

REACHING CONSUMERS IN SUSTAINABLE FASHION -
ANALYZING THE TENETS OF SUCCESS AMONG MARKETING STRATEGIES FOR
SUSTAINABLE FASHION BRANDS

By

Kate Marshall

Submitted in partial fulfillment of the
requirements for departmental honors in

The Department of Marketing

Texas Christian University

Fort Worth, TX

May 6, 2024

REACHING CONSUMERS IN SUSTAINABLE FASHION -
ANALYZING THE TENETS OF SUCCESS AMONG MARKETING STRATEGIES FOR
SUSTAINABLE FASHION BRANDS

Project Approved:

Supervising Professor: Ken Corbit, Ph.D.

Department of Marketing

Suzanne Carter, Ph.D

Department of Management and Leadership

ABSTRACT

Today's consumers are becoming increasingly concerned with the consequences that unsustainable practices have on people and the planet. This shift has led to a widely expanding market for socially responsible products, with an especially heightened opportunity in the fashion industry due to the more widely known consequences of fast fashion. Many new and established brands are taking this opportunity to introduce socially responsible products in the hopes of gaining and maintaining a slice of the market share. However, only a few brands are successful in gaining consumer awareness, approval, and finally; loyalty. This thesis seeks to investigate the key principles behind developing a successful marketing strategy for sustainable fashion brands, with the goal of establishing a blueprint for success in the industry. To achieve this, this thesis will begin by identifying and compiling previously realized tenets through a comprehensive review of existing research on sustainability and fashion marketing.

Subsequently, these principles will be compared against the actual marketing strategies employed by six successful sustainable fashion brands. The final set of tenets will be proposed from this comparative analysis, providing a clear framework for developing effective marketing strategies in the sustainable fashion sector.

TABLE OF CONTENTS

INTRODUCTION	5
LITERATURE REVIEW	6
A New Era of Business	6
Demand for Sustainability in Business	7
Terminology	8
Certifications and Rankings	9
A New era of fashion (Sustainability)	10
Consequences of Fast Fashion	11
Demand for Sustainability in Fashion	17
Marketing Insights	18
Marketing for Sustainable Products	19
Marketing for Fashion Products	21
Marketing for Sustainable Fashion Products	23
Compiled Tenets	25
METHODOLOGY	27
RESULTS	28
DISCUSSION AND IMPLICATIONS	45
CONCLUSION	46
WORKS CITED	48

INTRODUCTION

The modern fashion industry has grown exponentially, doubling production in the past 15 years. While most purchases were once rooted in intentionality, the industry is now fueled by the unsustainable practices of fast fashion (Ellen Macarthur Foundation, 2020). In 2020, the European Environmental Agency determined that the clothing, textiles, and footwear industry had the fourth highest impact on the environment, the third highest impact on water and land use, and the fifth highest in terms of raw material use and greenhouse gas emissions. (EPA, 2020). With these accelerated rates of production, more than 90% of clothing ends up in landfills (Levy, 2021), and less than one percent is recycled into new products (MacGregor, Sani, 2023).

However, an increasing number of consumers are growing aware of the consequences that stem from a business model which prioritizes profits above all else (Faludi, 2023). Today, most consumers have a positive attitude towards sustainability and claim they want to support businesses with sustainable initiatives. In the fashion industry specifically, there is proven rising awareness among the negative impacts that rapid rates of production have on people and the planet. To combat this, a rising number of customers are intentionally purchasing sustainably made fashion products (Pereira et al, 2021). Considering the business movement towards responsibility, and the growing conversation of sustainability in fashion, there is an opportunity in the market for sustainable fashion brands to grow and prosper (Cavusoglu, Dakhli, 2017).

Many new and established brands are taking the opportunity to market themselves to this audience with the hopes of gaining and maintaining a slice of the market share (Deogracias, Tung, Zappia, 2021). However, consumers in this segment possess complicated and difficult to understand purchasing patterns. Brands often struggle to overcome the gap between the positive attitudes consumers have about sustainable fashion products and their actual purchasing

behaviors. Therefore, only a few are successful in gaining consumer awareness, purchases, and finally; loyalty. Additionally, minimal academic research has aided in understanding how to successfully market such sustainability attributes in the fashion industry in order to gain awareness and acceptance from consumers. (Fuxman et al 2022).

This thesis aims to explore the tactics used to successfully market a sustainable fashion brand in order to create a model for success in the future. This will be done by first collecting a list of tenets through a review of previously collected research pertaining to sustainability and fashion marketing. The realized tenets will then be compared to the actual marketing strategies of five successful sustainable fashion brands. Final tenets will be revealed following a comparison of the original tenets to the successful marketing strategies. Further discussion includes an acknowledgment of limitations and proposals for further studies.

LITERATURE REVIEW

Sustainability is a growing topic of conversation in business, with an especially heightened demand in the fashion industry due to newly realized consequences of fast fashion. The following literature review will begin by establishing a clear understanding of sustainability in the overall business landscape and then within the fashion industry. Following, insights will be compiled from the available research on marketing for sustainable products, fashion products, and sustainable fashion products. Finally, by synthesizing this information, the goal is to identify and develop a set of proposed tenets for effectively marketing sustainable fashion products.

A New Era of Business

Trends towards sustainability are evident across the business environment. In what some might consider a new era of business, consumers are looking for ways to create a better impact

through purchases (Khan, 2022). Sustainability in business pertains to the actions taken to mitigate negative environmental, social, and economic impacts. The 2022 Sustainable Market Share Index finds that products marketed as sustainable are responsible for nearly a third of the growth in consumer packaged goods from 2013 to 2022, and market share growth continues year over year (NYU Stern, 2022).

Traditionally, businesses in the US prioritize profits and shareholder value in a strategy commonly known as a bottom line. Doing so places less importance on sustainability concerns and thus creates increased negative byproducts of production. However, businesses are shifting strategies. The triple bottom line with a focus on profit, people and the planet is gaining popularity for its criticism of the profit focused mindset. In today's business landscape, firms engaged in sustainable practices actually gain market share in the long run, whereas those engaged in environmentally harmful activities see losses (Oliver, 2014)

Sustainability concerns from consumers have created action in the business environment. (Ogunmokun, 2020). As evidenced by the Forbes 100 and S&P 500, firms that focus on the short term see lower profits than those with moral compasses and long term objectives (Casciani, 2016). Black Rock, one of the worlds largest asset management firms has plans to increase sustainably managed assets to more than \$1 trillion over the next decade in addition to cutting controversial investments such as thermal coal companies (Overfelt, 2020). In an increasingly transparent business environment, many see the ability to adjust to ethical business standards as vital for success (Hazel, Kang, 2018).

Demand for sustainability in business

A growing number of consumers value environmental social governance (ESG) and are prioritizing sustainability in their purchasing decisions (Cheng, 2022). Concern is rising especially rapidly among younger generations (Ogunmokun, 2020). A 2019 survey by Aflac found that 49% of consumers think it is more important for a company to “make the world a better place” than “make profits for shareholders” (Aflac, 2019). Ben & Jerry’s claims they discovered that consumers are 2.5x more loyal to companies that integrate values-driven action throughout their supply chains (Cheng, 2022).

It is difficult to measure consumers' perceptions on ethics or sustainability because consumers tend to give more positive answers than their actual consumption and purchasing behavior reveals. Consumers give socially desirable or ‘correct’ answers rather than truthful ones.” (Niinimäki, 2010). Although consumers report positive attitudes toward ethical goods, their behaviors often do not follow suit. This situation is commonly known as the attitude - behavior gap as there is a gap between consumers' attitude about sustainability and their actual purchasing behavior. A study by Cowe and Williams (2000) found that more than one third of consumers in the UK described themselves as ‘ethical purchasers’, yet ethically accredited products such as Fair Trade brands only achieved a 1-3% share of the market share (Bray et al, 2010).

Terminology

There are many ways for a company to implement sustainability initiatives to mitigate negative environmental, social, and economic consequences of their actions. These concepts, theories, and strategies have varying ideals but are centered around a sustainability mindset. One commonly accepted strategy is corporate social responsibility or CSR. CSR can be viewed as

“the practice of creating economic value in a way that also creates value for society” (MacGregor P, R., & Sani, M. 2023, 4). In practice, “CSV should “unlock the next wave of business innovation and growth” while reconnecting “company and community success”” (Porter & Kramer, 2011). Thus CSR widens the business landscape from shareholders to stakeholders.

Shared value is essentially the value that a CSR strategy (should) create for society and the environment. The developers of the concept, Porter and Kramer, describe it as the “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates” (Porter & Kramer, 2011). In order to create shared value, a company must either reconceive products and marketing, redefine productivity in the supply chain, or improve the local and regional business environment (Porter & Kramer, 2011).

Certifications and Ratings

In order to certify sustainable CSR and SV initiatives, companies often pursue certifications. Many organizations have arisen with the goal of certifying sustainable and ethical business. Benefit Corporations, for example, are a more established and deeply rooted version of CSR. Started in 2006, and established in 30 states, Benefit or B corporations are a legal filing that stands between a non-profit and a for profit organization. (Casciani, 2016). Certified B corporations have proven to be profitable in the short run with one study finding positive growth rates after just one year of B certification (Paelman et al, 2020). Unilever is one of the world’s leading consumer packaged goods founded in 1929 and is a B corporation among competitors

like Amy's Kitchen, Tallmook, and Erewhon that differentiate themselves based on their responsible practices.

Fair Trade America is another well known certification in the industry that offers evaluation tools for responsible business standards. (Bick et al, 2018). Focusing on the people aspect of sustainability, qualifications include ethical production, livable wages, and safe conditions to ensure the company is not exploiting its workers, especially in developing countries. (Kuruppu, 2018)

However, an influx of sustainability terminology and certification systems has led to little consensus among consumers of the credibility of such titles. Consumers remain mostly uneducated and unaware of which certifications are reliable for representing sustainable products. Often they rely on terminology instead of trusted organizations to certify a brand's sustainability. Unfortunately, a lack of certification makes it easy for brands to appeal to conscious consumers through "greenwashing". Through this, they market their products as green without actually implementing sustainability into their business model (Bick, Halsey, Ekenga, 2018).

A New Era of Fashion

The massive growth in production, consumerism and waste has created unsustainable growth in the fashion industry (Faludi, 2023). Consumer prices have dropped while fast fashion profit margins have more than doubled on average (Miranda, J & Roldan, A. 2023). In order to propel this massive growth, fast fashion practices have caused enormous repercussions socially, environmentally, and economically. Those making the garments sold in masses are most often

underpaid and undervalued, and a lack of attention towards the environmental consequences of mass production has created detrimental impacts on the environment.

The fashion industry is constantly evolving in response to societal shifts, technological advancements, and cultural influences. Changes in societal values have shaped the fashion industry from the beginnings of physical necessity, and throughout the stages of power, modesty, artistry, and consumerism. With an increased awareness of the consequences of consumerism and fast fashion, the industry is equipped to transition towards a responsible fashion era.

While unclear exactly how this change will accumulate (MacGregor P, R., & Sani, M. 2023), most research supports the need of a completely new model in order to save resources and mitigate the harm already done (Wanduragala, 2024). As consumer concerns grow and pressure builds to increase transparency, companies have already begun implementing strategies to mitigate their appearances (Deogracias, Tung, Zappia, 2021). Today, brands from all three segments of fashion including luxury, fast, and slow fashion incorporate some level of responsibility in their business (MacGregor Pelikánová, R., & Sani, M. 2023).

Consequences of today's fashion industry

Clothing production has doubled since the 90s and continues to grow by 2% every year (Niinimäki, et al., 2020). This fast paced growth has not been backed by an equal growth in natural resources, workforce, or economic opportunity. Therefore resources are becoming depleted in order to supply the fast fashion model.

Planet

The garment industry is now the fourth largest manufacturing business in the world (Monet, 2023). The rapid production of inexpensive clothing for fast fashion depends on

environmentally harmful practices that are unsustainable in the long run (Payne, 2022). Resource Depletion, Waste, Pollution, and Microplastics are just some of the environmental consequences. Still, low prices and new inventory motivate consumers to buy more than they need. By 2030 the global apparel and footwear industry is expected to reach 102 million tonnes in volume and 3.3 trillion USD in value (BCG 2019). However, this exponential growth can't continue with the finite resources available on earth.

Resource Depletion

The fashion industry uses a massive amount of resources. It takes 700 gallons of water to produce one cotton shirt and 2,000 gallons to produce a pair of jeans (Maiti, 2023). The industry consumes 93 million metric tons of clean water every year, which is about half of what the American population drinks annually (Levy, 2021), and one tenth of all the water used industrially (Le, 2020). More energy is used to produce clothes than the aviation and shipping sectors combined (Cho, 2021) and it is estimated that by 2030, the industry will use annual resources equivalent to that of two earths (McCoster, 2023).

Waste

Consumerism has led to extremely wasteful habits. In 2017, it was estimated that 41% of young women felt the need to wear something different every time they left the house. (Cho, 2021) and studies show that consumers treat their lowest priced garments as essentially disposable (Remy et al 2016) As a result, more than 50 billion garments are sent to landfills within 12 months of being made (Ryan, 2021). Today, 90% of garments end up in landfills due to quick styles and cheap clothing (Levy, 2021) and less than one percent of clothing is recycled to make new clothes (MacGregor, Sani, 2023). In 2018, over 11 million tons of textiles were sent to

landfills, a number which has grown exponentially since 1960 (Environmental Protection Agency 2020).

Pollution

The process of producing textiles and garments at such an extreme speed relies on the use of toxic chemicals that pollute the environment. In 2017, the total greenhouse gas emissions from textile production was more than all international flights and maritime shipping combined (Ellen MacArthur Foundation, 2017), and in 2019 the fashion industry accounted for 10% of global carbon emissions (UEP 2019). It is estimated that over 8,000 synthetic chemicals, some which may cause cancer, have been found in the production of fast fashion clothing (Ross 2021). Harvesting cotton at such fast rates uses 6% of the world's pesticides and 16% of our insecticides (Wanduragala, 2024). After fibers are turned into fabric, the treatment and dyeing process is responsible for about 20% of global industrial water pollution (Cho, 2021).

Microplastics

To cut costs and keep up with inventory, synthetic fabrics like nylon and polyester have taken over the market. Today, about 60% of the material made into clothing is plastic (UEP 2019). Unfortunately, when synthetic fibers break down they produce methane, a powerful greenhouse gas. (Cho, 2021). Additionally, when washed, they shed tiny plastic fibers called microfibres. In 2019 it was estimated that humans had contributed 1.4 million trillion plastic fibers to the ocean (UNEP, 2019). Water treatment plants are unable to filter the small fibers and let up to 40% into lakes, rivers and the ocean. (UNEP, 2019). These fibers are then eaten by animals and eventually make their way up the food chain through the food we eat. (UNEP, 2019). One study found that Americans eat 74,000 microplastic particles each year (Cho, 2021).

People

Cheap apparel prices have lasting repercussions. Due to an extreme focus on lowering costs and increasing margins, the people behind production have been severely overlooked and undervalued. In 2014, there were about 70 million people employed in the textile, clothing and footwear industry (Duke, 2017). Skilled labor remains vital in the production process as “innovation in the way clothes are made has not kept pace with the acceleration of how they are designed and marketed” (Remy et al, 2016)

There is no such thing as automated clothing production and few machines have improved the process. Therefore, even the cheapest clothes are made by someone behind a sewing machine. But, in order to maintain the low margins that propel the fast fashion business model, minimal rates are forced upon suppliers that lead to inhumane wages and conditions for workers (Remy et al, 2016).

Illegal and Unlivable Wages

The fashion industry employs approximately 75 million factory workers. Yet, only 2% of those workers make a livable wage (Ross, 2021). A livable wage differs from a legal wage because the legal wage may not be enough to actually survive on (Oxfam, 2021). In some countries such as Ethiopia there are no minimum wage laws, allowing factories to pay whatever they choose and claim a legal rate (Walk Free, 2023). Workers in Ethiopia earn as little as 12 cents an hour in addition to experiencing wage deductions, verbal abuse, and forced overtime (Walk Free, 2023). In order to sustain themselves and their families, garment workers take long and grueling shifts. In Bangladesh, 99% of workers say they regularly work overtime, and 65% work overtime regularly in Vietnam. (Oxfam, 2021).

Poor wages are not exclusive to poor countries. In 2018, fast fashion brand Missguided was found guilty of paying factory workers illegal wages in leicester (Wanduragala, 2024) and in

2020 in the UK, fast fashion brand Boohoo was caught for paying factory workers as little as £3.50 an hour (Duncan, 2020). There have even been incidents of Zara factory workers writing on tags to tell consumers that they have not been paid for making garments (Suriarachchi 2021). Still, fast fashion companies continue to exploit and push poorer countries for lower costs, perpetuating inequality and driving people farther from economic freedom.

Forced Labor

Forced labor also remains in practice in the industry. In 2013, the Uzbekistan government was partaking in forced labor to increase their production of cotton. Over one million people were forced to leave their jobs every year to go pick cotton. (Mirovalev 2013). A 2021 survey among cotton farm workers in Pakistan found that 27% could not leave work on the farm if they found another job and 20% had seen children below the age of 15 working on cotton farms during school hours. (Walk Free 2023). The Walk Free Foundation, a non-profit committed to ending modern slavery, found garments and textiles among the top five products with the highest risk of forced labor (Schulz 2023).

Child Labor

Though banned in most nations, child labor remains a concerning issue in the fashion industry (Moulds 2022). Often, the money that parents bring home is not enough to support a family so children work to provide additional income (Oxfam 2021). Children may work over 12 hours a day doing sewing, embroidery, leatherwork, and other tasks (James 2022). Factory and textile mill recruiters in India often negotiate with parents using manipulative advance payments that the child must then work off (International Labour Organization 2022). In addition, recruiters promise comfortable accommodations, and nutritious when reality shows that kids are shipped away to experience the worst forms of child labour (Moulds 2022). According to the

international labor organization child labor has increased by over 8 million the past 4 years, the first increase in 2 decades (International Labour Organization 2021).

Safety Risks

Since the beginning of manufactured clothing garment workers have struggled to receive basic rights. In 1911 a tragic event known as the triangle shirtwaist fire led to the death of 146 workers in New York City (Montero 2023). Managers had locked factory doors from the outside to prevent workers from leaving early, but an accidental fire forced employees to be engulfed in flames (Wagner 2021). Hundreds of workers ran to escape but were kept in by the locked doors (Montero 2023). The incident shed light on the working conditions in the industry, with an ensuing strike in 1909 known as the start of the modern garment labor movement (Montero 2022)

Still, many apparel factories in poorer countries lack proper safety standards, putting workers at extreme risk. In 2013, the collapse of the Rana Plaza complex in Bangladesh killed over 1,100 and injured over 2,500 garment workers (Wanduragala, S 2024). Safety requirements had been pointed out as expired, but were ignored, and structural concerns were found the day prior, but managers threatened to fire staff who did not attend work (Payne 2022). The situation again highlighted the dangerous factory conditions in the industry yet little changes were made (Ross 2021).

Brands that demand fast production at the lowest cost contribute to unsafe environments by squeezing suppliers. Reports of poor ventilation, blocked fire exits, and a lack of equipment training are common (McCoster 2023). In June of 2023, 6 garment factory workers were killed in a factory collapse in casablanca. The factory did not meet minimum health and safety requirements, however workers felt voiceless and continued to work (Industrial 2023).

Demand for sustainability in fashion

As awareness of the fashion industry's harmful practices increases, a growing segment of consumers are concerned with how they can contribute to more ethical and sustainable practices (Cavusoglu, L & Dakhli, M. 2017). A survey done by Mckinsey found that 67% of consumers consider sustainable materials to be an important purchasing factor (Granskog, Lee, Magnus, Sawyers 2020). More than a third of consumers have already switched fashion brands because of responsible practices and more than half say they anticipate their next purchase decision to be influenced by responsible practices (Boston Consulting Group 2019). Interest in the responsible fashion industry is highest among younger people, especially Millennials (Boston Consulting Group 2019). A third of US Millennial and Gen-Z consumers say they'll spend more on products that are less harmful to the environment (Business of Fashion 2021).

Attitude-Behavior Gap

Studies by Bain and Company and Mckinsey have found approximately 65% of fashion consumers say they value sustainability in fashion (D'Arpizio et al, 2022). However, only about 15% of global fashion consumers consistently make purchasing decisions to lower their impact (D'Arpizio et al, 2022). This is commonly known as the attitude-behavior gap and is due to a plethora of intertwined factors .

For one, many consumers lack an awareness of the available sustainable brands and reliable certifications to help them find such brands. (Pereira et al, 2021). Most consumers are overall poorly informed about the sustainable attributes of products. (Crane 2016). Therefore, many consumers do not make sustainable purchases because they do not feel they have enough understanding or reliability that the product was made sustainably. This dilemma has been seen

throughout consumer research studies (Mandarić et al, 2022), (Crane 2016). One study found the largest attitude-behavior gap when consumers must collect or verify information to make a sustainable purchase. (D'Arpizio et al, 2022).

In addition, a consistent struggle of brands has been to combat the strong consumerism culture that is instilled in most customers. Many customers still purchase clothing for its price, and ability to buy in bulk (Segel, L, Hatami H 2023). Overall, the population of consumers who choose sustainable fashion is relatively small when compared to mainstream fashion consumers (Dai 2023). Therefore, brands must combat both issues of creating and conveying value in sustainability as well as successfully creating their brand top of mind as a sustainable option.

Marketing Trends and Insights

Marketing is most widely accepted as “the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchange, and satisfy individual and organizational objectives” (Coviello, Brodie, Munro, 1997, p. 501). This definition is based on the traditional “4 P’s” view of marketing, which emphasizes product, price, place, and promotion, commonly referred to as “the marketing mix” (Drawbridge 2018).

Digital Age

Changes in the business environment and consumer preferences are constantly impacting marketing strategies. Today’s marketing landscape is dominated by non-traditional marketing through social media and other digital media outlets. Unlike traditional marketing, non-traditional outlets are far less predictable, with results ranging from virality to “cancel” culture (drawbridge 2018). Social media has also brought a new level of two way communication to marketing. Consumers can give direct feedback and impact the opinions of

others. With the increase in social media usage, influencers are becoming a popular way for brands to engage with consumers in a more relatable way. (Kim et al 2022). In addition, review companies like Yelp have created business models that revolve around consumer feedback. The social consensus of a brand has become increasingly important.

Big Data

With the increase in digital activity, consumer actions and perceptions have become easier to track. Being able to collect, analyze, and interpret this data has proved an essential tool to better market to consumers. (Rathore, 2019). Brands like Amazon and Netflix which exist predominantly online thrive and differentiate themselves off of their ability to collect, interpret, and effectively use massive amounts of consumer data. Neftflix, for example, uses such data to help decide what shows and movies to produce next (Gordon et al, 2016). Collecting and understanding consumer data can help immensely to create personalized experiences. Targeting with personalized advertising allows each user to receive offers that he or she has already clicked or that correspond with their interest profile. (Blesch, 2015).

Insights for Marketing Sustainable Products

“When companies market the sustainability features of their offerings, they often overlook the fact that social and environmental benefits have less impact on consumer’s decision making than more basic and well product attributes do, like price or quality. With any purchase, consumers are first trying to get a specific job done. Only after they find something that will help them do that job, and only if sustainability is important to them, will they look for a product that offers an additional social or environmental benefit. Most people do not go looking for products to buy for the sake of making a positive impact. Rather, they have products they would like to

buy, and can be convinced to make a positive impact simultaneously to satisfy their own needs. (Dalsace, Challagallam 2024).

Impact Awareness and Education

One of the main hurdles among sustainable marketing is overcoming the attitude behavior gap that limits consumers from following through with sustainability purchases. In an attempt to better understand how to overcome this gap, a study led by Katherine White aimed to discover conditions in which consumers are most likely to purchase responsible products (White et al, 2012). One takeaway was that unresponsiveness from consumers is unlikely due to indifference to injustice, but rather to a lack of confidence that fair-trade products have the potential to actually restore justice. Therefore, it is important to give clear examples of how your product is ethical and will impact society or the environment positively. It is important to be clear and concise. Too many benefits will be unclear and not draw the consumer to purchase. The study also discovered it is important to remain positive in marketing tactics. Companies in the past have been unsuccessful when using dramatic tactics to draw on the emotional side of responsibility. (White et al, 2012). It is also vital to build awareness on why these initiatives are important to encourage consumers to participate in making positive social and environmental impacts (Whelan, Kronthal-Sacco, 2023)

Social Pressure

A study by Bray intended to gain further insight on the “attitude behavior gap” by uncovering what specific factors prevented consumers from purchasing. Data uncovered the leading factor as price, followed by factors such as experience, ethical obligation, information, and quality (Bray et al 2010). An interesting insight from the study was consumers' guilt around social responsibility and the motivation to purchase responsibly in order to avoid being

associated with a negative thing rather than with the intent to be associated with something good. Especially with the digital age, there is a fear among the impacts of cancel culture and extreme polarization. For example, many Americans have reduced their consumption of or even stopped eating meat as they believe they are making an impact to help sustainability of the environment or reduce harm done to animals. As a growing number of consumers value this, those that do not value this will purchase as if they do in order to feel socially accepted.

Linked Benefits

Consumers generally believe that green products have low performance and quality (Kim, 2016). By linking sustainability in products to positive attributes such as price and quality can help improve this association in consumers minds. Examples such as “100% sustainably farmed for a great tasting product”, “good for the planet” or “made without chemicals harmful to human health” can help convey such messages (Whelan, Kronthal-Sacco, 2023) To the extent possible, provide a personal monetary benefit to the claim, such as “longer life,” “less waste,” “lower energy bills.” (Whelan, Kronthal-Sacco, 2023).

Insights for Marketing Fashion products

With the immense growth in fashion over the 21st century, there is heightened competition among brands. It is important that brands assert themselves within niche fashion segments in order to maintain a loyal and consistent market share. Main segments within the fashion industry are luxury, premium, and mass market. Within these segments, price, quality and brand name are some of the most common differentiators in the industry. As exemplified in a study done by McKinsey, consumers place a high value on clothing and are willing to prioritize it over the ability to eat out or purchase electronics. (Granskog et al, 2020).

Emotional Branding

Research shows emotional branding is extremely important for fashion brands (Kim Sullivan 2019). Consumers often form brand loyalty because of their ability to relate to the brand through strategies like sensory branding, storytelling, cause branding, and empowerment. (Kim Sullivan 2019). In Katherine Fletcher's book, *Sustainable Fashion and Textiles: Design Journeys* she noted the ways in which a consumer's psychological needs could be satisfied through fashion, such as the need for identity, creation and participation. She differentiated between marketing strategies that tie psychological needs and material objects, and creating innovative designs that have aesthetic and personal values, and that can allow the user to connect with a product and keep it for a longer period of time (Salti 2017). The key factors in consumer's decision making when shopping for clothing were price, style and availability of easily accessed information (Salti 2018).

Omnichannel Experience

With the digital age, and an accelerated speed of delivery means brands must provide a quick, consistent, and delightful experience across all channels. Whether it's in-store, online, or through mobile apps, your audience should be able to revel in your brand's uniqueness with every interaction. An omnichannel strategy ensures you are always on point, no matter where your customers choose to engage (Saajan, 2023). Increasing presence outside of traditional platforms and into the digital space is also increasingly important. Having a presence on social media is increasingly important with the rise in digital ecommerce and introductions such as instagram shopping. Social Media has become an increasingly important part of a fashion brands marketing strategy in order to remain successful in the market.

Insights for Marketing Sustainable Fashion products

Research has effectively proven the rise in demand for sustainable products in the fashion industry. However, minimal research aims to discover how or why certain brands have captured that demand. Most studies on the topic have focused on understanding the consumer mindset and purchasing behavior in sustainable fashion, with the main topics being consumer behavior, purchase behavior, and the attitude behavior gap (Ray, 2023). However, research has not been effectively conducted on the marketing strategies of successful ethical fashion companies that were able to connect with that market. Sustainable fashion brands in the making need to find ways to reach more consumers through mainstream culture and accessible touchpoints (Salti 2017). One study completed by Chan and Wong found that consumer perceptions of sustainable fashion include high prices, less stylish designs, lower quality, and inconvenient shopping (Chan, Wong 2012). However, cause-related marketing has proven to significantly influence the purchase intention on some selected product types regardless of brand names. (Kim, 2016). With an increasing interest in sustainability, there is an opportunity for brands to create a connection with consumers through sustainability initiatives.

Education

Consistent with the insights found in sustainable product marketing, many consumers are unaware of the many factors that go into a sustainable purchase. That is, they are unaware of how harmful their purchases are and the credible sources they can trust to provide them with more sustainable options. Therefore education is vital for brands to educate consumers on the importance of responsible purchases and business practices (Fuxman et al, 2022).

Quality

Product quality is the leading purchasing factor for fashion consumers, ahead of price, product fit, and style (D'Arpizio et al, 2022). While unknown to many consumers, quality in clothing is closely related to levels of sustainability. Thus, there is an opportunity to increase this connection in consumers' minds. (D'Arpizio et al, 2022). Sustainability is a hard thing to quantify for consumers because it does not bring physical benefits to the consumer. In order for them to see the additional value, research has shown that consumers would prefer a sustainably made shirt that also has higher quality. (D'Arpizio et al, 2022). One way to increase perceived value in the industry is by establishing resale platforms to establish the lifelong quality of the products. (D'Arpizio et al, 2022). Low prices are hard for sustainable fashion brands to compete with. For this reason, it is important to associate sustainability with quality. This way when consumers see a sustainable product with a high price they also associate that with a high quality product (D'Arpizio et al, 2022).

Accessibility

One study found the most effective tactic in increasing the likelihood of a consumer purchase was appealing to their emotional needs. Fashion consumers have indicated that they have emotional needs of feeling good, energetic, and stimulated (Niinimaa 'ki, 2010). While this can sometimes be achieved by various environmental stimuli, such as music, store layout, and color, sustainable product information has proven even more effective (Chan, Wong 2012). Therefore, it is important to make such sustainability information easily accessible, digestible, and credible.

Style

Sustainable fashion brands tend to either prioritize their sustainability or the stylishness of their designs (Dai, 2023). However, combining sustainable design principles with stylistic

attributes provides additional emotional value for the consumer (Moorhouse, 2018). Through this, brands can separate themselves from the narrative that exists currently whereas ethical fashion brands are known to be bland and behind in terms of style (Niinimäki et al, 2010).

Compiled Previous Tenets

EDUCATION	What is the problem with other products? How does this product help?
ACCESSIBILITY	Is sustainability Information available at multiple touchpoints (in store and digital)?
LINKED BENEFITS	Is sustainability linked with valued attributes in such as quality?
AUTHENTICITY	Are statements backed by an ethical business model and impactful initiatives? Do you have certifications?
CLARITY	Is sustainability Information clear recognizable, and specific?

After pulling insights from available research on marketing for sustainable products, fashion products, and sustainable fashion products I have compiled a list of previously academically researched tenets of success among sustainable fashion brands. Such tenets include (1) education, (2) accessibility, (3) linked benefits, (4) authenticity, and (5) clarity.

Educational

Education pertains to marketing tactics that educate consumers on the state of the industry and how sustainable products can make a difference. It is extremely important for sustainable fashion brands to educate consumers on the consequences of purchasing from other brands and how their products can make a positive difference. While there is a growing awareness, many consumers are still unaware of the numbers behind the damaging effects of the

fashion industry. Education for what is wrong currently and what sustainable brands are doing better is essential for more consumers to move to the market.

Accessibility

In order for consumers to be reminded of the benefits of sustainability, information needs to be accessible. In store accessibility of information related to the ease of accessing eco-fashion in stores and the information about such sustainable products on clothing tags is vital.

Information on product sustainability must be easily accessible and clear at all touchpoints.

Linked Benefits

Consumers rarely associate sustainability with positive attributes such as quality or style. Therefore, it is extremely important for brands to create these positive associations so that consumers are willing to and want to purchase their products. Style and quality are examples of attributes which can help sustainable brands connect with a wider range of consumers. Often brands emphasize their sustainability and create products that reflect such attributes instead of linking sustainability with things consumers already prioritize.

Authenticity

Authenticity is the idea of connecting honestly with consumers through sustainability programs or initiatives. Authenticity signifies that a brand places sustainability at its core. Actions speak louder than ads so it is important a brand can put its money where its mouth is and actually provide sustainability initiatives. Innovation is important to signify the brand as a trailblazer. Utilizing rating companies like B certification can enable brands to gain credibility in their sustainable or ethical initiatives.

Clarity

With an influx of overwhelming information, being clear and concise is important to get the point across. Clarity pertains to the digestibility of information by consumers that are not well versed in sustainability language but want to make a positive impact. In order to educate consumers, avoid confusion, and set realistic expectations it is important for sustainable fashion brands to ensure their marketing is effective and getting their point across.

METHODOLOGY

There is a clear movement towards responsible practices in the fashion industry, as well as in the overall business environment. Research has shown a growing demand for responsible products within the fashion industry (Kim et al., 1997). However, only a small number of fashion brands have claimed this market share. Why is there a disconnect? Many cite the “attitude behavior gap” coined by Kim et al in 1997 which describes consumers' lack of taking action on something they claim to have positive attitudes toward (Kim et al., 1997). Other research points out the additional confusion among consumers about the ethical products available and the trustworthy certifications to find such brands. Marketing strategies play a pivotal role in the success of any product or service, perhaps even more so when attempting to commercialize sustainability (Moorhouse 2018). In order to succeed, a responsible fashion brand must not only possess a unique ethical business strategy, but also a powerful marketing strategy to convince consumers to value the impact their dollar can make (Salti 2017).

This study consists of qualitative research examining the marketing strategies behind successful responsible fashion brands in order to gain insights into how they claimed market share, and discover lessons for marketing responsible fashion brands in the future. First available research will be analyzed to uncover common themes of success. Then, such themes will be

analyzed in relation to successful sustainable fashion brands. Finally a list of tenets will be revealed to provide insight into success for sustainable fashion brands. Selected fashion brands must meet the following guidelines to ensure the reliability of the results: Been in operation for more than 5 years, prioritize sustainable and ethical production, and have made at least 1 million in revenue in 2023. All research will be conducted through secondary sources including research papers, environmental and government agencies, news reports, as well as company owned, paid, and earned media.

RESULTS

Patagonia

Patagonia Background

Founded by Yvon Chouinard in 1973, Patagonia is a pioneer outdoor clothing and gear company spearheading sustainable change in the fashion industry. Yvon first began business endeavors producing and selling climbing equipment in 1957 under the name Chouinard Equipment (Drawbridge, 2018). Early on, Yvon noticed the negative repercussions of most climbing equipment and sought out to create a product that would have minimal impact on the environment along with implementing sustainable practices in the production of such products. Patagonia began as a smaller clothing line released by Chouinard Equipment, but eventually outgrew its parent brand and became established as its own entity. Legal battles in the climbing equipment industry pushed Yvon to focus on apparel completely. As Patagonia grew, the environmentally conscious backbone that started at Chouinard equipment became the blueprint for its business and marketing strategy (Alonso, 2023). Patagonia has been a certified benefit corporation since 2011, with a score of 166 (BCorp, 2024).

Since 1985, the company has donated 1% of total sales to better the environment (Alonso, 2023). Today, they've donated over \$140 million to nonprofit organizations and environmental agencies. (Patagonia, 2023). The company was the first to use recycled plastic bottles to manufacture recycled polyester, and today 98% of product lines use recycled materials (Alonso 2023). In 2022 Patagonia announced a new corporate structure which allocates 2% voting stock to the board and family members, and the other 98% along with all dividends to a nonprofit that uses the money to better the environment (Alonso, 2023). Since 2016, the company has donated 100% of its Black Friday sales to organizations that help the planet. (Alonso 2023). The company also held the number one spot in the outdoor apparel industry in 2020, followed by North Face and REI (Overfelt, 2020). Patagonia has established itself as a force to be reckoned with in the fashion industry. While its sustainable roots and unconventional tactics are not understood by some, they have helped the brand develop a loyal customer base and maintain customers who sympathize with its mission and values (Drawbridge, 2018).

Patagonia Marketing

Since its beginning, Patagonia has released innovative, to the point campaigns that emphasize environmental issues and critique typical industry standards. The brand mainly aligns itself with individuals who appreciate the natural world, and thus care about Patagonia's values (moorhouse 2018). The brand often uses its campaigns as an opportunity to raise awareness and effect change around a specific issue other than selling products. Patagonia tends to utilize disruptive marketing, which catches people's attention by taking risks and providing unique content (Drawbridge 2018). Many of the company's campaigns revolve around activism and their environmental values. For example, the brand has become famous for its "don't buy this jacket" campaign which encouraged customers to shop less to mitigate consumerism's impact on

our environment. Further copy in the campaign aimed to educate consumers about consequences that the current industry perpetuates with statements like, “the human population is currently using more resources than the planet can handle” (Drawbridge 2018). The company's first commercial, released in 2017, did not even mention the name Patagonia. Instead, it focused on the slogan “the president stole your land” and was a commentary on president Trump’s decision to reduce the size of Utah’s national monuments by 46% and 86% percent (Drawbridge 2018). The brand has never hesitated to make a political stance. In the 90s, the company received backlash after making a donation to planned parenthood. In response, they donated \$5 for every complaint they received (Alonso 2023). A campaign released shortly before the 2021 presidential election featured tags sewn into garments with the phrase “vote the assholes out” (Chang 2021).

The brand also makes efforts to develop a community around its brand and take action that stands by its claims. The brand’s “Worn Wear Tour” in 2015 featured Patagonia employees traveling around the country in a solar-powered, biodiesel-fueled camper made from salvaged wood. Employees would provide free repairs to any brand’s products, not just patagonia’s to support the brands mission in sustainable clothing. The mobile camper also offered free food, drinks, and live music to create even more of an atmosphere around the brand. The tour was so successful that it inspired the brand “Worn Wear” page on its website where consumers can purchase used patagonia clothing in addition to finding tips on how to repair and care for their own garments (Drawbridge 2018). Patagonia brand ambassadors include 97 different athletes across 7 different sports (Drawbridge 2018). Such ambassadors help develop the lifestyle the brand emulates and spread word of mouth. In an age where earned media has become essential, the brand's outlandish strategy proves effective. “Another unique aspect of Patagonia’s

marketing strategy is its differentiation between stores based on location. While most of their stores offer the same general products, in a similar layout, the company gives each store a slightly different personality and attempts to appeal to the target market of the area. Its store in Encinitas, for example, showcases a large rack of surfboards and tables full of board shorts and bathing suits to match the beachy feel of this surf town in Southern California. However, when entering one of their stores in Colorado, customers would see much more snow gear along with images of the mountains and extreme snow sports” (Drawbridge, 2018). Such specialization and attention to detail is similar to that of luxury stores, and very opposed to that of fast fashion brands which become cookie cutter.

Reformation

Reformation Background

Reformation was founded in Los Angeles Ca in 2009 and has quickly risen as a popular destination for chic and trendy sustainable clothing. The brand is most recognized among its target market of millennials and gen z. The brand first started by reselling and re-tailoring hand selected vintage pieces in small batches. However, their popularity rose quickly due to their iconic style and sustainability focus. To accommodate the demand, they began efforts to manufacture their own products while maintaining their sustainable roots (EcoAge 2021). Four years later the brand went online, bringing its clothing worldwide and spearheading its growth towards today. They have also expanded into bridal lines, recycled shoes, and sustainable jeans, along with opening stores internationally. The brand has doubled sales within the past four years, reaching a whopping \$300 million in revenue in 2023 (Rockeman 2023).

Reformation utilizes eco-friendly materials, such as Tencel and recycled fabrics, and emphasizes water conservation in its manufacturing processes. They have been 100% carbon neutral since 2015, and have a certification from the Change Climate Project. They have also committed to becoming climate positive by 2025 (Reformation, 2024). “This means investing in solutions that remove more greenhouse gasses than we emit, driving climate action throughout our supply chain, and making our roadmap public so others can do it, too” (Reformation, 2024). On their website they explain the impact of their fabrics and even tell you how much water you are saving at checkout. During covid, they made and donated over 300,000 masks to essential workers at local Los Angeles hospitals, shelters and nonprofits (Reformation, 2024). They also have implemented recycling programs to support their goal of becoming fully circular by 2030 (Reformation, 2024).

Reformation Marketing

Reformation's brand image is fun, and quirky. Therefore, their campaigns feel candid. With a finger on the pulse of contemporary culture and a knack for capturing the zeitgeist, Reformation's marketing campaigns continue to inspire and empower fashion enthusiasts worldwide. The brand's light-hearted approach attracts another customer, does well at resonating with all consumers, not just those that are guardians of the planet” (Moorhouse, 2018). The brand focuses majorly on social media, with newly released campaigns weekly and consistent posting interactions. Partnerships have also proven to be a successful way to reformation to prove its commitment to supporting other responsible brands as well as spreading its awareness. (Rifkin, Raman, Danielson 2021). The brand partnered with Thredup to resell used clothes and aid in the circularity of fashion (Rifkin, Raman, Danielson 2021). The brand also marketed such initiatives on its website and social media channels. NYU's Stern school of

business analyzed the financial repercussions of such partnership and found \$1.9 million in benefits were directly related to the program, more than 2,500 customers were added to their customer base, and almost half a million in earned media was shared (Rifkin, Raman, Danielson 2021). The brand utilizes witty and relatable messaging such as its signature tagline, “Being naked is the #1 most sustainable option. We’re #2” (Reformation, 2024).

The brand successfully balances creating a desirable personality and aesthetic for consumers, while also advocating for their sustainability initiatives. Instagram stores shift from advertising a “hot, sustainable dress”, to highlighting the importance of working with vendors who support local farms (Tolentino, 2019). The brand also efficiently conveys its sustainable impact with each product. Every item on its website features a sustainability impact section on its product page where consumers can see the positive benefits implemented by Reformation, compared to less sustainable options. (Rockeman 2023). Reformations in store experience further provides a simplistic and classy aesthetic experience for customers. Instead of a room full of clothing racks full of clothes, they feature a couple sizes for each style. Customers use in-store touchscreens to browse more items and pick ones to try on that are then delivered to a dressing room. (Rockeman, 2023). Overall, Reformation delivers a chic but effortless, cute, yet minimal sustainable message to consumers that resonates strongly with younger consumers still concerned with their impact on the planet.

Eileen fisher

Eileen Fisher Background

Eileen Fisher, founded by Eileen Fisher herself in 1984 is renowned for its timeless designs and commitment to sustainable practices. Eileen’s minimalistic style stems from her

inspiration from Japan. The brand appeals to an older target market of women who possess less of a desire to keep up with fast changing stylistic trends. Often among the group are professors, editors, moms, and lawyers (Read 2019). Today, Eileen Fisher is valued at \$400 million and has more than 60 stores across the US, Canada and the UK (Draznin 2020). Similar to Patagonia, the company has implemented profit sharing and employee ownership in their structure since 1992 (Eileen Fisher, 2024). While many companies pursue IPOs, Eileen Fisher is proud to keep her brand private (Draznin 2020). Eileen Fisher is currently the majority owner with 60% of stocks while the other 40% is divided between the company's employees (Draznin 2020).

Eileen Fisher prioritizes the use of organic and recycled materials in its garments, and the company is actively engaged in initiatives to reduce its environmental footprint (Read, 2019). The brand was also an early adopter of clothing take back programs which are very common today (Read, 2019). Eileen Fisher released its Renew line in 2009 which intended to help customers keep clothing out of the landfill by bringing it back to the store for resale. Garments are either resold as is, renewed, overdyed, or stripped and made into something else entirely. (Read, 2019). Since its start, the brand has diverted 1.5 million garments from landfills. (Rifkin, Raman 2021). In addition, the Renew circular apparel program generated a total net benefit of \$1.8 million for the brand in 2019 (Rifkin, Raman 2021).

Eileen Fisher Marketing

Eileen Fisher is considered a high quality and timeless brand rooted in sustainability and ethical practices. The brand conveys a sense of effortless sophistication and luxury, resonating with consumers seeking timeless essentials for their wardrobe. They prioritize conveying their minimalistic shapes as well as the value of supporting women to be themselves (Steigrad 2014). Last year, the brand collaborated with the trendy "cool-kid" brand, Public School, on a line of

upcycled garments (Read 2019). With a focus on ethical production and environmental responsibility, the brand's campaigns also highlight its use of organic materials, fair labor practices, and innovative recycling initiatives. To combine all of these characteristics, they released an iconic campaign in 2012 which featured minimalistic pictures with an ampersand symbol representing the additional sustainability information available on each product (Lockwood 2012).

Eileen Fisher's marketing strategy extends beyond promoting products to educate and inspire, with content that delves into topics such as conscious living, mindful consumption, and the importance of sustainability in fashion. The company also builds its brands around helping others implement sustainability. In their two week long "Circular By Design" exhibit the goal was to make the company's recycling and zero-waste initiatives as transparent as possible in order to show other brands how to implement the strategies themselves (Milnes 2017). The brand also launched a platform called "Hey Fashion!" to make circulatory of fashion more accessible, and published an eight step process to help brands to implement sustainability and circularity (Zwieglinska 2020).

Chloe

Chloe Background

Chloé is a French luxury fashion brand founded in 1952 by Gaby Aghion, an Egyptian born Parisian. Known for its bohemian and feminine aesthetic, Chloé has been an influential force in the fashion industry as the first large scale sustainable luxury fashion house (Cernansky, 2022). Chloe was the first luxury fashion house to become an established b corp and implement large scale commitments to sustainability (Farra, 2021). While it is a luxury brand, Chloé was

inspired by the inability for most people to purchase clothing off the racks in the 1950s, and was one of the first to offer ready-to-wear or premade stylish clothes to consumers (Binlot 2023). At the time, clothing was a luxury exclusive to the wealthiest members of society to dress themselves in decadent couture creations, while the masses had copies of those styles made at home. Aghion eventually stepped down, and was preceded by the likes of Karl Lagerfeld, and Stella McCartney before Chemena Kamali took over in 2023. Through these designers, the brand has maintained its flowy silhouettes, delicate fabrics, and a romantic sensibility.

Chloe has been a certified B corporation since 2021, and focuses mainly on advocating for and uplifting women (Marquis, 2022). In 2019, Chloé established Girls Forward, a three-year partnership with UNICEF to provide girls with skills to advance in the workplace through education, entrepreneurship and training programs in five countries: Bolivia, Jordan, Morocco, Senegal and Tajikistan (Chloe, 2024). According to UNICEF, girls are three times more likely than boys to drop out of school, whereas women with secondary education tend to earn twice as much as those with no education (Chloe, 2024). The brand has also committed to eliminating the use of fur, angora, and exotic animal skins from their supply chain since 2018 (Chloe, 2024). To promote awareness and raise money for women in need of education and employment, Chloé has released a collection from which 100 percent of the proceeds will go towards the empowerment initiative. The conscious consumer can shop the ethically produced T-shirt, scarf, pin, and jewelry collection to support the initiative.

Chloe Marketing

Chloé's marketing campaigns epitomize a fusion of timeless elegance, feminine sophistication, and contemporary allure. The brand employs a multi-faceted approach that

intertwines storytelling with visual aesthetics to create captivating narratives. Collaborations with renowned photographers, artists, and influencers further amplify the brand's reach and resonance, while maintaining an air of exclusivity and aspiration. As a fashion house, the branding and messaging is largely dependent on the designer in charge. For example, Gabriella Hearst was the creative director of Chloe from 2020 to 2023 and was largely inspired by environmental sustainability and beauty in the natural environment (Pithers 2021). As such, the brand's instagram during these years featured picturesque images of mountains, waterfalls, bees, and anything else you might find in national geographic (Pithers 2021). In 2023 Chemena Kamali took over and took a slightly different route, focusing less on the natural environment and bringing back an emphasis on the iconic Chloe style.

Chloe does not hesitate to participate with other brands and organizations to build its brand. Recently the brand partnered with moon boots to create one of a kind chloe x moon boots. They also partnered with sheltersuit, an organization that makes suits to help people experiencing homelessness stay warm on the streets. Chloe is currently partnered with 11 different fair trade organizations to assist in creating a more equitable impact (Richemont 2022).

Athleta

Athleta Background

Athleta claims the women's athletic lifestyle space in the sustainable fashion market. The activewear brand was founded in 1998, with the mission to provide products to meet the unique needs of athletic women, and was acquired by Gap in 2008. (Chaffey et al 2023). Athleta designs versatile, high-quality apparel that integrate performance and technical features to support women across their entire lifestyle, from yoga and training to travel and sleep. Apparel is also

available for more high impact activities than compared to competitors. The brand emphasizes inclusivity, promoting body positivity and diverse representation in its marketing and product offerings (McCoy 2022).

Focusing on their passion for advocating for women, the brand has donated over \$2 million to support all women in girls in finding connection through movement (Athleta, 2024). In 2016, the brand released its collection for girls to aid in their mission of supporting women throughout their life (Athleta, 2024). Athleta also incorporates eco-friendly materials and ethical sourcing practices in its manufacturing processes. The brand has utilized almost 500 million plastic bottles in its clothing, and has diverted 1,662 tons of waste from landfills (Athleta, 2024). With a dedication to both performance and social responsibility, Athleta caters to active lifestyles while aligning with the values of environmentally conscious and socially aware consumers (Edelson 2021).

Athleta Marketing

While the brand has implemented substantial environmentally sustainable initiatives, they tend to prioritize other differentiators. However, the brand does make efforts to signify its sustainability through credible signifiers like Benefit Corporation certification, which it features on its tags and other signage in stores and online. The brand focuses on empowering the women that are wearing their clothes, with their mission statement being “To ignite the limitless potential of all women and girls” (Athleta, 2024). For example, “The Power of She” which celebrates the strength and unity of women, particularly in the context of sports and fitness. This campaign featured a diverse cast of female athletes and influencers, showcasing how Athleta’s products can help them perform at their best while also fostering a sense of community and support. In addition, their “AthletaWell” platform launched in July 2021, provides resources and

tools to help women prioritize self-care, mental wellness, and physical activity. Through AthletaWell, the brand partners with others to offer workout routines, meditation sessions, and educational content focused on holistic wellness. (Edelson 2021). The brand also kicked off the first stage of its new experiential fitness series “Move with Athleta” in New York City, which bring private fitness classes for influencers, product giveaways and live music for the public, to cities including Los Angeles, Boston and Miami throughout 2024 (Waldow, 2023).

Recently, the “Empower Her” campaign highlights the stories of six women who have overcome obstacles and found strength through fitness. The campaign features women of different races, ages, and abilities, each with their own unique journey and message of empowerment. By sharing these stories, Athleta aims to inspire and motivate other women to pursue their passions and embrace their individuality. By offering more than just athletic apparel, Athleta establishes itself as a trusted resource and thought leader in the industry, solidifying its position as a premium brand dedicated to supporting women’s overall wellbeing. The brand has made tremendous effort to foster a community among its customers. It created an app called Athleta Well which enables consumers to give feedback and allows the company to gain customer insights on products and preferences (McCoy, 2022).

Ganni

Ganni Background

Ganni is a contemporary Danish fashion brand founded in 2000 by Ditte Reffstrup and Nicolaj Reffstrup (Schmidt, Voldby-Ravn 2022). Known for its playful and eclectic designs, Ganni has become a prominent name in the responsible fashion industry. It is well known as a brand of contrast, featuring feminine pieces with something edgy to create a fun, attention

grabbing look (Sutton, 2023). While originally the brand specialized in creating the perfect cashmere sweater, it was taken over in 2009 by husband and wife Nicolaj and Ditte Reffstrup who intended to expand the company into other directions (Sutton 2023). Since then, the brand has built a worldwide presence and loyal customer base. From 2017 to 2019 the brand saw average revenue growth of 50% per year (Crump, Kent 2019). In 2022, the brand entered the beauty space by collaborating with Submission Beauty to make zero-plastic, biodegradable glitter. Today, the brand offers a mix of vibrant prints and modern silhouettes with a commitment to sustainability (Sutton 2023).

Ganni appeals to a diverse and fashion-forward audience, blending style with a growing awareness of environmental responsibility. Every product on the brand's website features a traceability tab that allows consumers to track where fabric was made and how it impacts the environment (Ganni 2024). They also implemented their "Ganni Relsale" program in 2019 to help recycle their clothes and give them another life. (Schmidt, Voldby-Ravn 2022). However, Ganni thrives on transparency, and won't pretend to be perfect. As stated on their website, "We don't identify as a sustainable brand, because at its core fashion thrives on newness and consumption, which is a major contradiction to the concept of sustainability. That's the honest truth. Instead, we're focused on becoming the most responsible version of ourselves" (Gani, 2024). However, they do advertise their investments in sustainability and ethical initiatives.

Ganni Marketing

Ganni's marketing campaigns showcase a vibrant celebration of contemporary fashion with a playful edge and youthful spirit. The overarching ethos is to focus on the elusive 'Ganni girl' who is confident and effortlessly chic (Barnett 2020). Ganni captivates audiences with campaigns that exude energy, confidence, and individuality. The brand effortlessly blends

high-fashion aesthetics with streetwear influences, creating a unique and relatable style that resonates with a diverse audience (Crump, Kent 2019). Through engaging storytelling and visually striking imagery, the brand invites viewers into a world of spontaneity, creativity, and unapologetic self-expression.

A masters thesis conducted at Aalborg University in 2022 aimed to uncover which characteristic of Ganni's marketing connected with consumers the most. They found that consumers had the most positive associations with Ganni's content marketing, which they define as actions made by brands to "substantiate their words with actions in order to deliver additional value beyond the physical product" (Schmidt, Voldby-Ravn 2022).

By leveraging social media platforms and digital channels, Ganni cultivates a dynamic and interactive relationship with its audience. The brand's social media touchpoints do well at encouraging participation and dialogue among consumers. The brand sets itself apart with its nonchalant attitude. For example, while many brands will use a plethora of hashtags to reach more mass appeal, Ganni tastefully selects one or two (Barnett 2020). Thus, allowing consumers who follow them to feel in the know of an elusive brand. Scrolling through Ganni's feed, viewers are faced with straightforward pictures of perfectly styled silhouettes curated using Ganni pieces. Contrary to brands like Reformation, no memes or pop culture reposts populate the grid (Barnett 2020). Ganni does not participate in the short lived pop culture trends, but rather focuses on what it does and knows best, its clothes. Thus, the vibrant products and their sustainability backed production speak for themselves. (Barnett 2020).

In order to reach a wider audience, the brand regularly participates in partnerships. In 2022 Ganni partnered with Levis, another brand with responsible initiatives to create a line of jackets, dresses, waistcoats, jeans and skirts (Colville 2022). The line was also advertised by

Emma Chamberlain, popular online influencer. Thus, the brand successfully emerged as both brand partnerships and ambassadors to create a cohesive campaign that strengthened their image and widened their consumer base (Colville 2022). When looking at all of the brand's efforts to make an impact through brand ambassadors, sales have seen the highest return from smaller micro influencers rather than A list celebrities who consumers often trust less. (Barnett 2020).

FORMALIZED TENETS

After utilizing the original five tenets found from available research on marketing sustainable fashion, all of them fit with the marketing strategies of successful sustainable fashion brands. However, case studies of successful sustainable fashion brands revealed additional tenets that were not thoroughly discussed in previous research. These include (1) Community, (2) Collaboration, and (3) Premium pricing. By combining these proposed tenets with the realized tenets compiled from previous research, I suggest eight final formalized tenets that are effective in marketing sustainable fashion brands. The formalized eight tenets include (1) Education, (2) Accessibility, (3) Linked Benefits, (4) Authenticity, (5) Clarity, (6) Community, (7) Collaboration, and (8) Premium Pricing. These tenets were discovered with the intention of creating insights for future marketing attempts by sustainable fashion brands.

Proposed Tenets

COMMUNITY	Does the brand have events forums, or opportunities to connect outside of making purchases?
COLLABORATION	Has the brand engaged in collaborations with others in the industry to increase their awareness?
PREMIUM PRICING	Do these brands utilize a premium pricing strategy to help differentiate their products of a higher quality?

Collaboration

Brand partnerships and brand ambassadors prove to be vital for successful sustainable fashion brands. Working with influencers and other brands that hold sustainable values can greatly impact brand awareness. By joining forces with other stakeholders in the sustainability movement, brands can amplify their impact, reach a broader audience, and contribute to collective efforts to drive positive change in the fashion industry. Collaboration provides opportunity for experimentation and innovation. One can learn from other brands' sustainability strategies or work together to create something completely new.

Community

Creating a community around sustainable fashion brands creates heightened consumer buy-in that enables users to feel like they are a part of an exclusive club and motivates them to brand loyalty. Virtual and in person events not only create opportunities for engagement but also allow brands to further educate consumers about the environmental and social impacts of the fashion industry. Community initiatives also create a platform for direct engagement with consumers, fostering a sense of connection and loyalty to the brand. By participating in these

events, consumers can interact with the brand, learn about its values and mission, and develop a deeper understanding of its products and practices. This personal connection can lead to increased brand loyalty and advocacy. Community events also enable brands to gather feedback from consumers and involve them in the co-creation process. By showcasing eco-friendly alternatives, and promoting circular fashion concepts such as clothing swaps and upcycling workshops, brands can encourage consumers to make more conscious purchasing decisions. Organizing workshops, panel discussions, and seminars, are other ways fashion brands can raise awareness about such issues in the industry. By actively engaging with their communities, sustainable fashion brands can create lasting positive impact and drive the transition towards a more ethical and sustainable fashion industry.

Premium Pricing

Implementing a premium pricing strategy proved to be effective for each of the researched sustainable fashion brands. As discussed earlier, sustainability initiatives are often rooted in sacrificing short term profits for the sake of ethical practices, and building future brand loyalty. As sustainability is a costly initiative to sustain in a business model, it is only logical that consumers pay a higher price for such products. Premium pricing can also help educate consumers about the higher cost of sustainability in clothing, and can increase the perceived value which also benefits linked to the products.

Formalized Tenets

EDUCATION	What is the problem with other products? How does this product help?
ACCESSIBILITY	Is sustainability Information available at multiple touchpoints (in store and digital)?
LINKED BENEFITS	Is sustainability linked with valued attributes in such as quality?
AUTHENTICITY	Are statements backed by an ethical business model and impactful initiatives? Do you have certifications?
CLARITY	Is sustainability Information clear recognizable, and specific?
COMMUNITY	Does the brand have events forums, or opportunities to connect outside of making purchases?
COLLABORATION	Has the brand engaged in collaborations with others in the industry to increase their awareness?
PREMIUM PRICING	Do these brands utilize a premium pricing strategy to help differentiate their products of a higher quality?

DISCUSSION

In this study, brands were chosen which held sustainable values and were successful in the fashion industry. However, one of the biggest challenges for these brands is the competition from greenwashing. Often, fast fashion brands like H&M will take on small sustainability initiatives for marketing purposes to sell products with the image of being sustainable. They will then provide lower prices to consumers which make them feel like they are experiencing a win-win scenario, when in reality fast fashion brands that use greenwashing are overestimating the positive impact that they have. Such practices increase confusion among consumers and inconsistent associations among price and quality. For these reasons, future research on the marketability of certification systems available to sustainable fashion brands and their effectiveness would be useful for brands.

More quantitative data would be useful to validate the tenets uncovered in this study. The following are proposed studies to further test the tenets and aid in the understanding of marketing

for a sustainable fashion brand: (1) While the brands utilized in this study were all established sustainable fashion brands, it is difficult to determine whether the marketing strategies uncovered were the actual reason for their success. To further explore this question and validate the above insights, a newly established sustainable fashion brand should implement and measure the success of the finalized tenets. (2) To further pinpoint whether or not the marketing strategies were the reason for their success, the marketing strategies of unsuccessful sustainable fashion brands should be compared to the tenets found in this paper to add additional support. (3) To validate the direct success of these tenets of the likeability of a brand, or likelihood of a consumer to purchase, a final study should be conducted on consumer perceptions of imaginary brands with and without each discovered tenet, in order to test the viability of each individual tenet.

CONCLUSION

The demand is increasing steadily for sustainable products in the fashion industry. Most consumers claim to value sustainability in their purchasing decisions. However, only a limited number of brands have claimed such market share. This research aims to understand what marketing tactics lead to success in the sustainable fashion market. There is currently a minimal amount of academic research on marketing strategies for sustainable brands. Thus, an even smaller niche exists for marketing sustainable fashion. The following tenets were developed from extensive literature review and case studies conducted on successful sustainable fashion brands to uncover their tenets of success when marketing to consumers: These tenets include (1) Educational, (2) Accessible Information, (3) Style, (4) Premium pricing, (5) Collaboration (6) Interactive Communication, (7) Authenticity, and (8) Credibility. After researching the marketing

strategies of five successful sustainable fashion brands, these tenets were found to be incorporated in the strategies for each brand. Therefore, these tenets serve as a guideline for success in marketing for sustainable fashion brands.

WORKS CITED

- Ade-Onibada, A. (n.d.). Reformation Instagram Ad Recreations. BuzzFeed News. Retrieved from
<https://www.buzzfeednews.com/article/adeonibada/reformation-instagram-ads-tiktok-recreations>
- Aflac customer survey (2019). Retrieved from
<https://www.aflac.com/docs/about-aflac/csr-survey-assets/2019-aflac-csr-infographic-and-survey.pdf>
- Aledo-Ruiz, M. D., Martínez-Caro, E., & Santos-Jaén, J. M. (2022). The influence of corporate social responsibility on students' emotional appeal in the HEIs: The mediating effect of reputation and corporate image. *Corporate Social Responsibility and Environmental Management*. Retrieved from <https://onlinelibrary.wiley.com/doi/full/10.1002/csr.2221>
- Alonso, T. (2023). How Patagonia Became The Benchmark In Sustainable Clothing. Cascade. Retrieved from <https://www.cascade.app/studies/patagonia-strategy-study>
- Barnett, D. (2020). What brands can learn from Ganni on Instagram. Fashion Beauty Monitor. Retrieved from
<https://www.fashionmonitor.com/blog/IP/what-brands-can-learn-from-ganni-on-instagram>
- Bew. (2019). A Brief History of the Wonder Women of Chloé. AnotherMag. Retrieved from
<https://www.anothermag.com/fashion-beauty/11548/wonder-women-of-chloe-phoebe-philo-stella-mccartney-natacha-ramsay-levi-aw19>
- Bick, R., Halsey, E., & Ekenga, C.C. (2018). The global environmental injustice of fast fashion. *Environmental Health*, 17(1), 92. <https://doi.org/10.1186/s12940-018-0433-7>

- Bielefeldt, A. (2018). Professional Social Responsibility in Engineering. Retrieved from <https://www.intechopen.com/chapters/59158>
- Binlot. (2023). The story of Chloé founder Gaby Aghion's 'ready to wear' revolution. CNN. Retrieved from <https://www.cnn.com/style/chloe-gaby-aghion-exhibition-jewish-museum/index.html>
- Blanchet, V. (2017). 'We make markets': The role of the Ethical Fashion Show in categorizing the ethical fashion. *Recherche et Applications En Marketing (English Edition)*, 32(2), 26-45. <https://doi-org.ezproxy.tcu.edu/10.1177/2051570716685521>
- Blesch, A. (2015). Marketing in the 21st Century. Retrieved from https://www.researchgate.net/publication/342918696_Marketing_in_the_21st_Century
- Bowen, M. (2017). Investigating frameworks: Can negative eco-labels motivate consumers to purchase? Retrieved from <https://repository.tcu.edu/handle/116099117/19923>
- Brand Hopper. (2023, November 7). Marketing strategies and marketing mix of Athleta. Retrieved from <https://thebrandhopper.com/2023/11/07/marketing-strategies-and-marketing-mix-of-athleta/>
- Bray, J., Johns, N., & Kilburn, D. (2011). An Exploratory Study into the Factors Impeding Ethical Consumption. *Journal of Business Ethics*. Retrieved from https://www.researchgate.net/publication/225163277_An_Exploratory_Study_into_the_Factors_Impeding_Ethical_Consumption
- Brown, C. (2022). Fashion Brand Sustainability Communication: Marketing Strategies. Retrieved from <https://scholarworks.calstate.edu/downloads/2j62sb83v>

- Buck, L. Modern Slavery and the Global Supply Chain: An Analysis of Published Preventative Statements and Frameworks to Protect Businesses and Individuals. Retrieved from Texas Christian University Repository: <https://repository.tcu.edu/handle/116099117/27062>
- Business of Fashion. (2021). The sustainability gap. Retrieved from https://cdn.businessoffashion.com/reports/The_Sustainability_Index_2021.pdf
- Casciani, M. (2016). It's More Than A Business: The Rise Of B Corporations, A More Sustainable Business Model. Retrieved from <https://repository.tcu.edu/handle/116099117/11384>
- Casciani, M. (2016). It's More Than A Business: The Rise Of B Corporations, A More Sustainable Business Model. Retrieved from <https://repository.tcu.edu/handle/116099117/11384>
- Cavusoglu, L., & Dakhli, M. (2017). The Impact of Ethical Concerns on Fashion Consumerism: Case-based Evidence. *Markets, Globalization & Development Review*, 2, 1-31. <https://doi.org/10.23860/MGDR-2017-01-01-04>
- CERNANSKY, R. (2022). Chloé's path to becoming luxury's first fashion B Corp. *Vogue Business*. Retrieved from <https://www.voguebusiness.com/sustainability/chloes-path-to-becoming-luxurys-first->
- Chaffey, M., Jacobitz, V., Levia, A., Olson, L., & Serpico, N. (2023). B Corp case studies by UNL Raikes seniors. Retrieved from <https://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1001&context=raikescases>
- Champlin, S., & Sterbenk, Y. (2018). Agencies as Agents of Change: Considering Social Responsibility in the Advertising Curriculum. *Journal of Advertising Education*, 22(2), 137-143. <https://doi-org.ezproxy.tcu.edu/10.1177/1098048218807138>

- Chan, T., & Wong, C. (2012). The Consumption Side of Sustainable Fashion Supply Chain. *Journal of Fashion Marketing and Management*. Retrieved from https://www.researchgate.net/publication/241723684_The_consumption_side_of_sustainable_fashion_supply_chain
- Chang, A. (2021). Patagonia shows corporate activism is simpler than it looks. *Los Angeles Times*. Retrieved from <https://www.latimes.com/business/story/2021-05-09/patagonia-shows-corporate-activism-is-simpler-than-it-looks>
- Cheng, A. (2022). The success of B Corps: Funding, Profitability, and Public Perception. Retrieved from <https://www.bu.edu/rbfl/2023/05/17/the-success-of-b-corps-funding-profitability-and-public-perception/>
- Cheng, Y., Hung-Baesecke, C.-J. F., & Chen, Y.-R. R. (2021). Social Media Influencer Effects on CSR Communication: The Role of Influencer Leadership in Opinion and Taste. *International Journal of Business Communication*. <https://doi-org.ezproxy.tcu.edu/10.1177/23294884211035112>
- Chloé. (2022). VF Chloé Impact Report 2022. Retrieved from <https://www.chloe.com/cloud/chloewp/uploads/2023/06/VF-Chloe-Impact-Report-2022.pdf>
- Chloé. (2024). Planet. Retrieved from https://www.chloe.com/us/chloe/women/subhome/planet_section
- Chloé. (n.d.). Maison. Retrieved from <https://www.chloe.com/experience/us/maison/>

- Cho, R. (2021). Why Fashion Needs to Be More Sustainable. Columbia Climate School.
<https://news.climate.columbia.edu/2021/06/10/why-fashion-needs-to-be-more-sustainable/>
- Cohen, S. (2022). The Challenge of Sustainable Fashion. Retrieved from
<https://news.climate.columbia.edu/2022/11/28/the-challenge-of-sustainable-fashion/>
- Colville, C. (2022). Emma Chamberlain leads GANNI's new campaign with Levi's. Country & Town House. Retrieved from
<https://www.countryandtownhouse.com/style/fashion/ganni-levis-collaboration/>
- Crane, D. (2016). The puzzle of the ethical fashion consumer: Implications for the future of the fashion system. *International Journal of Fashion Studies*, 3(2), 249-265.
https://doi.org/10.1386/inf.3.2.249_1
- Crump, H, Kent, S (2019) Case Study | How Ganni Turned a Local Label Into a Global Brand. *Business of Fashion*.
<https://www.businessoffashion.com/case-studies/retail/case-study-ganni-local-label-global-brand/v>
- D'Arpizio, C., Levato, F., Capellini, M., Flammini, B., Luthra, P., & Improta, G. (2022). How Brands Can Embrace the Sustainable Fashion Opportunity. Bain and Company.
<https://www.bain.com/insights/how-brands-can-embrace-the-sustainable-fashion-opportunity/>
- Dai, L. (2023). Marketing Strategy of Sustainable Fashion B Corporations: Case Studies in China. Retrieved from
https://www.clausiuspress.com/assets/default/article/2023/08/18/article_1692352280.pdf

- Dalsace, F., & Challagalla, G. (2024). How to Market Sustainable Products. Harvard Business Review. Retrieved from <https://hbr.org/2024/03/how-to-market-sustainable-products>
- Danziger, P. (2019, September 4). How the 'Power of She' will propel Athleta to \$1 billion in sales. Forbes. Retrieved from <https://www.forbes.com/sites/pamdanziger/2019/09/04/how-the-power-of-she-will-propel-athleta-to-1b-in-sales/?sh=21984a79132e>
- Deogracias, E., Tung, T., & Zappia, N. (2021). A Closer Look at CSR Practices in Sustainable Fashion: A Guideline for Apparel Brands. Retrieved from <https://digitalcommons.humboldt.edu/cgi/viewcontent.cgi?article=1008&context=sustainability>
- Drawbridge, J. (2018). Going Off Course: A Case Study on the Marketing Strategy of Patagonia. California Polytechnic State University. Retrieved from <https://digitalcommons.calpoly.edu/cgi/viewcontent.cgi?article=1078&context=rptasp>
- Draznin, H. (2020, January 6). Eileen Fisher built a fashion empire. Her employees now own nearly half of it. CNN. Retrieved from <https://www.cnn.com/2020/01/06/success/eileen-fisher-profit-sharing-fashion-boss-files/index.html>
- ECO AGE. (2021). 2021 Reassessment Against Sustainability Benchmark. Reformation. Retrieved from https://media.thereformation.com/image/upload/v1645223711/pdfs/Reformation_2021%20Benchmark%20Analysis%20Report_JAN22.pdf
- Edelson, S. (2021, July 29). Athleta's new loyalty program is centered on women's wellbeing. Forbes. Retrieved from

<https://www.forbes.com/sites/sharonedelson/2021/07/29/athletas-new-loyalty-program-is-centered-on-womens-wellbeing/?sh=65a08d1e1b40>

Ellen MacArthur Foundation. (2017). A New Textiles Economy: Redesigning Fashion's Future: Summary of Findings. Retrieved from Ellen MacArthur Foundation website:

<https://www.ellenmacarthurfoundation.org/a-new-textiles-economy>

Environmental Protection Agency. (2020). Facts and Figures about Materials, Waste and Recycling, Textiles: Material-Specific Data. Retrieved from

<https://www.epa.gov/factsand-figures-about-materials-waste-and-recycling/textiles-material-specific-data>

European Environment Agency. (2022). Textiles and the environment: The European Environment Agency. Retrieved from

<https://www.eea.europa.eu/publications/textiles-and-the-environment-the#:~:text=In%202020%2C%20textile%20consumption%20in,use%20and%20greenhouse%20gas%20emissions.>

Faludi, J. (2023). CONSCIOUS ECO-CONSUMERS OR MAINSTREAM FASHIONISTAS? THE PERCEPTION OF BARRIERS TO THE ETHICAL CONSUMPTION OF FASHION CONSUMER GROUPS. Retrieved from

https://www.researchgate.net/publication/367450937_CONSCIOUS_ECO-CONSUMER_S_OR_MAINSTREAM_FASHIONISTAS_THE_PERCEPTION_OF_BARRIERS_TO_THE_ETHICAL_CONSUMPTION_OF_FASHION_CONSUMER_GROUPS

Farra, E. (2021). Chloé Is the First Luxury Fashion House to Earn a B Corp Certification. Vogue.

Retrieved from <https://www.vogue.com/article/chloe-b-corp-certification-sustainability>

- Fuxman, L., Mohr, I., Mahmoud, A., & Grigoriou, N. (2022). The new 3Ps of sustainability marketing: The case of fashion. *Sustainable Production and Consumption*, 31, 384-396.
<https://doi.org/10.1016/j.spc.2022.02.007>
- Ganni. (2024). Responsibility. Retrieved from <https://www.ganni.com/us/responsibility.html>
- Glossy. (n.d.). Ganni's co-founder on new investments and why 2023 is a gap year for fashion. [Webpage]. Retrieved from
<https://www.glossy.co/fashion/gannis-co-founder-on-new-investments-and-why-2023-is-a-gap-year-for-fashion/>
- Gordon J. Grüntges, V., Smith, V., & Staack, Y. (2016). New Insights for New Growth: What It Takes to Understand Your Customers Today. Retrieved from
<https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/new-insights-for-new-growth-what-it-takes-to-understand-your-customers-today>
- Granskog, A., Lee, L., Magnus, K., & Sawyers, C. (2020). Survey: Consumer sentiment on sustainability in fashion. McKinsey. Retrieved from
<https://www.mckinsey.com/industries/retail/our-insights/survey-consumer-sentiment-on-sustainability-in-fashion>
- Greenpeace. (2018). Toxic Threads, Green Pace. Retrieved from
https://www.greenpeace.org/static/planet4-denmark-stateless/2018/10/de1f42ec-de1f42ec-121120_toxic_threads_the_big_fashion_stitch-up.pdf
- Guedes, B., Bardey, A., & Schat, A. (2020). Improving sustainable fashion marketing and advertising: A reflection on framing message and target audience. *Sage Journals*.
<https://doi.org/10.1177/1470785318801152>

- Hamlin, R., & McNeill, L. (2023). Marketing Tactics for Sustainable Fashion and the Circular Economy: The Impact of Ethical Labels on Fast Fashion Choice. Retrieved from https://www.researchgate.net/publication/372050847_Marketing_Tactics_for_Sustainable_Fashion_and_the_Circular_Economy_The_Impact_of_Ethical_Labels_on_Fast_Fashion_Choice
- Hashmi, Z. G. (2017). Redefining the Essence of Sustainable Luxury Management: The Slow Value Creation Model. In Redefining the Essence of Sustainable Luxury Management (pp. 1-16). https://www.researchgate.net/publication/314014154_Redefining_the_Essence_of_Sustainable_Luxury_Management_The_Slow_Value_Creation_Model
- Hazel, D., & Kang, J. (2018). The Contributions of Perceived CSR Information Substantiality Toward Consumers' Cognitive, Affective, and Conative Responses: The Hierarchy of Effects Model Approach. *Clothing and Textiles Research Journal*, 36(2), 62-77. <https://doi-org.ezproxy.tcu.edu/10.1177/0887302X17750747>
- He, M. (2022). Bibliometric Review on Corporate Social Responsibility of the Food Industry. Retrieved from <https://www.hindawi.com/journals/jfq/2022/7858396/>
- Ho, K. (2022). Corporate Social Responsibility: What Are Foodservice Companies Reporting? Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9367986/>
- Ikram, M. (2022). Transition toward green economy: Technological Innovation's role in the fashion industry. *Current Opinion in Green and Sustainable Chemistry*, 37. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S2452223622000694>
- IndustriALL. (2023). 6 workers killed in Casablanca factory collapse. Retrieved from <https://www.industrialall-union.org/6-workers-killed-in-casablanca-factory-collapse>

- International Labour Organization. (2021). Child labour rises to 160 million – first increase in two decades. Retrieved from https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_800090/lang--en/index.htm
- International Labour Organization. (2022). List of Goods Produced by Child Labor or Forced Labor. Retrieved from https://www.dol.gov/agencies/ilab/reports/child-labor/list-of-goods-print?items_per_page=10&combine=india
- James, M. (2022). Child Labor in Your Closet: Efficacy of Disclosure Legislation and a New Way Forward to Fight Child Labor in Fast Fashion Supply Chains. *Journal of Gender, Race & Justice*. Retrieved from <https://jgrj.law.uiowa.edu/online-edition/volume-25-issue/child-labor-in-your-closet-efficacy-of-disclosure-legislation-and-a-new-way-forward-to-fight-child-labor-in-fast-fashion-supply-chains>
- Kalfus, L. (2019). The Business Case for the B Corporation Certification: An Empirical Study on the Relationship Between Social and Financial Performance. Retrieved from <https://lsa.umich.edu/content/dam/orgstudies-assets/orgstudiesdocuments/oshonors/oshonorthesis/Kalfus%20Submitted%20Thesis.pdf>
- Kapferer, J.-N., & Michaut, A. (2014). Is luxury compatible with sustainability? Luxury consumers' viewpoint. *The Journal of Brand Management*, 21(3), 236-241. <https://doi.org/10.1057/bm.2013.19>

- Khan, S. (2022). Premium Brands Responsibility is the New Exclusivity. Retrieved from https://www.linkedin.com/pulse/premium-brands-responsibility-new-exclusivity-shaziya-khan/?trk=pulse-article_more-articles_related-content-card
- Khan, S. (2022). Premium Brands Responsibility is the New Exclusivity. Retrieved from https://www.linkedin.com/pulse/premium-brands-responsibility-new-exclusivity-shaziya-khan/?trk=pulse-article_more-articles_related-content-card
- Kim, J., & Kim, M. (2022). Rise of Social Media Influencers as a New Marketing Channel: Focusing on the Roles of Psychological Well-Being and Perceived Social Responsibility among Consumers. *International Journal of Environmental Research and Public Health*. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8872418/>
- Kim, S. (2016). Sustainability of Sustainable Fashion Products and Impact of Brand Names and Cause-Related Marketing on Purchase Intention. *AATCC Journal of Research*, 3(4), 24-35. <https://doi.org/10.14504/ajr.3.4.3>
- Kim, S. (2016). Sustainability of Sustainable Fashion Products and Impact of Brand Names and Cause-Related Marketing on Purchase Intention. *AATCC Journal of Research*, 3(4), 24-35. <https://doi.org/10.14504/ajr.3.4.3>
- Kim, Y. K., & Sullivan, P. (2019). Emotional branding speaks to consumers' heart: the case of fashion brands. *Fashion and Textiles*, 6(2). <https://doi.org/10.1186/s40691-018-0164-y>
- Kong, D. (2011). Does corporate social responsibility matter in the food industry? Evidence from a nature experiment in China. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S0306919212000309#:~:text=Food%20safety%20is%20a%20key,wide%20range%20of%20potential%20benefits.>

- Kuruppu, R.U. (2018). Consumer Perceptions on Sustainable Fashion and Strategy for Competitiveness. *Journal of Fashion Technology and Textile Engineering*, 6(2).
<https://doi.org/10.4172/2329-9568.1000172>
- Le, N. (2020). The impact of fast fashion on the environment. Retrieved from Princeton University:
<https://psci.princeton.edu/tips/2020/7/20/the-impact-of-fast-fashion-on-the-environment>
- Lehmann, M., Arici, G., Boger, S., Martinez-Pardo, C., Krueger, F., Schneider, M., Carrière-Pradal, B., & Schou, D. (2019). Boston Consulting Group Pulse of the Fashion Industry 2019. Retrieved from
<https://media-publications.bcg.com/france/Pulse-of-the-Fashion-Industry2019.pdf>
- Lehmann, M., Arici, G., Boger, S., Martinez-Pardo, C., Krueger, F., Schneider, M., Carrière-Pradal, B., & Schou, D. (2019). Boston Consulting Group Pulse of the Fashion Industry 2019. Retrieved from
<https://media-publications.bcg.com/france/Pulse-of-the-Fashion-Industry2019.pdf>
- Levy, M. (2021). How to make fashion sustainable. American Chemical Society. Retrieved from
<https://sustainable-fashion.pdf>
- Lilja, N. (2019). Efficient Social Media Marketing for Sustainable Fashion Companies. Retrieved from <https://www.diva-portal.org/smash/get/diva2:1368005/FULLTEXT01.pdf>
- Lombard, C. (2023). Sustainable Fashion Marketing and Consumer Behavior: A Theoretical Approach. Retrieved from
https://www.researchgate.net/publication/373163366_Sustainable_Fashion_Marketing_and_Consumer_Behavior_A_Theoretical_Approach

- Lusty, N. (2021). Fashion futures and critical fashion studies. *Continuum: Journal of Media & Cultural Studies*, 35(6), 813-823. <https://doi.org/10.1080/10304312.2021.1993568>
- Maiti, R. (2023). Fast fashion's detrimental effect on the environment. Retrieved from Earth.Org: <https://earth.org/fast-fashions-detrimental-effect-on-the-environment/>
- Mandarić, D., Hunjet, A., & Vuković, D. (2022). The Impact of Fashion Brand Sustainability on Consumer Purchasing Decisions. *Journal of Risk and Financial Management*, 15(4), 176. <https://doi.org/10.3390/jrfm15040176>
- Marquis, C. (2022, November 22). Can High-End Fashion And Sustainability Co-Exist? Chloé Has Designs On Style With Purpose. *Forbes*. Retrieved from <https://www.forbes.com/sites/christophermarquis/2022/11/22/can-high-end-fashion-and-sustainability-co-exist-chlo-has-designs-on-style-with-purpose/?sh=11afbf155553>
- McCoster, J. (2023). The Impact of Fast Fashion on Garment Workers. *Good On You*. Retrieved from <https://goodonyou.eco/impact-fast-fashion-garment-workers/>
- McCoy, K. (2022). 'Building a direct relationship with the customer': How Athleta is leveraging its online community to build brand awareness. *Digiday*. Retrieved from <https://digiday.com/marketing/building-a-direct-relationship-with-the-customer-how-athleta-is-leveraging-its-online-community-to-build-brand-awareness/>
- McKinnon, T. (2023). Forever 21: 4 Reasons it Failed & Filed for Bankruptcy. Retrieved from [https://www.indigo9digital.com/blog/forever21failureandbankruptcy#:~:text=A%20collection%20of%20missteps%20ultimately,Nine%20West\)%20and%20real%20estate](https://www.indigo9digital.com/blog/forever21failureandbankruptcy#:~:text=A%20collection%20of%20missteps%20ultimately,Nine%20West)%20and%20real%20estate)
- McKinsey & Company. (n.d.). Patagonia Shows How Turning a Profit Doesn't Have to Cost the Earth. Retrieved from

<https://www.mckinsey.com/industries/agriculture/our-insights/patagonia-shows-how-turning-a-profit-doesnt-have-to-cost-the-earth>

Milnes, H. (2020). Eileen Fisher wants to reach younger consumers through recycled fashion.

Digiday. Retrieved from

<https://digiday.com/marketing/eileen-fisher-wants-reach-younger-consumers-recycled-fashion/>

Mirovalev, A. (2013). In Uzbekistan, the Practice of Forced Labor Lives On During the Cotton

Harvest. The New York Times. Retrieved from

https://www.nytimes.com/2013/12/18/world/asia/forced-labor-lives-on-in-uzbekistans-cotton-fields.html?_r=0

Mohr, I., Fuxman, L., & Mahmoud, A. (2021). A Triple-Trickle Theory for Sustainable Fashion

Adoption: The Rise of a Luxury Trend. Journal of Fashion Marketing and Management.

<https://doi.org/10.1108/JFMM-03-2021-0060>

Moorhouse, D., & Moorhouse, D. (2018). Designing a sustainable brand strategy for the fashion

industry. Clothing Cultures. Retrieved from

https://www.researchgate.net/publication/326946435_Designing_a_sustainable_brand_strategy_for_the_fashion_industry

Moulds, J. (2022). Child labour in the fashion supply chain: Where, why and what can be done.

The Guardian. Retrieved from <https://labs.theguardian.com/unicef-child-labour/>

Nair, C. (2016). The Developed World Is Missing the Point About Modern Slavery. Time.

Retrieved from

<https://time.com/4374377/slavery-developed-developing-world-index-slave-labor/>

Nguyen, N. (2023). Fast Fashion & Greenwashing: The Worst Combination for Sustainability.

Retrieved from

https://www.researchgate.net/publication/373632703_Fast_Fashion_Greenwashing_The_Worst_Combination_for_Sustainability

Nguyen, N. (2023). Fast Fashion & Greenwashing: The Worst Combination for Sustainability.

Retrieved from

https://www.researchgate.net/publication/373632703_Fast_Fashion_Greenwashing_The_Worst_Combination_for_Sustainability

Niinimäki, K. (2010). Eco-Clothing, Consumer Identity and Ideology. *Sustainable Development*, 18, 150-162. <https://doi.org/10.1002/sd.455>

Niinimäki, K. (2020). The environmental price of fast fashion. *Nature*.

<https://doi.org/10.1038/s43017-020-0039-9>

Nill, A. (2022). Socially Responsible Marketing: A Moving Target in Need of a Normative-Ethical Doctrine. *Journal of Macromarketing*, 42(4), 583-589.

NYU Stern. (2022). Retrieved from

<https://www.stern.nyu.edu/experience-stern/about/departments-centers-initiatives/centers-of-research/center-sustainable-business/research/csb-sustainable-market-share-index>

Ogunmokun, O., & Timur, S. (2020). Effects of the Awareness of University's CSR on Students' Word-of-Mouth Intentions. Retrieved from

https://www.researchgate.net/publication/339951633_Effects_of_the_Awareness_of_University's_CSR_on_Students'_Word-of-Mouth_Intentions

Oliver, P. (2014). Going Green: Is It Really Financially Worth It? Retrieved from

<https://repository.tcu.edu/handle/116099117/7321>

- Overfelt, M. (2020). As The North Face battles Patagonia in outdoors market, it bets tackling climate change will pay off. CNBC. Retrieved from <https://www.cnn.com/2020/08/14/as-north-face-battles-patagonia-it-bets-climate-change-will-pay-off.html>
- Paelman, V., Van Cauwenberge, P., & Vander Bauwhede, H. (2020). Effect of B Corp Certification on Short-Term Growth: European Evidence. *Sustainability*, 12(20), 8459. <https://doi.org/10.3390/su12208459>
- Palco. (2021). Case study GANNI. Retrieved from <https://palcocollective.com/case-study-ganni/>
- Parkinson, S. Retrieved from https://www.sgr.org.uk/sites/default/files/SGR_article_UNESCO_engr_book.pdf
- Patagonia
- Patagonia. (n.d.). Trust the Scientists. Retrieved from <https://www.patagonia.com/stories/trust-the-scientists/story-94032.html>
- Payne, K. (2022). The slow burn of fast fashion: Unsustainable practices within the industry's supply chain. Retrieved from ResearchGate: https://www.researchgate.net/publication/368461160_The_slow_burn_of_fast_fashion_Unsustainable_practices_within_the_industry's_supply_chain
- Pereira, L., Carvalho, R., Dias, A., Costa, R., António, N., & Rada, E. (2021). How Does Sustainability Affect Consumer Choices in the Fashion Industry? Retrieved from https://www.researchgate.net/publication/350966398_How_Does_Sustainability_Affect_Consumer_Choices_in_the_Fashion_Industry
- Pithers, E (2021) Why Chloé's Instagram Feed Is The Most Provocative In Fashion. *Vogue*. <https://www.vogue.co.uk/fashion/article/chloe-instagram>

PMG. (n.d.). Athleta: Power of purpose. Retrieved from

<https://www.pmg.com/work/athleta-power-of-purpose>

Pucker, K. (2022). The Myth of Sustainable Fashion. Retrieved from

<https://hbr.org/2022/01/the-myth-of-sustainable-fashion>

Płonka, M. (2020). Implementing CSR in Fashion. Retrieved from

https://www.researchgate.net/publication/338803910_Implementing_CSR_in_Fashion

Rakuten Advertising. (n.d.). Eileen Fisher campaign. Retrieved from

<https://rakutenadvertising.com/resources/case-study-eileen-fisher/>

Rana, P., Platts, J., & Gregory, M. (2008). Exploration of corporate social responsibility (CSR) in multinational companies within the food industry. Retrieved from

https://www.researchgate.net/publication/237457674_Exploration_of_corporate_social_responsibility_CSR_in_multinational_companies_within_the_food_industry

Rathore, B. (2019). Chic Strategies: Revolutionizing the Industry through Innovative Fashion Marketing. *International Journal of New Media Studies*.

Rathore, B. (2019). Exploring the Impact of Digital Transformation on Marketing Management Strategies. *Eduzone: International Peer Reviewed/Refereed Academic Multidisciplinary Journal*.

Rauturier, S. (2022). Everything You Need to Know About Waste in the Fashion Industry. *Good On You*. <https://goodonyou.eco/waste-luxury-fashion/>

Ray, S., & Nayak, L. (2023). Marketing Sustainable Fashion: Trends and Future Directions. *Sustainability*, 15, 6202. <https://doi.org/10.3390/su15076202>

Ray, S., & Nayak, L. (2023). Marketing Sustainable Fashion: Trends and Future Directions. *Sustainability*, 15, 6202. <https://doi.org/10.3390/su15076202>

Read, B. (2019). In the Future, We'll All Be Wearing Eileen Fisher. Vogue.

Remy, N., Speelman, E., & Swartz, S. (2016). Style that's sustainable: A new fast-fashion

formula. McKinsey. Retrieved from

<https://www.mckinsey.com/capabilities/sustainability/our-insights/style-thats-sustainable-a-new-fast-fashion-formula>

Richemont, (2022). Sustainability Report.

<https://www.richemont.com/media/bbfh4c3e/richemont-sustainability-report-2022-1.pdf>

Rifkin, S., & Raman, R. (2021). The Business Case for Sustainable Apparel at EILEEN

FISHER. NYU Stern. Retrieved from

<https://www.stern.nyu.edu/sites/default/files/assets/documents/EILEEN%20FISHER%20Case.pdf>

Rifkin, S., Raman, R., & Danielson, K. (2021). The Business Case for Circularity at

Reformation. Stern, NYU. Retrieved from

<https://www.stern.nyu.edu/sites/default/files/assets/documents/Reformation%20Case%206%3A8%3A21.docx.pdf>

Rockeman, O. (2023, May 9). Reformation Eyes Going Public in Testing the Limits of

Eco-Friendly Fashion. Bloomberg. Retrieved from

<https://www.bloomberg.com/news/features/2023-05-09/sustainable-fashion-brand-reformation-eyes-ipo-as-sales-top-300-million>

Ross, E. (2021). Fast fashion getting faster: A look at the unethical labor practices sustaining a growing industry. Retrieved from George Washington University Student Briefs:

<https://studentbriefs.law.gwu.edu/ilpb/2021/10/28/fast-fashion-getting-faster-a-look-at-the-unethical-labor-practices-sustaining-a-growing-industry>

Saajan, A. (2023). Fashion Marketing 101: Strategies & Technologies for Success in 2023.

LinkedIn. Retrieved from

<https://www.linkedin.com/pulse/fashion-marketing-101-strategies-technologies-success-saajan-ahmed/>

Salti, R. (2017). Ethical Fashion Branding: Multiple Case Studies of Mission Statements and

Fashion Films. Retrieved from

<https://www.diva-portal.org/smash/get/diva2:1173216/FULLTEXT01.pdf>

Schulz, M. (2023). Modern slavery is on the rise. Fashion's role remains steady. Vogue.

Retrieved from

<https://www.voguebusiness.com/sustainability/modern-slavery-is-on-the-rise-fashion-rol-e-remains-steady?>

Segel, L., & Hatami, H. (2023). Mind the Gap CURATED READS FOR GEN Z—AND THEIR

Z-CURIOUS COLLEAGUES. McKinsey. Retrieved from

https://www.mckinsey.com/~/_media/mckinsey/email/genz/2023/06/2023-06-06b.html

Socha, M. (2020). EXCLUSIVE: Chloé Quietly Shifts to Purpose-Driven Business Model.

WWD. Retrieved from

<https://wwd.com/feature/chloe-purpose-sustainability-women-1234652507/>

Stanley, V. (2021). How Patagonia Learned to Act on Its Values. Buy The Way. Retrieved from

<http://buytheway.ascjclass.org/how-reformation-marketed-itself-as-the-sustainable-clothing-brand-and-the-concerns-of-greenwashing/>

Stanley, V. (2023). What Can Other Companies Learn from Patagonia's Model? Harvard

Business Review. Retrieved from

<https://d3.harvard.edu/platform-rectom/submission/reforming-retail-reformations-fashion-forward-approach-to-sustainability/>

Steigrad, A (2014). Eileen Fisher's Truth in Advertising. WWD.

<https://wwd.com/feature/eileen-fishers-truth-in-advertising-8035570-980130/>

Steiner, C. (2014). A Fight for the Mountaintop: Yvon Chouinard's Disciple Challenges

Patagonia. Forbes. Retrieved from

<https://www.forbes.com/sites/christophersteiner/2014/09/10/a-fight-for-the-mountaintop-yvon-chouinards-disciple-challenges-patagonia/?sh=6a96f10b7e3c>

Suaverdez, J. (2023). FASHION ALERT! GUILT-FREE PRE-LOVED GOODS SHOPPING

Research Paper. SSRN Electronic Journal, 10.2139/ssrn.4402546.

https://www.researchgate.net/publication/369559033_FASHION_ALERT_GUILT-FREE_PRE-LOVED_GOODS_SHOPPING_Research_Paper

Sutton, S. (2023). Ganni's cute clothes continue to pop up on every major celebrity — Here's why. InStyle. Retrieved from

<https://www.instyle.com/history-of-ganni-fashion-brand-7104947>

Swink, S. (2018). Sustainability issues and approaches in fashion supply chains. Retrieved from

Texas Christian University Repository:

<https://repository.tcu.edu/handle/116099117/22447>

Tamas, R. (2021). The Significance of Brand Building in the Apparel Industry. Journal of

Fashion Technology & Textile Engineering, 9(6), e102.

https://www.scitechnol.com/peer-review/the-significance-of-brand-building-in-the-apparel-industry-hcZQ.php?article_id=15945

- Tolentino, J. (2019). Virtue and Vanity at Reformation. *The New Yorker*. Retrieved from <https://www.newyorker.com/culture/on-and-off-the-avenue/virtue-and-vanity-at-reformation>
- United Nations Environment Programme. (2019). Fashion's tiny hidden secret. Retrieved from <https://www.unep.org/news-and-stories/story/fashions-tiny-hidden-secret>
- United Nations Environment Programme. (2022). The environmental costs of fast fashion. Retrieved from <https://www.unep.org/news-and-stories/story/environmental-costs-fast-fashion>
- Vander Linde, A. (2013). Luxury fashion brand innovators and imitators on social media. Retrieved from <https://repository.tcu.edu/handle/116099117/7194>
- Waldow, J. (2023). Athleta's revamped 2024 strategy includes fitness classes & product drops. *Modern Retail*. Retrieved from <https://www.modernretail.co/marketing/athletas-revamped-2024-strategy-includes-fitness-classes-product-drops/>
- Wanduragala, S. (2024). How Fast Should Fashion Really Be? An Investigation into Whether It Is Possible for 'Fast Fashion' to Adapt to Meet Social Sustainability Goals. *Journal of Sustainable Development*. Retrieved from ResearchGate: https://www.researchgate.net/publication/377294923_How_Fast_Should_Fashion_Really_Be_An_Investigation_into_Whether_It_Is_Possible_for_'Fast_Fashion'_to_Adapt_to_Meet_Social_Sustainability_Goals
- Waste No More. (2018). About. Retrieved from <https://www.wastenomore.com/about>
- Whelan, T., & Kronthal-Sacco, R. (2023). Research: How to Effectively Market Green Products. *Harvard Business Review*. Retrieved from

<https://hbr.org/2023/07/research-how-to-effectively-market-green-products?registration=success>

White, K., MacDonnell, R., & Ellard, J. H. (2012). Belief in a Just World: Consumer Intentions and Behaviors toward Ethical Products. *Journal of Marketing*, 76(1), 103-118.

<https://doi.org/10.1509/jm.09.0581>

World Economic Forum. (2019). Fashion has a huge waste problem. Here's how it can change.

Retrieved from

<https://www.weforum.org/agenda/2019/02/how-the-circular-economy-is-redesigning-fashions-future/>

Yale Insights. (n.d.). How Patagonia Learned to Act on Its Values. Retrieved from

<https://insights.som.yale.edu/insights/how-patagonia-learned-to-act-on-its-values>

Yale Insights. (n.d.). What Can Other Companies Learn from Patagonia's Model? Retrieved from

<https://insights.som.yale.edu/insights/what-can-other-companies-learn-from-patagonias-model>

Zhang, N. (2022). How does CSR of food company affect customer loyalty in the context of COVID-19: a moderated mediation model. Retrieved from

<https://jcsr.springeropen.com/articles/10.1186/s40991-021-00068-4>

Zhao, L., Lee, S., Li, M., & Sun, P. (2022). The Use of Social Media to Promote Sustainable Fashion and Benefit Communications: A Data-Mining Approach. *Sustainability*, 14,

1178. <https://doi.org/10.3390/su14031178>

Zwieglinska, Z. (2020). Eileen Fisher launches Hey Fashion! platform to provide a circularity action plan for brands. *Glossy*. Retrieved from

<https://www.glossy.co/fashion/eileen-fisher-launches-hey-fashion-platform-to-provide-a-circularity-action-plan-for-brands/>