

76% Have a negative idea/image of sustainable design  
83% think it's boring and needed

Do you value hand made clothing / craftsmanship, compared to mass produced item? **88% No**

PEOPLE DON'T VALUE HAND MADE COMPARE TO MASS PRODUCTION

→ give value to clothing + craftsmanship

DURABILITY  
ETHICS } are the lowest concern

### WHAT DO YOU THINK OF URBAN OUTFITTERS?

66% HIPSTER / TRENDY / COOL / ALTERNATIVE / DIFFERENT / STYLISH / UNIQUE / FUN  
IMAGINATIVE / AWESOME

20% think it's EXPENSIVE but buy anyway

SECOND HAND has become more popular in the past few years

53% Buy second hand

53% look at fashion BLOGS

PEOPLE SHOP IN AVERAGE

• ONCE A WEEK

• 6 GARMENTS / MONTHS

• 1/5 GARMENT / DAY

Would you bring your old clothes back to the shop for recycling: **53% No**  
In exchange of CASH = **88% YES**

Should the label have a mention of ethics and working conditions **65% YES**

Would you like to have a guarantee on the items that you buy? **54% YES**

### GOALS

- make sustainable fashion **DESIRABLE** x **INNOVATIVE**
- give **VALUE** to clothing, to high end finished garments and craftsmanship
- place **ETHICS** x **DURABILITY** at the TOP of our concerns with **STYLE** x **FIT**

### SLOWER the fashion consumption and raise **BENEFITS**

"Instead of buying 6 garments/months you'd buy 6/5 of outfit i.e. 12 garments/month.  
And because of that "MODULAR" concept, your wardrobe would still be as big, if not bigger than your traditional wardrobe in terms of possibilities"

- SOLUTION TO CONFORMITY "Design Yourself"
- make sustainable **AFFORDABLE**

**STYLISH.**

**ADAPTABLE.**

**CREATES  
A  
THRUH...**

**COLLEC-  
TABLE...**

**LONG  
LIFE  
LINE...**

**EMOTIONAL  
CONNECTION.**