

THE NICE CONSUMER

RESEARCH SUMMARY AND DISCUSSION PAPER
TOWARD A FRAMEWORK FOR SUSTAINABLE
FASHION CONSUMPTION IN THE EU

ARE YOU A
FASHION GRADE
CONSUMER?
RECYCLED



Final Version: February 23, 2012

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Danish Fashion Institute is a network organisation created by and for the Danish fashion industry to promote Danish fashion. Our purpose is to develop an extensive global network to support, market and drive Danish fashion forward. Since 2007 sustainability has been a strategic focus area to position Danish fashion globally. Launched in 2008, NICE (Nordic Initiative Clean and Ethical) is a joint commitment from the Nordic fashion industry to take a lead on social and environmental issues through knowledge sharing and development. Visit www.danishfashioninstitute.dk and www.nicefashion.org for more information.

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A leader in corporate responsibility since 1992, BSR works with its global network of more than 250 member companies to develop sustainable business strategies and solutions through consulting, research, and cross-sector collaboration. With offices in Asia, Europe, and North America, BSR uses its expertise in the environment, human rights, economic development, and governance and accountability to guide global companies toward creating a just and sustainable world. Visit www.bsr.org for more information.

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- improving how they care for garments, and
- making decisions about post-consumption such as responsible recycling.

The NICE Consumer, which is a collaborative project run by the Danish Fashion Institute and BSR, will put forward a vision and framework for sustainable fashion consumption, based on research and dialogue among stakeholders of the fashion industry.

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Why participate: learn how the private sector, government and civil society are seeking to educate and influence consumers
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When: **April 3, 4–6pm CET**

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Where: Stockholm

2 – Consumer perspectives on a Sustainable Fashion Industry

When: **March 27, 2–6pm CET**

Where: London

Who should participate: fashion brands, government officials and staff, NGOs, consumer behavior experts and other civil society representatives

1 – Vetting Recommendations to Governments

When: **April 18, 1–5pm**

Where: Copenhagen

Who should participate: fashion brands, government officials and staff, academia, NGOs

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And please don't miss the series of high profile NICE CONSUMER events in May:

May 2, 13.00–17.30

- Executives, opinion makers, government representatives, and experts will gather for a NICE CONSUMER interactive workshop to discuss the framework and to generate commitments to put the framework into action. For registration please contact jonas@danishfashioninstitute.dk

May 3, 10.00–18.00

- The framework will be presented to the Copenhagen Fashion Summit attendees to inform and inspire them. For more information and registration please go to www.copenhagenfashionsummit.com

May/June, 2012

- The recommendations to government to put the framework in action will be delivered to the Danish EU Presidency via a Danish and an EU government representative.

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Table of Contents

1. Executive Summary	5
2. Introduction and Research Methodology	8
2.1 About the NICE Consumer Project.....	8
2.2 Why frame the problem as sustainable consumption and production? .	8
2.3 Research objectives.....	9
2.4 Research process.....	9
3. Envisioning Sustainable Fashion Consumption	10
3.1 A day in the life of the NICE Consumer	10
3.2 Defining the terms.....	10
3.3 Putting sustainable fashion consumption in context	11
4. Barriers to Sustainable Fashion Consumption	13
4.1 Barriers related to purchasing sustainable fashion goods	13
4.2 Barriers related to caring for fashion goods.....	15
4.3 Barriers related to responsible recycling of fashion goods	17
5. Potential Solutions to Overcome Barriers.....	19
5.1 Analysis of Sustainable Consumption Campaigns	19
5.2 The role of product transparency	23
5.3 State of the art report on initiatives to promote sustainable fashion	25
6. Roles for Achieving Sustainable Fashion Consumption	29
6.1 Roles within the Fashion Industry.....	29
6.2 Civil Society's Role	32
6.3 Government's Role.....	33
7. What's Next for the NICE Consumer Project?	38
8. Appendix: Campaign Case Studies	41
8.1 Government Campaigns	41
8.2 Business/Association Campaigns.....	44
8.3 NGO Campaigns.....	48
9. Bibliography	53

1. Executive Summary

The NICE Consumer Project

This report serves as a starting point for the Danish Fashion Institute's and BSR's NICE* Consumer project, which will create a framework for sustainable fashion consumption. It is intended to be used as a basis for discussions among the Advisory Group to the NICE Consumer project, as well as for key industry and civil society stakeholders who will be consulted between February and May 2012.

The ultimate aim of the NICE Consumer project is to inspire changes that could lead consumer behavior toward more sustainable fashion consumption, covering the purchase, use, care for and disposal of fashion goods and accessories.

Of course, fashion consumption takes place within a larger system of consumption and production involving consumers, business (the fashion industry), civil society, and government. In this report we suggest roles that each can play in creating a more sustainable fashion consumption and production system. We assume government has a critical role to play in setting the stage for sustainable fashion, so we plan on providing recommendations to the EU Presidency to help spur coherent and effective policies in support of sustainable fashion consumption.

Working Hypothesis

Consumers face multiple barriers in adopting attitudes and behaviors on the path to sustainable fashion consumption, including the externalization of social and environmental impacts. By consulting with industry stakeholders and providing recommendations to multiple stakeholders, including the EU government, the NICE Consumer project intends to:

- Inspire the implementation of SCP policies and practices within the fashion industry
- Encourage and support the production and marketing of more sustainable fashion products and services
- Support the creation of awareness-raising and behavior change campaigns that encourage and support the purchase, wear and care, and recycling of sustainable fashion products
- Overcome initial barriers to SCP of fashion and set the stage for continued sustainable behavior

Scope

This report is a first step and builds on prior research in the field. It is not a comprehensive solution on its own. The authors endeavor to introduce four topic areas:

1. Desired attitudes and behaviors of the "NICE Consumer"
2. Barriers to change
3. Potential solutions to overcome these barriers
4. Roles of stakeholder to implement these solutions



Note: There are many unanswered and important questions raised in this report. We have highlighted some of these using the symbol at left to indicate questions which are not within the scope of this report and/or which are important priorities for further discussion and research.

* The Nordic Initiative Clean and Ethical (NICE) is a Nordic project with the main purpose to raise awareness and guide practices within sustainable business methods in the Nordic fashion industry.

Table 1: “Prototype Framework” for Sustainable Fashion Consumption

Desired Consumer Action	Barriers to Action	Potential Solution	Roles to Implement
NICE Consumer is aware of and cares about sustainable fashion	Lack of information about sustainable products	Awareness-raising and behavior change campaigns; including gamification of sustainable fashion and celebrities and spokespeople	Partnership among government, industry, and civil society
NICE Consumer has the choice of sustainable options and NICE Consumer purchases sustainable fashion	<ol style="list-style-type: none"> 1. Lack of information about impacts 2. Difficulty finding sustainable products 3. Price barriers 4. Style barriers 	<ol style="list-style-type: none"> 1. Incorporating sustainability into design and triggering trend-setting 2. Incentives to support sustainable sourcing of materials and the manufacture of sustainable fashion goods 3. Greater transparency, including credible and consistent labeling schemes 4. Online and in store communications to consumers 	Industry leading on sustainable design, sourcing and production, and marketing Government providing incentives and clear guidelines Civil society highlighting good and bad choices for consumers
NICE Consumer wears, cares for and repairs garments in a low-impact way	<ol style="list-style-type: none"> 1. Barriers to repairing products 2. Lack of access to non-toxic alternatives to dry-cleaning 3. Perceptions about effectiveness of cold water wash and low impact detergents 4. Lack of adherence to care instructions 	<ol style="list-style-type: none"> 1. Awareness-raising and behavior change campaigns 2. Technology development for alternatives to dry cleaning 3. Improved care labels and education 	Partnerships among government, industry and civil society
NICE Consumer recycles garments	<ol style="list-style-type: none"> 1. Lack of convenient and reputable drop off locations for unwanted goods 2. Immature upcycling* systems 	<ol style="list-style-type: none"> 1. Development of take back systems 2. Standards for upcycling 3. Incentives for recycling and upcycling 	Government provides standards and incentives for recycling and upcycling Industry and civil society to partner on developing recycling and upcycling systems

* upcycling is the incorporation of waste or useless products into products of higher value

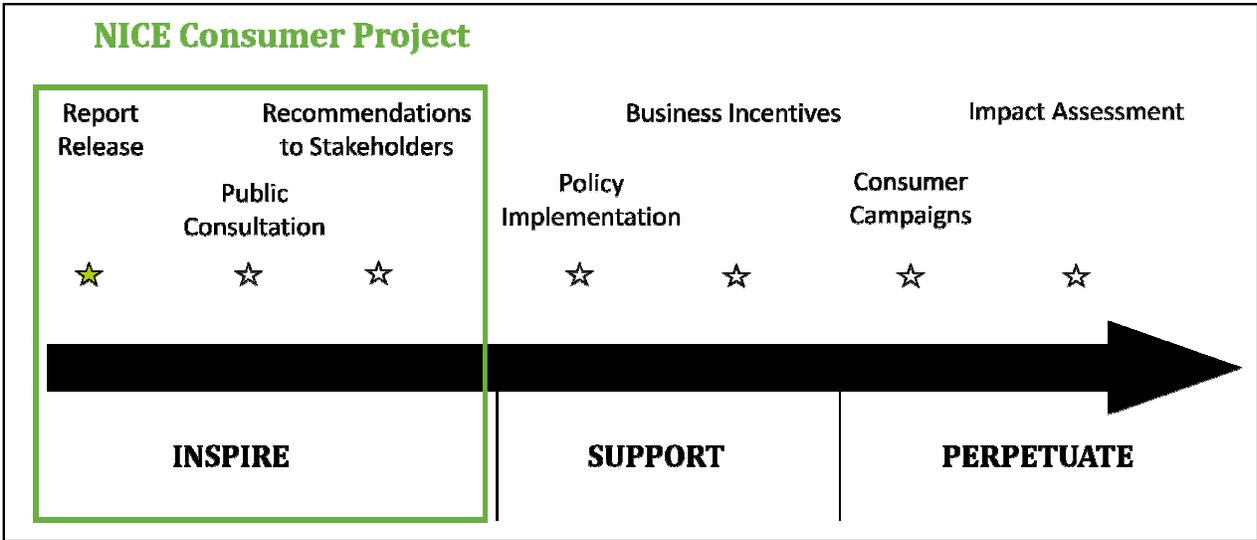
The Roadmap towards Sustainable Fashion Consumption

The NICE Consumer project anticipates three phases to achieve sustainable fashion consumption:

- 1. Inspire consumer behavior change
- 2. Support consumer behavior change
- 3. Perpetuate consumer behavior change

The NICE Consumer project occurs during Phase 1 of this roadmap.

Figure 1: NICE Consumer Project in Context



If you are reading this report, you have an interest in sustainable fashion. BSR and the Danish Fashion Institute invite you to send your feedback by contacting the NICE Consumer at: niceconsumer@bsr.org or visiting our website at: <http://www.nicefashion.org/en/>.

2. Introduction and Research Methodology

2.1 About the NICE Consumer Project

Consumers can play a pivotal role in transitioning the fashion industry towards more sustainable business models that significantly reduce the social and environmental impacts of the industry. These key roles include:

- demanding more sustainable options
- making choices about what to buy and whom to buy from
- improving how they care for garments, and
- making decisions about post-consumption such as responsible recycling

However, consumers are limited in their influence by several factors. Their awareness of clothing and other fashion products' impacts on society and the environment is limited. They lack transparency and access to balanced information about fashion products and their supply chains, which prevents consumers from making informed decisions. Finally, there is a scarcity of more sustainable options. Unless consumers exercise a stronger demand for sustainable products and consumption, the fashion industry's transition to a more sustainable business model will be very challenging.

As a result, the Danish Fashion Institute and BSR are collaborating on [The NICE Consumer](#) project, which will create a crowd-sourced vision and framework for sustainable fashion consumption, based on research and dialogue among stakeholders of the fashion industry. By consulting with industry stakeholders and providing recommendations to the EU government, the NICE Consumer intends to inspire the implementation of policies which will encourage and support the production and marketing of more sustainable fashion alternatives, and behavior change campaigns which will encourage and support the purchase of these alternatives, overcoming consumers' initial barriers.

2.2 Why frame the problem as sustainable consumption and production?

As the Center for Sustainable Consumption and Production (CSCP) stresses, "Changing consumption patterns towards environmental and social sustainability is one of the most pressing challenges of our time."¹ The NICE Consumer framework is being developed at a time when we already see encouraging signs of changes towards more sustainable consumption patterns in certain industries, such as food, housing and transportation, and an increase in interest across the apparel, footwear, accessories, and other fashion-related sectors.

In fact, as a result of multilateral policy initiatives such as the [Marrakech Process](#), a global effort to elaborate a 10-Year Framework of Programs on SCP, a number of innovative campaigns and initiatives have been launched and hold the promise of impacting consumer lifestyles and creating a change in consumption behavior. However, we believe there is a significant barrier in moving from thoughts to actions and that concrete efforts in the fashion industry are only in the beginning stages.

¹ Thomas Petruschke, "Review on Consumer Oriented Environmental Projects and Initiatives", 5.

2.3 Research objectives

This paper has been written to analyze these various campaigns and initiatives and to apply lessons learned to the barriers experienced in the fashion industry. Given this landscape, our analysis intends to answer the following research questions:

1. What is sustainable fashion consumption? What does it look like?
2. What barriers exist for sustainable fashion consumption?
3. What sustainable consumption-focused awareness-raising and behavior change campaigns have been successful in changing consumption patterns? How can lessons learned be applied to the fashion industry?
4. What are the potential roles for industry, government, civil society, and most importantly, consumers, in helping to re-shape the fashion industry toward sustainable consumption?

2.4 Research process

The research methods used to develop this report include a literature review and analysis of relevant documents related to SCP, desk-based research to identify campaigns, and a review of campaign websites' content. We also cast a broad net of information gathering through social media and networks of experts to identify and understand trends and challenges related to SCP and fashion.

The literature review and desk-based research were conducted in order to:

1. Provide an overview of the status of awareness-raising and behavior change campaigns as information instruments for promoting sustainable consumption and,
2. Identify common factors for successful implementation of campaigns.

The literature review was limited to documents focused on European countries. Literature was reviewed from UNEP, CSCP, the EC, universities and various business and NGO organizations (referenced in the Bibliography).

Based on this research, we present a definition of sustainable fashion consumption, as well as barriers to sustainable consumption specific to the fashion industry. In addition, based on an analysis of 10 behavior change campaigns, we suggest potential solutions that could have a significant impact on consumer behavior. Finally we suggest roles that different actors can play to help build and promote an SCP framework for the fashion industry.

3. Envisioning Sustainable Fashion Consumption

In order to work toward a vision of sustainable consumption and production, it is important to define what “success” looks like. In this section, we describe sustainable fashion consumption in narrative and systems terms.

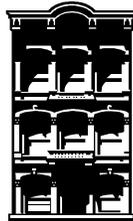
3.1 A day in the life of the NICE Consumer

Follow the NICE Consumer on a typical Saturday morning:

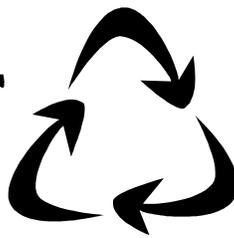


Wearing a designer outfit found at a local upcycling vintage shop, she starts with a breakfast of seasonal fruits and organic, local yogurt at her favorite café while reading online about the latest fashion trends.

Next she starts browsing for a new dress at a nearby shop to replace the one she donated to Oxfam last week. She looks carefully at the stitching and checks the labels to see how and where the dresses were made, but there’s not enough information. She turns to leave when an employee walks up to ask if she needs any help. The NICE Consumer mentions that she really only buys ethically-produced clothing. The employee smiles and produces a printed binder with details on the origin of the fabrics, the working conditions at the factories where they are made, and the lifecycle data for each article of clothing. The NICE Consumer tries on a simple, sleek black dress, buys it and leaves satisfied.



After lunch with a friend, the NICE Consumer brings her old winter coat to a tailor to replace the frayed lining and secure the loose buttons. She brings a few other articles to the nearest Oxfam recycling bin and receives a store credit which is redeemable at several of the largest clothing brand stores.



Later, just as she’s leaving for a party wearing her new black dress, she starts a load of laundry with the temperature set to less than 30 degrees Celsius. After all, she is not only stylish, but conscious and cool!



3.2 Defining the terms

Sustainable consumption and production has been defined by the United Nations’ Marrakech process. However, there is no consensus on the definitions of “sustainable fashion” and “sustainable fashion consumption.” For the purposes of this paper, we use the following working definitions, which will also be considered during the NICE Consumer consultation process.

Sustainable Consumption and Production:

"The use of services and related products which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life-cycle so as not to jeopardize the needs of future generations."²
— from the 1994 Oslo Symposium on Sustainable Consumption.

Sustainable Fashion:

An emerging set of design philosophies and business practices for managing triple bottom line impacts (economic, social and environmental) linked to the lifecycles of apparel, footwear, accessories and other fashion goods. It encompasses the conditions along the chain of consumer and industry activities such as design, raw material sourcing, production, distribution & retail, consumption and end of life. It considers conscious design; the humane treatment of animals; ecosystems impacts; human rights, labor standards and social welfare of workers; use of non-toxic materials; cleaner, safer and more efficient processes; low-impact consumer lifestyles; and creatively re-thinking how to recycle, upcycle or re-use fashion goods or the waste created.

Sustainable Fashion Consumption:

The use of clothing for purposes beyond utilitarian needs, including "identity making," and which is achieved without jeopardizing the ability of future generations to meet their needs. Sustainable fashion consumption is a sub-set of the sustainable fashion system. It includes consumer attitudes and behaviors that lead to reductions in the triple-bottom line impacts of buying, wearing, caring for, repairing and recycling fashion goods. It includes demanding sustainable alternatives, caring for garments in less impact intensive ways (e.g. cold wash and line drying clothes) and responsible disposal or recycling of obsolete goods.

The working definition of "campaign" that we use is also broad; it includes actions taken to inform and influence attitude and behaviors, from leaflet distribution to the mass organization of direct actions. For sake of clarity, we have limited our definition to focus on practical awareness-raising and behavior changing campaigns, and have excluded theoretical SCP frameworks or strategies from the scope.

3.3 Putting sustainable fashion consumption in context

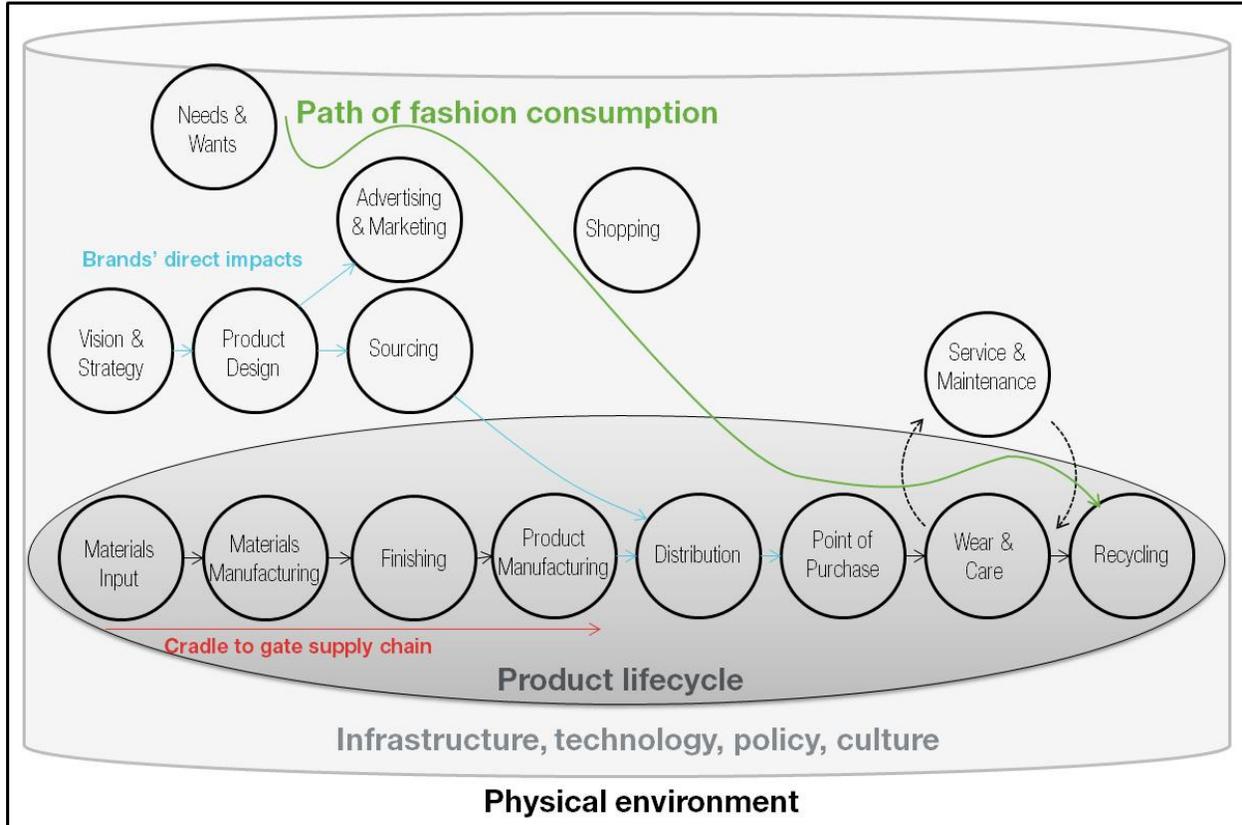
To address sustainable consumption and production, we need to look at the whole system, one example of which is depicted below.

Of course, systems of consumption and production are intricately linked, and changing the system overall requires tinkering with both parts of this equation. Our hope is that industry, government, civil society and consumers will all play a role in leading the transition toward sustainable consumption and production of fashion.

However, taking a broad systems level view can itself be a barrier to making progress, so for the purposes of this paper and the NICE Consumer project, we are focused on the consumption side of the equation (influencing the "path" of consumption and its impacts) by examining how government, brands' and civil society can positively impact consumer behavior.

² "About the Marrakech Process," accessed December 13, 2011, <http://www.unep.fr/scp/marrakech/about.htm>.

Figure 2: The “Path” of Fashion Consumption in Context



There are many sustainability standards that exist for various steps in product lifecycles, brands' business practices and other parts of the system. A full catalog and mapping of these standards is beyond the scope of this report, but would be very helpful for defining parameters for a sustainable system of fashion production and consumption.

4. Barriers to Sustainable Fashion Consumption

There are several important barriers to the sustainable production of fashion. These include cost barriers related to the use of environmentally preferable materials and ensuring decent work in fashion goods' supply chains. They also include design and sourcing practices based on the fast fashion model. However, recent history shows that these types of barriers are starting to crumble and there are many efforts underway to address triple-bottom line impacts in the production of fashion. Pertinent examples include the successful introduction of more sustainable products, such as:

- Marks and Spencers' low-cost [Carbon Neutral Bra](#)³
- [Rapanui's](#)⁴ clothing line of organically sourced clothing produced by wind and solar energy
- Stella McCartney, [who eschews the use of leather and fur in all her products](#)⁵ for animal welfare reasons and for concerns about environmental impacts of raising livestock and tanning and dyeing leather

However, for the purposes of this paper, we are focused on what research has shown to be the main barriers to sustainable fashion consumption, which are largely cultural and psychological in nature. In the following sections, we discuss these barriers and we also provide evidence that a number of initiatives have made inroads to address these barriers and raise the awareness of sustainable fashion consumption among consumers. Finally, we suggest certain roles than the main actor groups can take to help bring about the sustainable fashion consumption.

4.1 Barriers related to purchasing sustainable fashion goods

The following section presents a number of barriers gathered through preliminary research into the current state of sustainable fashion consumption. We asked both the fashion academia as well as fashion industry associations to identify the most important barriers to consumers to adopt sustainable fashion consumption attitudes and behaviors.



However, this list is not comprehensive and we are aware that many other barriers currently exist or may arise as the industry evolves. We invite commentary on additional barriers that should be addressed during the next stages of the NICE Consumer project.

There are four major barriers which affect the purchase of sustainable fashion goods:

1. **Lack of information about impacts**
2. **Difficulty finding sustainable products**
3. **Price barriers**
4. **Style barriers**

4.1.1 Lack of information about impacts

Consumers in general have low knowledge concerning sustainability impacts of clothing production and consumption.⁶ A report from the French Institute of Fashion mentions that awareness is growing as new products reach the market, but there is a lack of knowledge about

³ "Autograph Leaves Carbon Neutral Lingerie," accessed January 25, 2012, http://www.marksandspencer.com/Carbon-Neutral-Bra-Bras-Lingerie-Underwear-Womens/b/685127031?ie=UTF8&ie=UTF8?ie=UTF8&pf_rd_r=0EMJSR13XMSEM51WP0HS&pf_rd_m=A2BO0OYVBKIQJM&pf_rd_t=101&pf_rd_i=43246030&pf_rd_p=475115433&pf_rd_s=left-nav-2.

⁴ "Rapanui Clothing," accessed February 16, 2012, <http://www.rapanuiclothing.com/>.

⁵ "The dilemma with leather and other animal skins," accessed February 16, 2012, <http://www.stellamccartney.com/default/stellas-world/green-me/green-me-leather-dilemma.html>.

⁶ "WRAP Annual Survey", <http://www.wrap.org.uk/>

currently available products and that the majority of consumers have trouble making the link between fashion and sustainable consumption.⁷ There is a trend towards *less but better*, primarily driven by the current economic situation, which makes the outlook for sustainable fashion consumption seem somewhat positive. However, consumers are not always motivated to “buy better” (i.e. more expensive items) when they lack resources and opportunities.⁸

4.1.2 Difficulty finding sustainable products

Sustainable product alternatives are not yet mainstream. Marketing communications, and even brand websites, contain limited information about products. In addition, there is a general lack of information displayed on the product itself, which creates an uncertain environment for increased sustainable fashion consumption.⁹ Here, potential solutions do exist—research indicates that labels would be an effective way for consumers to recognize ethical products since a large percentage of people acquire the information about a product while shopping,¹⁰ even if these labels have yet to be widely accepted and implemented in the fashion industry. This is also where a mix of policy instruments could help to incentivize companies to create more sustainable product offerings.

4.1.3 Price barriers

All things being equal, consumers prefer sustainable products, and they expect ethically produced products, but they are not willing to pay a price premium, for the most part. Consumers perceive ethical clothing to be too expensive and research shows that price is the most decisive factor when consumers buy fashionable clothes; they would rather forego ethical issues in order to buy three or four unsustainable items than one or two ethically produced items.¹¹ In other words, if a consumer were to buy a t-shirt with the option between a shirt produced sweatshop-free for 20€ and a shirt made in China for 4€, most would choose the cheaper option because next season they could afford to purchase and wear something new.¹²

Yet when it comes to fashion, especially high-end fashion, the price differentiation is often smaller since the production costs are primarily placed in the design phase, and it is feasible to use more sustainable (and expensive) materials, such as silk or cashmere.

Further, certain materials are significantly underpriced due to overproduction and/or subsidies. Cotton, which is an extremely water and pesticide intensive crop, was extremely underpriced for many years. More recently, it has tripled in price between 2001 and 2011,¹³ and in five to ten years the cotton price will rise dramatically,¹⁴ creating a more even playing field between cotton and more sustainable materials. In addition, new technologies and a rising demand for new alternative fibers may lower the prices for sustainable clothing. Therefore, it is probable that price barriers related to sustainable materials will decrease, enabling more mainstream consumer uptake.

⁷ IMF/DEFI, French Institute of Fashion (2009), Fashion and the Responsible Consumer: What Consumers Think.

⁸ Moisander, J., Motivational complexity of green consumerism, International Journal of Consumer Studies (2007): 404-409.

⁹ Additional reading: Thøgersen, 2010; Ölander & Thøgersen, 1995

¹⁰ IMF/DEFI, French Institute of Fashion (2009), Fashion and the Responsible Consumer: What Consumers Think.

¹¹ Additional reading: Joergens 2006, Niinimäki 2010, Salomon & Rabolt 2004, Freestone & McGoldrick 2008

¹² Additional reading: Niinimäki 2010, Simmel 1957, and Max-Neef 1992.

¹³ “Monthly Prices”, accessed February 15, 2012, <http://www.cotton.org/econ/prices/monthly.cfm>.

¹⁴ Stephanie Clifford, “Cotton Clothing Price Tags to Rise,” The New York Times, November 2, 2010, accessed February 6, 2012, <http://www.nytimes.com/2010/11/03/business/03cotton.html>.

4.1.4 Style barriers

Anecdotally, it is a common consumer perception that sustainable garments are not stylish or fashionable, that the design and the appearance of eco-clothing is unfashionable and unattractive, or does not suit the consumer's wardrobe needs or her personal style. This barrier could also be addressed through awareness-raising campaigns.

The fashion segment and the differentiation paradox

There is a fundamental obstacle for the creation of more sustainable fashion consumption, which we call the differentiation paradox: As production efficiencies make fashion more available and affordable to consumers, the need for differentiation rises, which leads to a rise in demand for more fast fashion (i.e. quicker cycles of design and production). As a result, consumers become used to the fast flow and availability of fashion-inspired, yet extremely cheap clothing.

Uniqueness, individuality, constant change and materialistic values are at the center of our society and they deeply affect the consumers' concept of self and his/her own identity formation. Since fashion consumption is all about pleasure and creating this individuality through a vast selection of choice, color, fit, and style,¹⁵ the desire for fast fashion is currently stronger than any other incentives, such as the desire to live a sustainable (i.e. lower-impact) lifestyle, or guilt from participating in wasteful consumption and production. We discuss potential solutions to the differentiation paradox in Chapter 6.

4.2 Barriers related to caring for fashion goods

Research has indicated four major barriers which affect consumers' awareness and behaviors related to care for fashion goods:

1. **Barriers to repairing products**
2. **Lack of access to non-toxic alternatives to dry-cleaning**
3. **Perceptions about effectiveness of cold water wash and low impact detergents**
4. **Care instructions**

4.2.1 Barriers to repairing products

The first identified barrier is a disincentive to repair fashion products purchased at low prices since the cost of repairs may be near or actually exceed the original purchase price of the good.

One potential solution could be to produce and consume locally. In such a situation the cost between producing and repairing would be more in line, and the incentive to repair would be greater. This does, however, come with its own set of challenges since the price race to the bottom forces retailers to source from foreign countries to remain competitive.

Another barrier to repairing products is built into the concept of fast fashion - the phenomenon has duplicated the amount of seasons introduced per year, and its rapidly changing offers create the desire to consume and dispose of products quickly ruling out the need to keep clothes, let alone repair them.

One possible solution is to create timeless base styles and sell various add-ons which could fulfill seasonal needs, e.g. changeable collars. Another solution is the idea of up-scaling: Shirts, dresses or pants that the consumer may feel are outdated can easily come back in style if designers demonstrate ways of giving them a second life.

¹⁵ IMF/DEFI, French Institute of Fashion (2009), *Fashion and the Responsible Consumer: What Consumers Think*.

4.2.2 Lack of access to non-toxic alternatives to dry-cleaning

Consumers generally have no choice but to have their clothes dry-cleaned with the industry standard solvent perchlorethylene. This chemical is effective at removing stains and dirt from a wide variety of fabrics without shrinking the material or ruining the colors, but at the same time it is a suspected carcinogen and air pollutant. If one inhales it, it can cause cancer, birth defects and a host of other illnesses, and an alternative is strongly needed.

Alternatives do exist - right now the best is a technique called wet cleaning, which uses steam cleaning, spot removing, hand washing, gentle machine washing, tumble drying or vacuuming, and depending on the garment type, fabric condition and soiling. Experiments have shown that most clothes that specify “dry clean only” can be wet cleaned without damage. Another alternative is liquid carbon dioxide cleaning. By pressurizing the CO₂, it gets some of the same properties as perchlorethylene. Although CO₂ is a greenhouse gas, no new CO₂ is generated with this technology so it does not contribute to global warming.

These techniques are difficult to find, however, as few dry cleaners adopt them technique due to the high costs of the machines and low “demand.” Potential solutions include consumer awareness-raising campaigns and government subsidies to help dry cleaners adopt the less-polluting technologies.

4.2.3 Perceptions about effectiveness of cold water wash and low impact detergents

In some western countries, 50% of the energy used in a garment’s total lifecycle comes from the use phase, making washing, ironing, and dry cleaning major contributors to pollution. Changing this end-user behavior could have significant and positive impact on the environment.

One important barrier is the perception that higher temperatures and larger doses of detergent will result in cleaner clothes. Yet over the past 10 years, the industry has continuously been developing detergents which are just as effective at lower temperatures. In other words, there is a gap between what the industry has achieved and what the consumer understands about effective washing procedures.

The first solution, of course, is to educate the consumer to use lower temperatures. This has been tried before as illustrated through the global WashRight campaign, or with the ‘I do 30’-campaign in Denmark. A second form of education could also focus on the very *need* for cleaning. Studies show that consumers have a tendency to over-wash (perhaps arising from a cultural standard of cleanliness), and there is potential to educate people on the proper wash frequency.

Finally, technology may eventually overcome this barrier: New intelligent washing machines with optical sensors could identify the color of the laundry and how dirty it is, determining the right dosage of detergent and the right temperature without even involving the end-user.

**60% of the energy
used in the life cycle
of a cotton T-shirt is
related to washing
and drying at high
temperatures**

- Well Dressed? Report

4.2.4 Care instructions

One study showed that a majority of users follow care label instructions. However, the study also showed a decline in adherence over time, particularly among younger participants.¹⁶ There is an opportunity to change end-user behavior by modifying care-labels to reflect more sustainable actions in washing temperature, frequency, and overall maintenance and encouraging consumers to follow them.¹⁷

4.3 Barriers related to responsible recycling of fashion goods

There are two major barriers which impact consumers' attitudes and behaviors related to responsible disposal of fashion goods:

1. Lack of convenient and reputable drop off locations for unwanted goods
2. Immature upcycling production systems

4.3.1 Lack of convenient and reputable drop-off locations for unwanted goods

Consumers face a dilemma when disposing of unwanted garments: they can conveniently throw them away at home (government estimates show that Americans throw 85% of their unwanted textiles in the trash),¹⁸ or they can make the effort to donate/recycle them. However, consumers lack convenient, reputable drop-off locations for their used clothing.

Drop-off bins are commonly found in shopping-center parking lots, and while some are legitimately sponsored by companies such as Goodwill or the Salvation Army, others are setup by "for-profit" entities that may or may not be using the recycled goods for charitable causes. Media reports have picked up on this activity and raised the level of awareness among consumers.¹⁹ Further, local governments find these sorts of drop-off bins a nuisance and aesthetically unpleasing, which creates additional barriers for organizations such as the Salvation Army to legally place the bins.²⁰ As a result, consumers may be confused about their clothing's destination.

Only about one-fifth of the clothing donated to charities is directly used or sold in thrift shops

- Georgetown University

Regardless, a number of private companies have tried to change the conversation by offering their own recycling schemes. A recent high profile scheme has been the issue of [Marks and Spencer](#)

¹⁶ Cotton Incorporated, "Supply Chain Insights: Consumer Laundering Habits." July 2009, <http://www.ftc.gov/os/comments/carelabelinganpr/00004-61210.pdf>

¹⁷ S. Shin, "Consumers' Use of Care-label Information in the Laundering of Apparel products," Journal of the Textile Institute, (vol. 91: 20-28, 2000).

¹⁸ "Drop-off Boxes not Equally Charitable," accessed February 18, 2012, http://articles.chicagotribune.com/2011-05-14/news/ct-met-clothing-donation-boxes-20110514_1_collection-boxes-clothing-donation-big-charities.

¹⁹ "Not All Clothing boxes are What they Seem," accessed February 18, 2012, <http://www.wral.com/news/local/story/113994/>.

²⁰ "Salvation Army Finds Clothing Drop-Off Bins Hard to Drop Off," accessed February 18, 2012, http://articles.sun-sentinel.com/2011-12-22/news/fl-salvation-army-clothes-drops-20111222_1_boxes-salvation-army-bins.

(M&S) vouchers by Oxfam for M&S clothing returned to their stores. This has approximately doubled the volume of M&S clothing handled by Oxfam, with no decrease in quality.

Other companies are taking actions as well:

- **Patagonia's Common Threads Programme:** garments manufactured using Teijin polyester are collected in-store or by mail for chemical recycling via Teijin's ECOIRCLE™ Programme at a factory in Japan. This scheme is also being expanded to some nylon products.
- **Uniqlo:** this Japanese retailer has operated two campaigns per year for the collection of Uniqlo clothes at its Japanese stores since 2006, and has been collecting fleece products since 2001. An earlier trial achieved 92% reuse of clothing in developing countries.
- **Takashimaya:** a Japanese department store chain that has run once yearly return campaigns, resulting in an average return of 6.5 items per person, and a total of around 93,000 items, or 28 tons.
- **!:CO** partners with H&M in an effort to get more clothing into the recycle loop in Switzerland by encouraging the consumer with a €10 voucher per bag of used textiles delivered for use in an H&M store (<http://www.ico-spirit.com/de/>).
- **KICI** is a state of the art example on how to collect used textiles and garments. The Netherlands based collection is performed through well-known green collection bins, door-to-door collections and in close cooperation with NGOs. (<http://kici.nl/en>).
- The Danish children's brand, **Katvig** is working on introducing a deposit system. The consumer will get cash when they hand in used Katvig clothes which will become a part of their polyester recycling program. (<http://katvig.dk/how-green-is-katvig/>)

4.3.2 Immature upcycling production systems

Upcycling is the process of incorporating waste or useless products into new ones of higher value, for example by sending unwanted denim jeans to facilities which break them down and incorporate them in new products. Barriers to using these types of services are both technological and awareness based. The industry is in its early days and the technological capacity of the different upcycling streams are not yet mature enough to handle all types of clothing materials. Further, not all consumers know this is an option for their clothing's end-of-life. As upcycling becomes more mature, consumers should be made more aware of this as an option for non-recyclable clothing.

5. Potential Solutions to Overcome Barriers

This section presents a mapping and analysis of sustainable consumption campaigns as well as other potential solutions such as product transparency, initiatives in the fashion industry related to sustainable consumption, and brand- or designer-specific actions.

5.1 Analysis of Sustainable Consumption Campaigns

BSR reviewed and selected case studies for inclusion in this report based on the following guiding principles:

- The case should have an objective to change consumer behavior towards more sustainable actions in everyday life
- The case should impact one or many industries (rather than general sustainability awareness)
- The case should be a good example of leadership by one or more of the three main actors in sustainable consumption: industry, government, or civil society
- The case should present positive results and innovative approaches (tools/policies) to changing consumption patterns
- The case should be replicable
- Sufficient information should be available for further review

38 potential case studies were identified, screened and recorded in an overview table for analysis. After screening, 33 of these case studies were analyzed further for inclusion in this report. The 10 case studies included in the appendix of this report were selected for their demonstration of clear project objectives, campaign operation, tools employed and positive results.

Overview of the selected case studies included by country:

No.	Country	Project Title	Topic of Behavior Change Campaign
1	Germany	Cycle to Work	Health
2	Japan	Cool Biz and SuperCool Biz	Energy
3	France	Velib'	Transportation
4	International	The WashRight Campaign	Energy
5	Sweden	FUNSERVE (Functional Service Contracts for White Goods) - Electrolux Pay-Per-Wash	Rental (Service Economy)
6	USA	ZipCar Low-Car Diet	Transportation
7	Sweden	The Speed Camera Lottery	Speeding
8	UK	We're all in this Together	Climate Change
9	Australia	Earth Hour	Energy
10	UK	Global Cool	Climate Change

5.1.1 Success Factors

There are common conditions that contribute to campaign success. The following is a representative list of recommended actions and strategies to use when designing an SCP campaign:

Make a Splash

- Launch a high-profile kick-off (either on the web or in person) with media sponsorship
- Time the closing event with a major environmental summit to guarantee publicity

Show You are Serious

- Demonstrate leadership by example (by government officials, business leaders, celebrities) in order to convince people of the seriousness of a campaign, and to help to overcome cultural barriers or taboos

Find and Keep the Right Partners

- Partnerships are crucial; campaigns need many suppliers, distributors, and allies; partnerships alleviate a heavy financial burden from being placed on one actor alone and helps to spread messages through additional channels; e.g. one local organization finances and manages a limited, local launch which is then spread to regional or national partners to relay and duplicate the message
- Campaigns can help create lasting partnerships among businesses, government agencies and civil society organizations that can have long-term benefits to all parties

Secure Funding for the Long Term

- Behavior change requires a long-term commitment and long-term investment must be considered; make sure campaigns have sufficient funds over the period of time needed to reach their goals

Measure and Communicate Success

- Defining clear consumer targets and segmentation of audience helps to later assess the campaign's reach and effectiveness
- Memorable messages are important; campaigns, like brand marketing, start with a clear, succinct, easy to repeat, emotionally-compelling message

Social Pressure to Reinforce the Behavior

- Awareness-raising is important, but raising the stakes to reinforce behavior change is even more important; Competitions and other sorts of group or team activities help to initially motivate individuals and eventually add a social obligation to fulfill their individual promise for behavior change

Shared Success Factors across Campaigns

Campaign	Make a Splash	Show Serious	Leadership by Example	Partnerships	Long-term	Clear Targets	Memorable Messages	Social Pressure
Cycle to Work	✓	✓	✓	✓	✓	✓		✓
Cool Biz	✓		✓	✓	✓	✓	✓	✓
Velib'	✓	✓		✓	✓			
Washright				✓			✓	
FUNSERVE				✓				
Zipcar		✓		✓		✓		
Speed Car Lottery	✓			✓		✓		✓
Earth Hour	✓	✓	✓	✓	✓		✓	
All in This Together	✓			✓			✓	✓
Global Cool	✓		✓	✓		✓	✓	

5.1.2 Levers for changing consumption patterns

A number of levers for changing consumption patterns are well documented and range from informational instruments such as targeted advertising, eco-labels and educational training all the way to financial instruments such as subsidies, taxes and bonus systems.²¹ Instead of recreating these lists, the following presents a selection of levers found specifically through our research which facilitate changes in consumer behavior:

Develop an easy ask

- Behavior change is often seen when the consumer is asked to take an action that is easy to do, understandable, and clearly linked to its benefits

Provide the alternatives

- Providing attractive and cost-neutral alternatives to consumers overcomes barriers to purchase
 - i. Example: the Austrian government's "That's the Way to Do It" sustainable weeks campaign recognized that retailers were resorting to price-dumping to drive sales, and these artificially low prices were hindering the purchase of often premium-priced sustainable products; they decided to offer retailers an alternative way of driving sales through a nationally supported labeling campaign to identify certified sustainable products; results showed increased sales, increased media coverage, and over 20% awareness of the campaign nationally

²¹ For a comprehensive list of levers for behavior change refer to One Earth Institute's "Background Paper on Sustainable Consumption and Production", 19

Empower communities

- Creating virtual or real communities, or empowering existing communities, gives ownership to individuals and creates a sustaining environment for change; one often-seen example is gamification, which is the use of games and competitions that offer tangible rewards for making sustainable choices or behavior changes

Use a window of time

- Using a short campaign window of time reinforces the immediacy of action and can be used as a timely reminder for change, e.g. Earth Hour, Sustainable Week, Buy Nothing Day

Put it in context

- Similarly, the timing and placement of messages is crucial for reminding consumer to take a desired action, e.g. placing signs above a sink which remind employees of their obligation to wash their hands

Cultural issues matter

- Thought should be given to the cultural context of a campaign (in terms of how it will be received, interpreted, and acted on by a specific group of people) in order to avoid the creation of additional barriers to behavior change
 - i. Example: the “Cool Biz” campaign in Japan specifically addressed a significant cultural barrier against wearing casual clothing at work

Create a hub

- An easy to use website with a recognizable and memorable URL is key to success; a web site acts as a reference point and marketing tool, and it can also act as a motivator: displaying a progress bar indicating the progress toward campaign goals on the site helps encourage individuals to participate by changing their behavior

5.1.3 How have consumers responded?

Our research highlights a number of behaviors that consumers have changed as a result of the behavior change campaigns, as follows:

Campaign	Old Behavior	Behavior Change
Cycle to Work	cars were the go-to commuting vehicle	stopped driving cars and started healthy bicycling to work
Cool Biz	Japanese culture required formal wear at all times	cultural fear overcome; began wearing casual clothing
Velib'	the French population believed bicycles to be outmoded and dangerous	accepted bicycling as a modern and safe mode of transport
Washright	consumers were unnecessarily washing clothing at temperatures which were too hot	consumers began washing at 30 C
FUNSERVE	expensive laundry machines were in every home	(intended) people would rent rather than buy the machine
Zipcar	cars were part of a daily way of life	certain individuals showed that we could live without them
Speed Car Lottery	speeding was rampant, even with fines and ticketing	cars began driving slower to receive rewards
Earth Hour	lights were left on globally, emitting massive CO2	people started turning the lights off

All in This Together	the massive challenge of climate change immobilized people	people began committing to simple actions
Global Cool	trend-setters generally ignored environmental concerns	they started setting environmental trends

5.1.4 Conclusions on awareness-raising and behavior change campaigns

Campaigns are an important first step toward mainstreaming sustainable consumption. Campaigns can encourage consumers to think about the impacts of their behavior and to explore new choices and lifestyles. Also important is the catalyzing effect of campaigns to mobilize different partners toward shared objectives. We know that defining and achieving sustainable fashion consumption will take long-term effort from industry, government and civil society, and campaigns can be an effective mechanism for prototyping, stress testing and scaling up partnerships.

However, campaigns are, in many ways, anomalies working against a system from within. They aim, on a limited scale, to change a limited set of incentives and outcomes, while leaving the broader system intact. For sustainable fashion consumption to become a reality, we must change the entire system of consumption and production of fashion. This can only be accomplished through significant changes in individual and collective behavior of consumers; product development, sourcing and marketing practices, government policy and investment, and civil society activism. While specifying the precise path for systems-level change is unrealistic and beyond the scope of this paper, in the following sections, we begin to describe the main barriers to change and the potential pathways we might follow.



5.2 The role of product transparency

There are many emerging efforts to provide information to consumers on the impacts of products throughout their full lifecycles, which is termed “product transparency”. The following methods and tools are emerging to provide consumers with trusted information to use when making decisions:

Environmental Product Declarations (EPDs):

- EPDs are defined by ISO Standard 14025 as being “quantified environmental data for a product with pre-set categories of parameters based on the ISO 14040 series of standards, but not excluding additional environmental information.”²²

Industry Consortia Efforts

- **The Sustainability Consortium:** “The Sustainability Consortium brings together retailers, manufacturers, suppliers, governments, NGOs, researchers and consumers to work collaboratively together, developing an approach that drives better understanding, standardization, and informed decision making.”²³
- **Sustainable Apparel Coalition:** “The Sustainable Apparel Coalition is an industry-wide group of leading apparel and footwear brands, retailers, manufacturers, non-governmental organizations, academic experts and the U.S. Environmental Protection Agency working to reduce the environmental and social impacts of apparel and footwear products around the world.”²⁴

Product Labeling

- **Fair Trade:** “An organized social movement and market-based approach that aims to help producers in developing countries to make better trading conditions and promote sustainability. The movement advocates the payment of a higher price to exporters as well as higher social and environmental standards. It focuses in particular on exports from developing countries to developed countries.”²⁵
- **Care Labels:** “Pictograms which represents a method of washing, for example drying, dry-cleaning and ironing clothing. Such symbols are written on labels, known as care labels, attached to clothing to indicate how a particular item should best be cleaned.”²⁶
- **Green Claims** (as opposed to green washing): “Green claims and labels can help consumers to make informed buying choices – by giving information about the environmental impact and qualities of products or services, either on a product or in marketing/advertising materials. By providing credible information, businesses can not only enhance their credentials and demonstrate that they are acting responsibly to their consumers, business partners and regulators – but can also steer the market towards products with a reduced environmental impact.”²⁷

Standards Bodies

- **International Standards Organization (ISO):** The ISO defined “eco-fashions” as “identifying the general environmental performance of a product within a product group based on its whole life-cycle in order to contribute to improvements in key environmental measures and to support sustainable consumption patterns.” The ISO is developing standards for a labeling system to identify garments that meet criteria as environmentally friendly. However, even without such specific standards for what constitutes an environmentally friendly garment, industry is taking a broadening diversity of approaches.²⁸

²² “ISO 14025 :2006,” accessed January 28th, 2012, http://www.iso.org/iso/catalogue_detail?csnumber=38131.

²³ “About the Consortium,” accessed January 26th, 2012, <http://www.sustainabilityconsortium.org/why-we-formed/>.

²⁴ “Sustainable Apparel Coalition,” accessed February 2, 2012, <http://www.apparelcoalition.org/>.

²⁵ “Fair Trade,” accessed February 2, 2012, http://en.wikipedia.org/wiki/Fair_trade.

²⁶ “Laundry Symbol,” accessed February 2, 2012, http://en.wikipedia.org/wiki/Laundry_symbol.

²⁷ “Green Claims and Labels,” accessed February 2, 2012, <http://www.defra.gov.uk/environment/economy/products-consumers/green-claims-labels/>.

²⁸ “Waste Couture: Environmental Impact of the Clothing Industry,” accessed February 19, 2012, <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1964887/>.

However, there are significant questions about the trustworthiness of product claims (i.e. greenwashing) as well as whether this information is accessible and has an influence on the average consumer. In addition, the links between product transparency and marketing and consumer engagement initiatives are just emerging. [Honest By's](#) hyper transparent products and [Patagonia's "Don't Buy This Jacket"](#) campaign are two recent examples of this link. It is clear that sustainable consumption campaigns will evolve over time as more product transparency is created though it remains unclear the direction this will take.

5.3 State of the art report on initiatives to promote sustainable fashion

5.3.1 Progress made on raising consumer awareness

While many fashion-related organizations have yet to incorporate sustainability into their core strategy and start seeing it as an integral part of their core business, some awareness-raising campaigns have already begun across companies and associations with a varied degree of success.

Brands

- The outdoor brand [Patagonia](#) is a key player when it comes to increasing transparency and consumer awareness. Campaigns like "Don't buy this jacket,"²⁹ and initiatives like "The Footprint Chronicles,"³⁰ and the Common Threads Initiative³¹ are state of the art examples.
- [Timberland](#) engages and educates their consumers through their [Earthkeeping](#) community, whose products carry a "nutrition label" that informs consumers about the sustainability impacts of the product throughout its lifecycle. Timberland furthermore has created a Green Index where their products are rated on a 1-10 scale to increase transparency and compare the environmental impact of every product.
- The Danish children's brand [Katvig's](#) sustainability holds small evening events in the store and larger events both for buyers and private customers³² to provide consumers and buyers knowledge about sustainable choices.
- The Danish brand [Jackpot](#) has made the company's CSR strategy a part of the brand's identity.³³ Jackpot uses many simple and "to the point" messages in its stores, including postcards, hang tags, window exhibitions, and information at the cash registers. Jackpot is currently developing an online magazine and social media strategy for launch in 2012. In addition, the company is developing educational courses for wholesale customers, building on previous work to educate the press.³⁴

²⁹ Designgush, "Patagonia Black Friday Advertisement, NY Times: Don't Buy This Jacket," November 27, 2011, <http://designgush.com/2011/11/27/patagonia-black-friday-advertisement-ny-times-dont-buy-this-jacket/>.

³⁰ The footprint Chronicles is a track and trace mini-site that allows the consumer to track specific products from design through delivery.

³¹ The "Common Threads Initiative" builds on 4 steps: 1) Repair (Here is a guide on how to repair your wetsuit). 2) Reuse. 3) Recycle ("Since 2005, we've taken back 45 tons of clothing for recycling and made 34 tons into new clothes - thanks to our customers who have become partners"). 4) Reimagine.

³² Maria Dahl Jørgensen, "Two Brands, Two Approaches to CSR, Two Ways to Communicate, accessed February 4, 2012, <http://www.innonetlifestyle.com/files/2012/01/CSR-artikel-Jackpot-og-Katvig.pdf>.

³³ "Sustainable Fashion," accessed February 2, 2012, <http://www.jackpot.dk/en/Organic-and-Caring/Caring/>.

³⁴ Source: www.jackpot.com and telephone interview with Maryam Azmayesh Terp). For more information see <http://www.innonetlifestyle.com/files/2012/01/CSR-artikel-Jackpot-og-Katvig.pdf>, <http://www.fashionforum.dk/article> (in Danish) and for additional reading see Black 2008.

- **Marks & Spencer** includes care instructions to “Wash at 30°C” in their garment labeling, as mentioned on the Marks & Spencer website. They also nurture an online community in support of the company-wide “Plan A” sustainability campaign.
- **PPR** made a commitment to sustainability in 2011, and subsequently published an accounting of subsidiary Puma Group’s triple bottom line impacts. The company committed to apply the same methodology to its other brands.³⁵

Associations/Platforms

- **Ethical Fashion Forum (EFF):** EFF is a non-profit organization with the goal of making it easy for fashion professionals to integrate sustainability in their business. Their “Ethical Fashion Source” is a business database of 6,000 participants (e.g. designers, brands, multi-brand shops, high street retailers, buyers, NGOs and trade shows) in the fashion sector.³⁶
- **Messe Frankfurt** is one of the biggest organizers of trade-fairs in Europe and has focused on creating green platforms in Berlin and Paris where sustainable brands show their wares during Fashion Weeks.
- **Source4Style:** An online marketplace of sustainable materials.
- **Fashioning Change:** A consumer portal for finding eco-friendly and ethical alternatives to mainstream brands.

Individuals

- **Amisha Ghadiali:** EFF’s former associate director and strong advocate for sustainable fashion runs a personal blog dedicated to the conscious consumer. She declared 2012 to be “The Year of the Sustainable Wardrobe” and has developed ‘12 Rules To Dress By,’³⁷ a concrete tool for the fashion consumer.
- **Nin Castle** is founder and creative director at the UK eco-fashion brand **Goodone**.³⁸

Media

- **The Guardian’s Ethical Fashion Directory:** In 2008 The Guardian in UK created an online Ethical Fashion Directory to help consumers navigate the world of ethical fashion and raise their awareness of what defines sustainable fashion.

It is rare to find fashion brands communicating practical information directly to the consumer, such as care information on the garment, but this may be increasing. Though more large companies are using their websites to communicate information about their sustainability strategies and impacts, it is hard to find active consumer-facing communication on the websites of any smaller brands.³⁹ An expert on business culture suggests that small businesses are afraid of being held responsible for their good intentions, and therefore prefer to simply demonstrate their sustainable strategy through

³⁵ “PPR Commits to Group Environmental Profit & Loss Account by 2015,” accessed February 6, 2012, <http://newfuture.volcom.com/2011/11/exciting-news-and-a-big-commitment/>.

³⁶ The aim is to reach the consumer, however, membership is required for full access and information. Membership account is 145 £ (if you are a student) and EFF’s events obviously aims at small businesses and fashion students, this is more a BtB initiative than fashion consumer education. www.theethicalfashionforum.com.

³⁷ “2012 – The Year Of The Sustainable Wardrobe,” accessed January 9, 2012, <http://elegancerebellion.com/2012/01/03/2012-the-year-of-the-sustainable-wardrobe/>.

³⁸ “Elegance Rebellion,” accessed January 15, 2012, www.elegancerebellion.com.

³⁹ E.g. Managing editor and lecturer .

action rather than words.⁴⁰ A framework of the sustainable fashion consumption should provide incentives to reinforce direct consumer communication both at the point of purchase and online.

5.3.2 Learning by doing: initiatives defining and promoting sustainable fashion

Within the past decade, an increasing number of initiatives are seeking to define sustainability within the fashion industry and urging the development of greater sustainable practices:

- **Ethical Fashion Forum** aims to develop a collaborative movement which will transform social and environmental standards in the fashion industry within a decade, provide fashion professionals with tools to build ethical sourcing programs, and offer training and resources to support fashion businesses.
- **Better Cotton Initiative** exists in order to respond to the current impacts of cotton production worldwide. BCI aims to promote measurable improvements in the key environmental and social impacts of cotton cultivation worldwide to make it more economically, environmentally, and socially sustainable.
- **Clean Clothes Campaign** has built a partner network of more than 200 organizations and unions in garment-producing countries to identify local problems and objectives, and to help develop campaign strategies to support workers in achieving their goals.
- **Well Dressed** (Allwood et al. 2006) is a provocative report whose main conclusion is that the impacts of the fashion sector are largely driven by the volume of material passing through it – so the greatest beneficial change would occur if we purchased less clothing and kept it for longer. Further, the report supports the understanding that any change that will result in environmental and social benefits in the textile industry will be driven by consumers, and if consumers change their behavior, companies will follow quickly and politicians may follow also.
- **Fashion Futures 2025** is a project run by Forum for the Future wherein they created four scenarios to explore how climate change, resource shortages, population growth and other factors will shape the world of 2025 and the future of the fashion industry within it. These scenarios are designed as a tool to challenge companies' strategies, inspire them with new opportunities and help them plan for the future.
- **MISTRA future fashion** is a research program consisting of eight research projects aiming to generate new knowledge and recommendations that can be used by the Swedish fashion industry. These projects focus on:
 - Changing markets and business models: Towards sustainable innovation in the fashion industry; outcome: deepening the understanding of the dynamics that govern the relationships between firms, supply chains, industries, and the national institutional environment
 - Clarifying sustainable fashion; outcome: creation of more trustworthy consumer labels and design support tools
 - Interconnected design thinking and processes for sustainable textiles and fashion; outcome: how to embed the design strategies in companies in the longer term
 - Moving towards eco-efficient textile materials and processes; outcome: develop procurement tools
 - Reuse, recycling and End of life issues; outcome: to understand how to purify and treat it in such way that it can be used as the raw material for production
 - Fashion for the public sector; outcome: identify best solutions for material choice and design in health care clothing, understand washing processes, and develop and design new sustainable fashion solutions

⁴⁰ Frederik Larsen, Managing Editor at The Journal of Business Anthropology, and External Lecturer at University of Copenhagen.

- Sustainable consumption and consumer behavior; outcome: contribute to a better understanding of consumer behavior through the consumption phase
- Policy instruments; outcome: draw conclusions that will influence relevant governmental policymakers
- **Sustainable Luxury Working Group** has been formed to discuss common environmental, social, and governance challenges facing the luxury sector, and to promote transparency, knowledge sharing, and collaboration across common global supply chains.

Notably, Nordic countries have been taking the lead in a number of these initiatives:

- **Nordic Initiative Clean and Ethical (NICE) 2009** (www.nicefashion.org) published a roadmap for sustainable fashion.
- **European Committee for Standardization CEN** has issued a report, listing “critical substances potentially present in footwear and footwear components” in which technical committees from Nordic countries have contributed.
- **The Swedish Textile & Shoes Water Initiative** is an industry led collaboration of 32 Swedish fashion companies around water issues in the supply chains of textile and leather retailers with the aim of producing guidelines for sustainable water management, from thread and leather to product.
- **SSEI (The Swedish Shoe Environmental Initiative)**. Retailers, agents and suppliers, The Swedish Association of Agents (Agenturföretagen) and The Swedish Trade Federation (Svensk Handel) are members of this project to create a sustainability tool for design and product development (an index) making use of the joint extensive knowledge and competence among the members, adding special knowledge from consultants.
- **The Swedish Trade Federation** will sign a statement on mulesing together with the National Retail Federation (USA) and the British Retail Consortium and possible more national retail federations later in January. It is a statement addressed to the Australian wool industry about the practice of mulesing. This is an ethical issue on animal husbandry that the NRF has followed closely and they have also taken the initiative to the statement. It is a good example of how international trade organizations can influence and put pressure on foreign governments and industries.
- **Gfk Sweden**. This initiative has issued a report in which they ask consumers about the demand for ecological clothing.⁴¹
- **The Swedish Trade Federation** has issued a pamphlet “Responsible Business”, as an orientation for member companies.
- **The Swedish Chemicals Agency (Kemikalieinspektionen)** has started a new collaboration with companies and trade organizations in order to minimize the use of chemicals in the textile trade.
- **Forum for Design and Sustainable Enterprise** has initiated the **Sustainable Fashion Academy** in 2007 together with Svensk Handel Stil and other stakeholders (organizations and companies) in order to educate and encourage Swedish fashion companies to “think sustainability” in business and design processes. Four SFA-courses have been arranged since inauguration, the 5th will start in March 2012. An industry innovation session on reuse and recycling was arranged in March 2010.⁴²
- **Handelns Utvecklingsråd**. Research; How to create a sustainable trade with fashion? This is a research project financed by *Handelns Utvecklingsråd*, led by professor Karin M Ekstrom in Borås. She has formed a multi-stakeholder network in which the issue of

⁴¹ “How important is ecology in the fashion world?,” accessed January 16, 2012, http://www.gfksverige.se/nyhetsbrev/ct/eko_aug11.htm.

⁴² “Foundation for Design and Sustainable Enterprise,” accessed January 25, 2012, www.fdse.se.

sustainability, focusing on how to increase the re-use and re-cycle textiles and clothing, is discussed and where initiatives and projects can be started.

- **Fashion & Retail** is an annual event, taking place every year in April in Gothenburg. It is a meeting place for Swedish fashion companies always focusing on sustainability and other current issues of the fashion business. It is arranged by *Svensk Handel Stil* and *Schenker Logistics*.
- **Antonia Ax Son Johnsons Stiftelsen** arranges Fashion Talks, an open seminar on fashion and sustainability, every year in February. The same goes for **Copenhagen Fashion Festival** in continuation of the Copenhagen Fashion Week.

These initiatives should be widely reviewed while designing the eventual framework on sustainable fashion consumption and are potential targets for outreach or partnerships.

5.3.3 Understanding the intention-behavior gap

What we have learned from our research into varied campaigns and initiatives is that awareness of, and interest in, sustainable and ethical products is increasing.⁴³ However, the growing body of research in psychology and behavioral economics suggests that consumer action, attitude and beliefs are not always consistent.⁴⁴ This may be caused in part by the *intention-behavior gap*, i.e. consumers may have good value-based intentions, but their final purchasing behaviors remain irrational, or at least appear irrational.

Understanding how to bridge this gap should be a priority for the academic, business, government, and activist communities.

- Academic research into consumer psychology can help advance understanding of consumption decisions
- Private companies can use consumer research tools (such as focus groups, assisted shopping, and interviews in the consumer's home with access to their wardrobe) to help develop tools to tap into the subconscious logic behind the act of purchase, as well as label their products to remind consumers of their options in stores
- Non-profits can campaigns to raise awareness and keep sustainable options in the public eye

In the following sections we will begin to paint a picture of how these different types of actors have a number of roles to play in creating a framework for the sustainable fashion consumption.

⁴³ T.M. Devinney et al., "The myth of the ethical consumer," (New York: Cambridge University Press, 2010).

⁴⁴ Michael Carrington, "Understanding the Intentions-Behaviour Gap of Ethically-Minded Consumers," (Melbourne: University of Melbourne, 2010).

6. Roles for Achieving Sustainable Fashion Consumption

Industry, government, civil society and consumers all play roles in leading the transition to sustainable fashion consumption. The following section proposes some preliminary ideas in capturing the roles that these different actors play and harnessing these roles to promote more sustainable fashion.

6.1 Roles within the Fashion Industry

6.1.1 The Designer's Role (to define the future)

Wielding design as a strategic weapon to combat waste, pollution and injustice

The designer has a huge impact on the overall environmental impact of clothing: Eighty percent of a product's environmental and economic costs are committed by the final design stage before production begins.⁴⁵ If designers are aware of the full environmental impact of their creative decisions over the lifecycle of a product, they can efficiently bring about change.⁴⁶ Therefore designers must prioritize environmental sustainability in their creative thinking⁴⁷ and use their creativity to develop new products, new services and new ways of doing business.⁴⁸ A state of the art project in this regard is the [TED's TEN](#), which is a toolbox of ten design intentions for designers developed by the London-based Textile Futures Research Center, which serves as an inspiration and guideline for transforming sustainability into a creative process.⁴⁹

Explaining the relationships among design, sustainability, culture and society

Designers can play a unique role by using their work to promote sustainability and to lead consumers in the direction of sustainable fashion consumption. Their creative control allows them to highlight issues and solutions in sustainable fashion not through reports or presentations, but by incorporating these statements into their designs and then using their platform to speak out about them vocally. The impact of such actions is amplified on a large scale - because fashion is a bearer of culture, the impacts of fashion designers can spread beyond the fashion world to impact society more broadly.⁵⁰

As an example, [Katharine Hamnett](#) has for years used her t-shirts to display political statements making many headlines, perhaps most famously during a meeting with Margaret Thatcher in 1984 where Hamnett wore a shirt stating: “58% don't want pershing”, a reference against basing Pershing missiles in the UK. The picture of the two shaking hands was the most used photograph for United Press worldwide that year.⁵¹ Though Hamnett herself is skeptical of the impact of such actions, and even argues that wearing a t-shirt “gives people the feeling that they have done

⁴⁵ T.E. Graedel et al., “Green Product Design”, AT&T Technical Journal (1995).

⁴⁶ Two million tons of textile waste is generated annually each year. One million tons of that waste is clothing. Of this amount, 27% ends up in landfill, generating CO2 emissions contributing to global warming (Morley 2009).

⁴⁷ “Bruntland Commission,” accessed January 5, 2012, http://en.wikipedia.org/wiki/Brundtland_Commission.

⁴⁸ “UK Design Council,” accessed February , 2012, <http://www.designcouncil.org.uk/our-work/insight/research/how-businesses-use-design/design-in-britain-2008/>.

⁴⁹ “TEDs TEN,” accessed February 15, 2012, <http://www.tedresearch.net/teds-ten-aims/>. 1) Design to minimize waste. 2) Design for recycling/upcycling. 3) Design to reduce Chemical impacts. 4) Design to reduce energy and water use. 5) Design that explores clean/better technologies. 6) Design that looks at models from nature and history. 7) Design for ethical production. 8) Design to replace the need to consume. 9) Design to dematerialize and develop systems and services. 10) Design activism.

⁵⁰ Georg Simmel, “Fashion, The American Journal of Sociology, No. 6 (1957).

⁵¹ Katherine Hamnett, “Katherine Hamnett on meeting Margaret Thatcher,” Harpers Bazaar, (2012): 58.

something when they haven't,"⁵² she has become aware that "consumers care even if industries and politicians don't" and the fashion effect of her statement t-shirts has become a way for her to make her ethical assumptions appeal to the mainstream consumer. It has worked. Katherine Hamnett has now become synonymous with fashion campaigning for political change, with current campaigns ranging from subjects such as "Free Burma" supporting the idea of a free and democratic society to "White Gold" using the most stringent ethical and environmental organic cotton to "Concentrated Solar Thermal Power" promoting a new technology of cheap, simple, safe and clean energy production.

Designers using their platform of expression

- **Henrik Vibskov** named his AW09 show "Human Laundry Service" where the wash and use of clothes was a holistic theme for the show and source of inspiration in the design.⁵³
- **Philip Colbert** from **Rodnik** made his SS12 show in collaboration with Environmental Justice Foundation (EFJ) and called it "Save The Sea."⁵⁴
- **Harrods** created a video as part of Wool Modern exhibition in September 2011 with catwalking sheep dressed in wool designs by Thierry Mugler, Alexander McQueen, David Koma, Erdem, Emilio De La Morena, Mark Fast, John Galiano, Sonia Rykiel, Kinder Aggugini and Giles.⁵⁵

Using participatory design to engage consumers

There is a growing trend in fashion and other industries towards user-driven design, which can be leveraged as a platform for sustainable choice. Some consumers are no longer satisfied with "passively" selecting from products in the market. Some want to be active creators. If a consumer is invested in a product's creation, she is more willing to buy it.⁵⁶ To create alliances between the designer and end-users, the design and production must be more transparent⁵⁷ and the user must be consulted in the design early in the fashion cycle.⁵⁸ Designers should keep in mind, though, that these participatory products are a complement to and not a replacement for other type of design productions.⁵⁹ If through this collaboration, designers could emphasize the benefits and necessity of having a sustainable mindset, they could influence the consumers to buy more sustainable products.

Examples of designers showcasing participatory design

- **Kuyichi**: The Dutch Eco brand Kuyichi's "Style Conscious" competition was an open competition where everybody could send in a sustainable message to be printed on a t-

⁵² "Katharine Hamnett meets Thatcher," accessed January 3, 2012, <http://iconicphotos.wordpress.com/2010/05/10/katharine-hamnett-meets-thatcher/>.

⁵³ "Henrik Vibskov - The Human Laundry Service AW09 Pt 1 - Official Video," accessed February 2, 2012, <http://www.youtube.com/watch?v=eBer3OQJ7tc&feature=related>; "Henrik Vibskov-The human laundry service," February 2, 2009, <http://politiken.dk/tjek/sundhedogmotion/guidersundhedogmotion/familieivguider/ECE640559/henrik-vibskov--the-human-laundry-service/>.

⁵⁴ "Conscious Romance," accessed February 1, 2012, <http://www.vogue.co.uk/blogs/the-green-style-blog?page=8>.

⁵⁵ "'Sheepish' - Harrods' video for Wool Modern & Campaign for Wool," accessed February 4, 2012, <http://www.youtube.com/watch?v=0-QpsFLpoB8>.

⁵⁶ "Retail 11.11.11: Customers will even be stars," accessed February 4, 2012, <http://www.fashionforum.dk/retail-111111-kunderne-vil-selv-vaere-stjerner>.

⁵⁷ K Fletcher, *Sustainable Fashion & Textiles*, (London: Earthscan, 2008).

⁵⁸ Fersløv Schultz, "Living Lightly – Sustainable Fashion," *Laboratory for Design, Innovation and Sustainability*. (Kolding School of Design, 2011).

⁵⁹ K Fletcher, *Sustainable Fashion & Textiles*, (London: Earthscan, 2008).

shirt. The winner t-shirt – saying “No dirt in my shirt” – was part of Kuyichi’s AW08 collection.⁶⁰

- **Henrik Vibskov and Kaffeslabberas:** The Danish high-end brand, Henrik Vibskov has huge success in collaborating with a local activity center’s (*Sløjfer*) “knitting club” called Kaffeslabberas where the elderly make organic knitted items. The project encourages people to take advantage of the resources of their local environment. By exploiting his position as a trendsetter Vibskov is making the homemade look of Kaffeslabberas’ design’s appeal to a wider audience. The products are clearly branded as something unique and authentic.⁶¹

Examples of designers promoting transparency

- **Honest By:** A company launched in January 2012 with a 100% transparency policy. Each product is showcased online alongside detailed information about materials, manufacturing details, cost breakdown, and environmental impact information, including carbon footprint. The first collection features designer Bruno Pieters who uses organic cotton and wool that is either recycled, organic or from countries where mulesing is not practiced.
- **MADE-BY:** In order to increase transparency in their production process, Kuyichi has introduced a traceability program for each garment.⁶² Via a service provided by Made-By each customer can track the garment via a code printed on the care label of the garment.⁶³

6.1.2 The Brand/Retailer’s Role

Brands and retailers play a critical role enabling a sustainable path for fashion consumption. They do this through the product itself, working through suppliers and sub-tiers of the supply chain to positively improve products’ attributes and the conditions by which they are made. In addition, they are the key interface with the consumer; through advertising, marketing, in-store messaging, and direct retail employee and consumer interactions, brands and retailers are able to communicate with and influence consumers’ awareness, knowledge and behaviors.



The role for brands and retailers is a much discussed and debated topic, a full summary of which is outside the scope of this project. However, it will be important during the consultation process to pinpoint actions that brands can take to influence the evolution of sustainable fashion, particularly as it relates to consumer attitudes and behaviors.

6.1.2 The First Mover’s Role (e.g. celebrities and “conspicuous” consumers)

There is scant research on the role of innovation and first movers in fashion markets related to sustainability. Typically, a “first mover” is a company who first enters a specific market, product category or industry. However, in the case of sustainable fashion, first movers are influential individuals who act as consumer trendsetters and who could make sustainable fashion appeal to the mainstream consumer. First movers shop and purchase fashion items more frequently, they

⁶⁰ “Kuyichi Website,” accessed February 15, 2012, <http://www.kuyichi.com>.

⁶¹ E.g. with taglines like “Ernas hand knitted socks.”

⁶² That offers the consumer after purchasing e.g. a pair of jeans.

⁶³ S Black, “Eco-Chick,” (London: Black Dog, 2008).

spend more, and recent research from Glasgow Caledonian University⁶⁴ indicates that their purchasing habits are influenced by the fashion media and by public figures such as celebrities.⁶⁵

As part of the university's research, surveys of female first movers in the fashion industry showed that respondents were readers of fashion and/or celebrity magazines, and they used these magazines to identify trends, which they then followed by purchasing lower-priced imitations. It seems logical then that these magazines could be used as appropriate vehicles for disseminating information about sustainable fashion.

Celebrities who wear "green" fashion⁶⁶ are one very public category of first movers. They challenge the stereotypical identities commonly associated with this kind of clothing⁶⁷ and can therefore contribute to making sustainable fashion more appealing to the mainstream consumer.⁶⁸ The fashion industry could benefit from celebrity "spokespersons", i.e. public and popular persons who advocate and wear sustainable fashion, showing to the mainstream consumer that it can be both fashionable and responsible. After all, where Hollywood leads the rest tend to follow.⁶⁹

6.2 Civil Society's Role

Civil Society can refer to a range of different organizations including non-profits (NGOs), trade associations, faith-based organizations, educational institutions or media. As a result, the role of civil society is often to create and communicate information. Certain groups act as watchdogs for consumers; others promote and nurture specific communities, lifestyles and sub-cultures; some create the foundations of knowledge; and others are intended to push industry to improve their standards and practices. We share some of initial ideas on how these roles fit into sustainable fashion below.

6.2.1 Media

Traditional media outlets

Traditional media's role in encouraging the sustainable fashion consumption includes:

- **Reporting on the industry** – Their first role is to raise awareness and provoke thought, providing consumers the knowledge on industry leading initiatives in sustainable fashion and bringing attention to sub-standard practices.
- **Providing a platform** – Their second role is to provide a platform for advancing dialogue, through interviews, conferences, or even the redistribution of press releases.

An important caveat is that more does not necessarily equate better. Traditional media needs to be aware of the quality of their reporting as well as the quantity.

⁶⁴ A combination of qualitative and quantitative methods was used. Consumer focus groups and interviews were conducted initially to identify the main themes relating to fashion consumption and disposition. These were followed by a survey administered to young females to ratify the qualitative findings and to ascertain the extent of textile reuse and recycling.

⁶⁵ L.R. Morgan and G. Birtwistle, "An investigation of young fashion consumers' disposal habits," *International Journal of Consumer Studies*, Vol. 33: 2008.

⁶⁶ L.R. Morgan and G. Birtwistle, "An investigation of young fashion consumers' disposal habits," *International Journal of Consumer Studies*, Vol. 33: 2009.

⁶⁷ E.g. activists, environmentalists, fringe lifestyles.

⁶⁸ Because research shows that it is easier for consumers to identify with a personality affiliated to a particular lifestyle (Winge 2008).

⁶⁹ Nathaniel Beard, "The Branding of Ethical Fashion and the Consumer: A Luxury Niche or Mass-market Reality?" *Fashion Theory*, Vol. 12, Issue 4: 2008; Tamsin Blanchard, *Green is the New Black*, (London: Hodder & Stoughton, 2007).

Social media channels

The role of social media is to create a platform for dialogue and collaboration. It allows individuals and organizations the opportunity for their voice to be heard through self-initiated blogs, dynamic social platforms, or media-sharing services. Social media enhances opportunities to share and participate in sustainable fashion initiatives, and also to enable government and industry bodies to reach out and directly engage with civil society and consumers.

As an example, [Tory Burch](#) has used social media as a key to their growth. They have 300,000 followers on Facebook and Tory Burch is very aware of their vital role in their marketing strategy. They reach out and field input from this base, stating: “our fans are a vital part of what we are doing.”⁷⁰

6.2.2 Non-Profits

The role of non-profits in encouraging the consumption of sustainable fashion is to at once raise awareness and influence behavior change of both consumer and industry groups. A number of the campaigns listed in the first portion of the report were run by NGOs, but we provide a few fashion examples here to illustrate.

Interactive NGO campaigns

- In the outdoor campaign “Designer-belts” for [PETA Sticky Bits](#) was used to bring an element of interactivity to a print advertising displaying leather bags and belts on billboards at bargain prices. Discount shoppers scanning the code to find out where to buy the leather goods were directed to a video showing animals being brutally killed in the name of the cheap leather bags. The video starred celebrities such as Pamela Anderson and Joaquin Phoenix.⁷¹
- The [Norwegian Salvation Army](#) performed on the catwalk during Oslo Fashion Week showing typical clothing of people exiting the subway. The idea was to communicate how the clothes we wear today is the future collection of the 2nd hand stores. The campaign has won several awards in 2010-11.⁷²
- [Greenpeace](#) conducted global flashmobs to detox sportswear, coordinating more than 600 people who danced and stripped outside retail brand stores in 29 cities in 10 countries. As a result, Nike, Puma, Adidas and H&M have committed to detox actions.⁷³

6.2.3 Education



Academic institutions have an important role to play in encouraging sustainable fashion consumption in both design and business schools, yet this is not directly addressed in this report.

6.3 Government's Role

Government's role in encouraging sustainable fashion is one of setting the stage by:

⁷⁰ “Victoria Beckham on Quality and Control,” accessed February 5, 2012, <http://www.wwd.com/wwd-video/?bclid=21900703001&bctid=1277454288001>).

⁷¹ Farrokh Madon, executive creative director at McCann-Erickson Singapore explains: 'the campaign blends technology and shopper psychology in a smart way to show fashion-conscious shoppers the ugly side of the fashion industry. Since the campaign launched, the barcodes had been scanned over 12,000 times.

http://affiliates.adforum.com/affiliates/creative_archive/2006/EACA_ACT/ree_detail2.asp?ID=34462468&TDI=VDnwg6JX Yy&PAGE=1&bShop=&awcat=&ob=&awid=

⁷² “Salvation Army: Fretex Catwalk Stunt,” accessed January 26, 2012, http://www.adforum.com/creative-work/ad/player/34460994/_tstck_.

⁷³ “Nike vs. Adidas Detox Strip,” accessed February 22, 2012, http://youtu.be/5NcP2XBAD_M

1. Providing the regulatory and economic framework within which the fashion industry operates
2. Promoting trade and innovation that protects the environment and ensures respect for human rights and labor standards
3. Ensuring that consumers are provided with accurate information and price signals.

In addition, government can help to level the playing field, ensuring that all participants in the industry, not just those subject to public and activist pressure, meet expectations for social and environmental responsibility.

Government policy and action in the area of sustainable fashion is best focused directly on industry which would have indirect influence on consumers. In addition, there are several policy areas that could have a direct impact on consumers, which are discussed below.

6.3.1 Tackling greenwashing

Due to the growing environmental awareness among consumers and an associated recognition of the marketing advantages of more sustainable products, unsubstantiated or false claims of environmental benefits of products, coined as “greenwashing”,⁷⁴ is rife in Western countries. North American environmental marketing firm TerraChoice found 98% of environmental product claims in the UK, the United States, Canada and Australia to be misleading, irrelevant, vague or simply false.⁷⁵ FoE also identifies a number of examples of greenwashing in Europe (FoE, 2006).

Greenwashing undermines consumer confidence in products’ sustainability claims. Countries such as Australia, Canada, France, Norway and the United Kingdom are among those that are taking pro-active steps to tackle greenwashing claims through a variety of regulatory, legislative and enforcement efforts.⁷⁶ This often includes providing guidance on good practices in making green claims and imposing fines on companies for falsely advertising their products or services or using vague or misleading environmental claims. Penalties can include requiring the guilty organization to pay for all expenses incurred and setting the record straight regarding their product’s actual environmental impact.

Within the EU, the Unfair Commercial Practices Directive from 2005 has aimed at harmonising consumer protection legislation in EU Member States which at the time varied significantly in their effectiveness in controlling false advertising claims (FoE, 2006). The Guidance to the Directive contains a chapter on misleading environmental claims.⁷⁷

6.3.2 Environmental and sustainability labeling

While greenwashing appears to be on the rise, so too do verified and credible environmental / sustainability labeling schemes which are *externally-certified by independent third parties*. Such labels can be set up by NGOs or industry organizations, but many labels have also been established through legislation.

⁷⁴ “Greenwashing,” accessed January 21, 2012, <http://en.wikipedia.org/wiki/Greenwashing>.

⁷⁵ “Report Reveals Greenwashing is Rife,” accessed December 21, 2011, <http://toxicbeauty.co.uk/blog/2009/05/06/report-reveals-greenwashing-is-rife/>.

⁷⁶ “The Greenwashing Domino Effect,” accessed January 26, 2012, http://newsandinsight.thomsonreuters.com/Legal/Insight/2012/02_-_February/The_Greenwashing_domino_effect/.

⁷⁷ “Misleading Green Claims,” accessed January 19, 2012, http://ec.europa.eu/environment/eussd/pdf/green_claims/en.pdf.

A prime example is the EU Flower, a European label established in by the EcoLabel Regulation. The EcoLabel Regulation⁷⁸ defines a process for a voluntary externally-verified "label of excellence" to signal to consumers those products within a product group which perform well according to a large number environmental criteria along the full life-cycle of the product.⁷⁹ The number of awarded products has increased fourfold since 2005, showing a steady increasing trend for labeling. This is partly a result of a steady increase in the numbers of product groups for which criteria have been defined.

Environmental criteria have been established for textiles. The [German Blue Angel](#) (the world's first environmental label) and the Nordic Swan have also criteria set for textiles. The Nordic Swan label goes beyond the EU EcoLabel in also including social and ethical criteria. Further labels for textiles include the Øko-Tex 100 label, which is focused on chemical safety and toxicity, and GOTS, which is an international label for organic cotton.⁸⁰

So far, these labels only have criteria for textiles. A possible development would be to produce specific criteria for garments which might include non-textile elements such as zips, buttons, etc.

6.3.3 Green public procurement specifications

Following communications and voluntary targets called for by the European Commission, European governments are increasingly setting green criteria for purchase of goods and services by both national and local government organizations. The EU has so far defined green criteria for 19 product groups,⁸¹ one of which is textiles. However, similar to EcoLabel there is no separate criteria for garments. The National Health Service in the UK, for example, has defined green criteria for purchasing of uniforms. While not immediately relevant to the fashion industry, some uniforms are designed by brands. Therefore green public procurement criteria might have a role to play in sustainable fashion in the future.

6.3.4 Promoting extended producer responsibility

Clothing is one product for which a well-functioning reuse system has been in place for the whole of our lifetimes and far beyond. Most towns and cities have charity shops which take in used clothes and resell them for reuse. According to a recent report the average Swedish household delivers 3kg of textiles (mostly clothes) each year to charity shops (Carlsson *et al.* 2011).

However, a further 8kg per household is disposed of each year in ordinary waste ending in incinerators or other types of mixed waste management. Therefore there is considerable room for improvement in the end of life stage of garments.

One possibility which could be especially interesting for the fashion industry would be if used clothes of a particular brand were collected by brand shops for resale or recycling of materials for reuse in the production. By keeping the brands separate, the reused clothing then becomes a source of further value for the brand either for resale or for reuse of good quality materials. Further, indirect benefits could then occur. The producer is encouraged to design more sustainable

⁷⁸ Regulation (EC) No 1980/2000 of the European Parliament and of the Council of 17 July 2000 on a revised Community eco-label award scheme.

⁷⁹ "Communication... on the Sustainable Consumption and Production and Sustainable Industrial Policy Action Plan," accessed January 13 2012, http://ec.europa.eu/environment/eussd/pdf/com_2008_397.pdf.

⁸⁰ "Comparison of marks on clothes ," accessed February 16, 2012, <http://www.ecolabel.dk/forbrugere/Tekstiler+og+miljømærker/Mærker+på+tøj/>.

⁸¹ "GPP Training Toolkit," accessed January 10, 2012, http://ec.europa.eu/environment/gpp/toolkit_en.htm.

products, which thus are more likely to go back into a closed-loop system, i.e. which are more durable or can more easily be separated into component parts for recycling.

There is also a business opportunity for engaging consumers in bringing back the used clothes. Potential methods for encouraging consumers to return their clothes to the brand can include soft measures such as campaigns or more active and potentially effective schemes where the brands give incentives for returning clothes such as offering money for a returned item or - of potentially more interest for brands – offering coupons that can be used for future brand purchases. One might also imagine the possibility of a “consumer deposit”, which is common in the beverage industry, and which would be charged to the consumer and allocated per garment at the point of purchase. The deposit could be reclaimed by the consumer upon return to the manufacturer. Incentives, such as tax savings, could be provided based on the value of returned goods to incentivize recycling and upcycling of garments. In any case the brand would benefit from an increased number of visits to the store and an improved CSR profile.

Such schemes where producers take responsibility for the end of life of a product are often termed Extended Producer Responsibility (EPR) schemes. EPRs have been established in Europe for electronic equipments and partly within packaging. Within fashion there are already a few examples of take-back schemes:

- **Levi Strauss & Company** is running a take-back scheme and are launching some jeans in 2012 which partly are made from re-cycled fibers gathered by the scheme
- **UNIQLO** is a Japanese clothing company which has a take-back system for all of their products, of which most goes to re-use in refugee camps. They have stores in Asia and have now opened up in UK, France and the US.
- **Marks & Spencer and Oxfam** launched a Clothes Exchange scheme in 2008 where customers who bring a used M&S item of clothing to Oxfam receive a £5 voucher for purchasing new M&S clothes. Since 2008, 3 million items of clothing have been diverted from landfill for reuse (Defra, 2011)

In the case of electronics and packaging, government’s role has been central, namely adopting regulations which require producers/importers to establish, finance and maintain take-back systems either directly or via third parties. In the case of fashion products such a regulatory role is probably not desired or necessary. Rather, government could play a more capacity building role, giving advice on do’s and don’ts based on experiences from other EPRs, and potentially in the longer term, making voluntary agreements with fashion and clothing producer/importer associations on targets for take-back schemes.

6.3.5 Voluntary agreements with industry

As noted above, as an alternative to regulation, government can make so-called voluntary agreements with industry associations where pragmatic and achievable targets are set which the industry agrees to meet. Motivating factors can be shared interests in meeting targets or alternatively the threat of future regulation should the targets not be met. Voluntary agreements can potentially be more effective than regulation since the producers are ‘buying-in ‘ to targets which they themselves have had a say in setting, rather than being forced to achieve such targets. In addition, such voluntary agreements can also include funding commitments on the part of industry or government to help share the costs (and benefits) of sustainability improvements.

Areas which could potentially be subject to voluntary agreements between government and the fashion industry include:

- A target for % take-back of clothes under EPR schemes (see above)
- Targets for % recycled material included in new garments (although this could reduce the incentive for reuse of garments)
- Agreements on a review of care labels used in clothing such that they favor lower temperatures
- Agreements on design standards or guidance for sustainable garments. These would go beyond criteria for textiles under the EU EcoLabel, for example, and could also include criteria or guidance on design that would be more sympathetic towards recycling, e.g. avoiding fiber mixes, avoiding of additional elements such as buttons, etc., which reduce the feasibility of recycling
- Development of an Action Plan for sustainable clothing together with industry and retail stakeholders. Defra in the UK, for example, together with stakeholders developed an Action Plan for Sustainable Clothing in 2009 with an update in 2010 (Defra, 2011)

7. What's Next for the NICE Consumer Project?

Building a framework one step at a time

The importance and urgency of the transition toward sustainable consumption and production often assumes that we should make sudden and radical changes. However, movement toward SCP should be considered a long-term process made of incremental steps. When seeking systems change, it is important to involve the participants in that system and enlist them in the change process, and this takes time and effort. We see a great opportunity for building a NICE Consumer framework and catalyzing action over the long term to realize a shared vision of the sustainable fashion consumption, but this framework is in the early stages.

Guiding the transition to sustainable consumption behavior via “transition management”

The CSCP warns that “transitions involving system innovation cannot be managed in a controlling sense, but they can be aimed and guided in an iterative, forward looking, and adaptive manner.”⁸² We feel the idea of transition management appropriate for sustainable fashion, since it is adaptive and allows for a range of initiatives to come from alternative sources: bottom-up approaches, alternate economic models, and innovative business models. Also, it naturally helps to error-correct efforts that may begin as a naïve or misdirected by allowing for decisions to be made all along the way. In this way, the very use of transition management for policy implementation becomes something similar to a campaign, i.e. launching an idea but allowing for that idea to evolve naturally and to gain the buy-in of all relevant stakeholders before it is enforced as policy.

How do we get to our goal?

Summarizing the objectives of this research report, in order to achieve the goal of creating a framework for a more sustainable fashion industry, we have to develop the link between:

1. the desired actions we would like to see from the consumer
2. the direct barriers to achieving these actions
3. the potential solutions to overcome these barriers
4. the actors responsible to implement these solutions

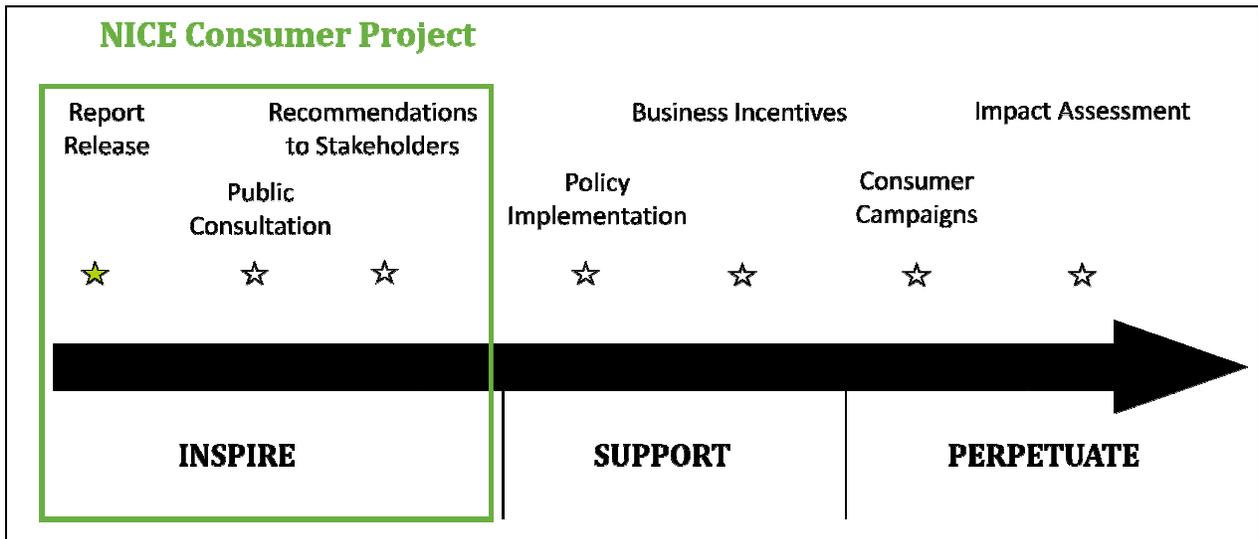
The NICE Consumer project does not pretend to have all the answers, but in the chart below we propose some ideas to start the conversation:

⁸² Thomas Petruschke, “Review on Consumer Oriented Environmental Projects and Initiatives”, 66.

Desired Consumer Action	Barriers to Action	Potential Solution	Roles to Implement
NICE Consumer is aware of and cares about sustainable fashion	Lack of information about sustainable products	Awareness-raising and behavior change campaigns; including gamification of sustainable fashion and celebrities and spokespeople	Partnership among government, industry, and civil society
NICE Consumer has the choice of sustainable options and NICE Consumer purchases sustainable fashion	<ul style="list-style-type: none"> 5. Lack of information about impacts 6. Difficulty finding sustainable products 7. Price barriers 8. Style barriers 	<ul style="list-style-type: none"> 5. Incorporating sustainability into design and triggering trend-setting 6. Incentives to support sustainable sourcing of materials and the manufacture of sustainable fashion goods 7. Greater transparency, including credible and consistent labeling schemes 8. Online and in store communications to consumers 	<ul style="list-style-type: none"> Industry leading on sustainable design, sourcing and production, and marketing Government providing incentives and clear guidelines Civil society highlighting good and bad choices for consumers
NICE Consumer wears, cares for and repairs garments in a low-impact way	<ul style="list-style-type: none"> 5. Barriers to repairing products 6. Lack of access to non-toxic alternatives to dry-cleaning 7. Perceptions about effectiveness of cold water wash and low impact detergents 8. Lack of adherence to care instructions 	<ul style="list-style-type: none"> 4. Awareness-raising and behavior change campaigns 5. Technology development for alternatives to dry cleaning 6. Improved care labels and education 	Partnerships among government, industry and civil society
NICE Consumer recycles garments	<ul style="list-style-type: none"> 3. Lack of convenient and reputable drop off locations for unwanted goods 4. Immature upcycling* systems 	<ul style="list-style-type: none"> 4. Development of take back systems 5. Standards for upcycling 6. Incentives for recycling and upcycling 	<ul style="list-style-type: none"> Government provides standards and incentives for recycling and upcycling Industry and civil society to partner on developing recycling and upcycling systems

The Road Ahead

The NICE Consumer project is only just beginning. In our road ahead, we see three possible phases in changing consumer behavior toward sustainable fashion consumption. The NICE Consumer project occurs during Phase 1: Inspire Behavior Change.



Call to Action

If you are reading this report, you have an interest in sustainable fashion and BSR and the Danish Fashion Institute invite you to join us as we seek to create a sustainable fashion system. There is ample opportunity to get involved:

- Send your comments and feedback on this report via email to niceconsumer@bsr.org
- Sign up for NICE Consumer webinars on March 13, March 20 and April 3. The events start at 4 p.m. CET. For more information, contact us at niceconsumer@bsr.org.
- Follow [@NiceConsumer](https://twitter.com/NiceConsumer) on Twitter
- [Register](#) to follow the conversation on 2degrees
- Show us what sustainable fashion looks like on [Pinterest](#)

8. Appendix: Campaign Case Studies

8.1 Government Campaigns

8.1.1 “Cycle to Work” in Germany

How to motivate as many employees as possible to use their bicycle to commute to and from work? In 2001, the German Transport and Health Ministries launched the Cycle to Work campaign. The goal was to promote cycling as not only a more environmentally friendly means of transport but also as a viable, healthy source of daily physical exercise.⁸³

A friendly, annual competition between companies biking to work: The German government designed the campaign as a competition. Companies were asked to build teams of four employees and cycle to work as often as possible recording their efforts during a four week timeframe. Those teams who cycled more than 50% of their working days entered a lottery for interesting prizes.

Incentivized action through innovative partnerships: Cycle to Work encouraged individual sustainable consumption behavior through incentives created through a partnership program. The government solicited companies to participate in order to provide goods as prizes as well as sponsorship for campaign events and offered co-advertising in campaign events and publications.⁸⁴ To attract media attention and potential participants, the opening day ceremony included the participation of journalists and companies as well as celebrities and politicians.⁸⁵ Cycle to Work maintained an innovative website as the campaign hub presenting flashy prizes, allowing for team planning and organization and displaying and promoting videos created by various teams.

The results are in: The campaign was a success. Participation increased from 830 employees of just 1 company in 2001 to more than 160,000 employees across 11,000 companies in 2008.⁸⁶ The campaign has showed promise toward changing unsustainable behaviors—2% to 9% of participants claimed not to have ridden bicycles at all before the campaign but plan to do so after the project.

Final thoughts: This campaign worked in part because it promises health benefits, which is an appealing incentive to change consumer behavior.

Final thoughts: This campaign worked in part because it promises health benefits, which is an appealing incentive to change consumer behavior.

8.1.2 “Cool Biz and Super Cool Biz” in Japan

How can a government overcome deep social norms to reduce energy consumption in a creative way? The Japanese government wanted to reduce energy use from office building air



⁸³ Armin Falkenheim, "Workshop: Cycling to Work Campaigns," 1.

⁸⁴ "Cycling to Work 2012," accessed January 25, 2012, <http://www.mit-dem-rad-zur-arbeit.de/infoservice/index.php>.

⁸⁵ "Looking Back on a Long Lived Campaign 2001-2006," accessed January 25, 2012, <http://www.adfc.de/radzurarbeit/hintergrund/rueckblick/rueckblick-2001-2006>.

⁸⁶ "Looking Back on a Long Lived Campaign 2001-2006," accessed January 25, 2012, <http://www.adfc.de/radzurarbeit/hintergrund/rueckblick/rueckblick-2001-2006>.

conditioners and thought that having people wear more casual clothes would help. However, they faced a deep-rooted cultural issue—there is a strict dress code in Japan requiring high formal wear in a business environment at all times, even in the summer. Japan decided to tackle this barrier and change a deep-rooted part of their culture.

A campaign building on a campaign: The Japanese government in association with the fashion industry launched the Cool Biz campaign in 2005. The purpose was to lower energy use and related greenhouse gas emissions by encouraging office workers to wear casual clothes and to go without ties and jackets, so the thermostats could be maintained above 28C.⁸⁷

Fashion takes the lead, but leaders wear the fashion: The campaign kicked off with a government-sponsored fashion show featuring outfits appropriate for the office, yet cool enough to wear in the heat, supported by a national awareness campaign which promoted the scheme and immediately captured intense media coverage. In Japan, leaders and public figures act as powerful role models for citizens. A directive was given to all public service workers to immediately adopt the new dress code. The Prime Minister Junichiro Koizumi was frequently interviewed without a tie or jacket, an unprecedented and stunning act. Corporate leaders were even invited to join in the launch-event fashion show to exemplify the wide acceptance of the new dress code.

A changed culture: The campaign was successful in terms of awareness, behavior, environment, and business. After just 1 year survey results indicated that 95.8% of respondents knew Cool Biz, and 32.7% of 562 respondents answered that their offices set the air conditioner thermostat higher than in previous years.⁸⁸ A 2007 nationwide poll showed that 47 percent of about 2,000 respondents had implemented Cool Biz in their workplaces, and that increased to 57 percent in 2009.⁸⁹ The ministry of environment estimated that the first year of the campaign alone resulted in a 460,000-ton reduction in CO2 emissions, the equivalent volume of CO2 emitted by about 1 million households for one month. This increased to a 1.14 million-ton reduction in 2006 and has continued to rise ever since.⁹⁰ Finally, as a result of campaign efforts, sales of casual clothing have tripled in Japan.⁹¹

Final thoughts: This campaign was a success because the Japanese government approached a cultural barrier realistically and committed to what they knew would be a long-term campaign—it has taken over 6 years of awareness-raising plus a national crisis to finally catch on with a critical mass of consumers. The government did not give up after the first year, instead committing to gradual change over time and investing year after year until they saw the change take hold.

8.1.3 “Velib” in France

Is there a viable way to provide an inexpensive, environmentally-friendly bicycle rental system to an entire city? The objectives of the Paris Velib’ project were three-fold: to reduce auto congestion and pollution, to provide exercise to citizens, and to further reinforce Paris’ position as a leading demonstration city for innovation and quality of urban life. However, the rentals needed to be inexpensive enough for daily use, but expensive enough to drive sustainable revenues, and the

⁸⁷ Thomas Petruschke, “Review on Consumer Oriented Environmental Projects and Initiatives”, 43-44.

⁸⁸ Thomas Petruschke, “Review on Consumer Oriented Environmental Projects and Initiatives”, 43-44.

⁸⁹ “Japan ‘Super Cool Biz’ Campaign Urges Businessmen To Shed Suits, Save Energy,” accessed January 27, 2012, http://www.huffingtonpost.com/2011/06/01/japan-super-cool-biz-suits-energy_n_869662.html.

⁹⁰ Thomas Petruschke, “Review on Consumer Oriented Environmental Projects and Initiatives”, 43-44.

⁹¹ “Japan ‘Super Cool Biz’ Campaign Urges Businessmen To Shed Suits, Save Energy,” accessed January 27, 2012, http://www.huffingtonpost.com/2011/06/01/japan-super-cool-biz-suits-energy_n_869662.html.

implementation needed to be big enough to incentivize riders, but manageable enough to protect against excessive theft and to deal with repairs.

Media partnerships and revenue: The Velib' system launched on the first day with substantial infrastructure in place, including over 10,000 available bicycles with 750 automated rental stations throughout Paris (and soon increased to over 20,600 in the 2nd year). The sheer size of the program guaranteed worldwide media coverage and the city's 31-page press kit ensured further pickup by smaller outlets. To ensure a return on the €90 million investment in infrastructure, the city contracted with media giant JCDecaux, which agreed to pay all of the costs for Vélib', including maintenance, in exchange for a 10-year contract to control advertising rights on over 1,500 bus shelters, newsstands, public toilets, and other street furniture. In addition, JCDecaux agreed to pay Paris €3.5M per year.⁹²



Changing attitudes: Upon launch of Velib', Paris faced additional barriers. Many Parisians felt bicycles were an outdated mode of transport, which was dangerous next to cars. To combat this, the city government ran an information campaign in September 2006 to combat impoliteness, with the aim of reminding people of the need for mutual respect between the different users of public spaces, including cyclists, car drivers, pedestrians and even people with limited mobility. In addition, the city launched a safety campaign with demonstration points nears the town halls of each arrondissement (neighborhood), and handed out over 3.5 million subscription leaflets with 18 safety suggestions.

A debatable success: Velib' was a success in certain ways and a failure in others. The city of Paris changed the public opinion of cycling: in the first year Velib' attracted over 198,000 yearly subscribers, over 270,000 weekly subscribers, and over 3.5 million one-day subscribers. The city succeeded in re-popularizing bicycles as a mode of transport and even increased the number of people using their own. Further, users felt they belonged to a community which reinforced the habit, and the number of bicycle accidents went down since more cycles on the road re-educated drivers to be more aware of bicyclists. In this way, the Velib' bicycle itself became an awareness-raising instrument.⁹³

However, the program required investment above and beyond the initial campaign launch. Unforeseen expenses came from vandalism and misuse. Even though the Vélib' program may be considered a success in terms of rider usage—between 50,000 to 150,000 trips per day—a staggering 80 percent of the 20,600 bicycles have been destroyed or stolen, causing JCDecaux to re-negotiate their contract with the city.⁹⁴

Final thoughts: This campaign succeeded by making bicycles a viable alternative to cars simply by providing them instantaneously in massive numbers, making the service affordable, and promoting

⁹² Greenjoe, "Vélib' – Freedom Bikes – Definitely NOT Free, But Worth It!," October 14, 2007, <http://greenjoe.wordpress.com/2007/10/14/velib%E2%80%99-%E2%80%93-freedom-bikes-%E2%80%93-not-free-but-worth-it/>.

⁹³ Thomas Petruschke, "Review on Consumer Oriented Environmental Projects and Initiatives", 47-48

⁹⁴ "Bicycle Sharing System," accessed January 28, 2012, http://en.wikipedia.org/wiki/Bicycle_sharing_system#Paris.

their safe use. The most innovative tool used was financing through their private-public partnership with JCDecaux, a deal with mutual benefits for both parties.

8.2 Business/Association Campaigns

8.2.1 “WashRight” Global Campaign

How to make it clear that washing at lower temperatures guarantees quality and eco-friendliness? The International Association for Soaps, Detergents and Maintenance Products (AISE) invented the “WashRight” campaign for this purpose. The main objective of the campaign is to provide household tips to consumers and to advise them about washing laundry in a more environment-friendly way.⁹⁵

Industry collaboration to influence consumers:

WashRight is a actually voluntary industry initiative based on a code of conduct, strengthening a trend AISE began a decade ago which saw average wash temperatures drop in Europe from 65 to 48 C over time, based mostly on technological changes. What didn't change over time was the consumer behavior (who continued to wash most loads of clothing at over 48 C). To realize further gains, AISE understood that individuals had to relearn their washing routines, and so they launched the WashRight campaign to address washing habits directly.



A consumer facing website with a simple, consistent message: In 2000, AISE launched a Europe-wide TV campaign in 2000 to promote the WashRight messages more widely. This was welcomed by many, including the then Commissioner for the Environment Margot Wallström, UNEP (United Nations Environment Program) and BEUC (European Consumers Association). It carried through the message of simplicity – it was only 15-seconds and the approach was carefully designed to “speak to” approximately 70% of European Households. The advertisement was a resounding success and was repeated in 2001 and in 2002.

On top of the outward efforts, AISE also reinforced the message through the supply chain. Partnering with its member companies, AISE was able to place consistent communications on billions of laundry detergent packages throughout Europe. Since 1998, 90% of European Household Laundry detergent products have been featuring the WashRight logo, totaling over 500 million panel-carrying packages across Europe each year.⁹⁶

50% consumer awareness and continued campaigning: European research conducted with a cross-section of consumers found that they rated the campaign as “good” to “excellent” and 50% remembered the campaign, which is a very high recall figure.⁹⁷ Building on a successful campaign,

⁹⁵ “Promoting Sustainable Consumption of Household Detergents in Europe”, accessed January 30, 2012, http://www.washright.com/documents/Washright_poster_09.pdf.

⁹⁶ “Promoting Sustainable Consumption of Household Detergents in Europe”, accessed January 30, 2012, http://www.washright.com/documents/Washright_poster_09.pdf.

⁹⁷ “Promoting Sustainable Consumption of Household Detergents in Europe”, accessed January 30, 2012, http://www.washright.com/documents/Washright_poster_09.pdf.

AISE launched in 2008 a website with a very user-friendly design, opting for simple icons and graphics to step the consumer through the proper way to wash. Their URL was also easy to find and memorable: www.cleanright.eu.

Final thoughts: The WashRight campaign's approach to create a simple, memorable message works—15 second long TV commercials and a website with only 4 bullets truly reinforces the idea that washing clothing properly is easy to do.

8.2.2 “FUNSERVE - Electrolux Pay-Per-Wash” in Sweden

Why not rent the use of an expensive washing machine rather than buying, and helping the environment in the process? Electrolux & the EU (in cooperation with Swedish power utility Vattenfall) developed an alternate economic rental model⁹⁸ where consumers do not pay for a product, but rather for the service that product provides, in this case, cleaning clothes.



Proto-typing a service-based business model: This Electrolux-led collaboration decided to develop and field-test the idea in Sweden. The objectives of the project were to assess the benefits and the costs for the participants and the environmental and market potential, and to test the market acceptance. The payoff was clear—for families, this would mean savings; for the environment, this would mean reduced energy use, and even reduced consumption material resources since after machines were rented they would be refurbished and used again.⁹⁹

The economics were sound, in theory: The business model included providing a washing machine to the consumer, and charging approximately €1 per wash at 1kWh/wash cycle, rather than charging around €500 to purchase the washing machine. The consumer also paid for the installation of €45. A 24-hour service and repair was guaranteed as well as new machine after 1000 wash cycles.¹⁰⁰

The campaign was launched: These three partners conducted extensive consumer surveys and studied market segmentation before launch. Surveys and field tests carried out showed that that this model could be attractive to around 30 to 40 percent of all domestic customers in the medium term – a huge potential. To raise awareness, Electrolux took the marketing lead with press releases claiming a product-service revolution, which generated media attention.¹⁰¹ Electrolux also advertised the new washing-machine-free clean-clothes service on their website and in their catalogues.

A successful failure: Ultimately, experiences were mixed after launch. One of the main reasons Pay-Per-Wash failed was because consumers were not convinced of the benefits of rental over

⁹⁸ “Electrolux Offers 6,000 Households Free Laundry Machines,” accessed January 30, 2012, <http://group.electrolux.com/en/electrolux-offers-7000-households-free-washing-machines-1885/>.

⁹⁹ “FUNSERVE: Selling a Function instead of a Product - Renting White Goods via Functional Service Contracts,” accessed January 31, 2012, http://www.wupperinst.org/en/projects/proj/index.html?projekt_id=131&bid=30.

¹⁰⁰ Graham Adams et al., “New Business Models,” Center for Sustainable Design (2006): 19.

¹⁰¹ “Electrolux Offers 6,000 Households Free Laundry Machines,” accessed January 30, 2012, <http://group.electrolux.com/en/electrolux-offers-7000-households-free-washing-machines-1885/>.

traditional ownership of washing machines. For example, there was an emphasis on the environmental benefits of this service, compared to the convenience benefits to the customers, notably not having to pay significant any costs for obtaining a top-of-the-line washer with free servicing.¹⁰²

Final thoughts: Consumer messages should be targeted to the attitudes and behaviors of consumers that will result in changed behavior, and “green” messages are less effective than messages about quality and convenience.

8.2.3 “Zipcar – Low Car Diet” in the United States

Can cars be effectively replaced by other means of transport? Zipcar wanted to prove it with the Low-Car Diet campaign, a game-ified challenge of city-versus-city teams which asks participants to give up their personal cars for one month and walk, ride a bicycle, or take transit in its place.



A challenge for people to give up using their cars for 30 days and tools to support them: The challenge took place in 13 cities around the United States where Zipcar does business. Zipcar put out a call for applications and selected 30 participants across the U.S. and Canada who pledged to give up their personally-owned vehicles for 30 days. Zipcar partnered with several companies and transport authorities to provide participants with tools for managing the temporary lifestyle change, including: bicycle rentals, transit passes, complimentary meals at local restaurants, and discounts at local retailers.¹⁰³

A team approach: Zipcar selected three participants per city who formed teams and who chronicled their experiences with weekly video blog posts and regular social media updates. The participants submitted data about their commutes to the Low Car Diet organizers once a week through an online platform called Survey Monkey. At the end of the challenge, Zipcar representatives compiled the videos taken and posted them to Zipcar's Low-Car Diet website. Visitors to the site voted on the team that they thought best embodied the Low-Car Diet lifestyle. In 2010 the winning Low-Car Dieters received custom-made New Balance sneakers, a Jabra gift-pack containing an assortment of hands-free devices, and a year supply of snacks and beverages from popchips™, Honest Tea and Zevia® All Natural Soda.¹⁰⁴

The tools behind the trade: Zipcar's Low-Car Diet employed a number of the key success factors we indicate at the beginning of this report:

- **Launch Events:** Zipcar held kickoff events in participating cities.
- **Partners:** Zipcar formed partnerships with businesses, including Montague Bikes (which gave away a free Swiss Bike), EveryDayHealth.com, HealthCentral.com, ClubOne, Green Citizen, and Cartridge World.¹⁰⁵

¹⁰² Jacquelyn Ottman, “Avoiding Green Marketing Myopia”, *Environment, Science and Policy for Sustainable Development* (2006): 22–36.

¹⁰³ Gas 2, “Zipcar's Low-Car Diet: One Month Without a Car,” June 25, 2009, <http://gas2.org/2009/06/25/zipcars-low-car-diet-one-month-without-a-car/>.

¹⁰⁴ Ian Palmer, “Zipcar's Low-Car Diet challenge participants finish strong,” September 27, 2011, <http://www.carpages.ca/blog/2011/09/27/zipcars-low-car-diet-challenge-participants-finish-strong/>.

¹⁰⁵ Matthew Roth, “ZipCar Starts Second Annual Low-Car Diet Challenge,” July 15, 2009, <http://sf.streetsblog.org/2009/07/15/zipcar-starts-second-annual-low-car-diet-challenge/>.

- **Website:** The Low Car Diet website was updated with real-time updates on the team's alternate modes of transport: bicycle, walking, and buses.
- **Social Media:** Zipcar also encouraged the teams to submit their own contributions to social media, such as uploading videos to YouTube.
- **Incentives:** The Low Car Diet's partners provided free gifts for selected participants before the challenge as motivation, prizes for the winning team, and health and wellness support services for all participants.

An annual success that continues: The 2010 Low-Car Diet challenge demonstrated environmental and health benefits to participants using alternative transportation: participants in 2010 reported that they increased their miles biked by 80 percent, decreased miles driven by 69 percent and lost a total of 247 pounds. The 262 participants also reported that they walked a total of 5,400 miles; took 1,667 bike trips and 4,168 public transit trips throughout the duration of the challenge.¹⁰⁶ In addition to the health benefits, the Low-Car Diet offered car owners the opportunity to experience ZipCar's offer of car-sharing versus ownership.

Final thoughts: The campaign introduced participants and a broader audience to alternatives to single occupancy vehicle trips, and the related environmental and health benefits.

8.2.4 "Volkswagen Speed Camera Lottery" in Sweden

Can we get more people to obey the speed limit by making it fun to do? Volkswagen thought so when they helped to create the Speed Camera Lottery system. The objective of the Speed Camera Lottery is to change driving behavior through incentives, by rewarding those who obey the speed limit with the money raised through fining those whose exceed the limit.



How it works: instant feedback and a chance of rewards Leveraging traffic-camera and speed-capture technologies, the Speed Camera Lottery device photographed all drivers passing beneath it. Drivers who obeyed the speed limit got an immediate "thumbs up" on the display, those who were going too fast got a "thumbs down". Those thumbs down individuals were fined, and a portion of the subsequent fines levied against speeders was pooled in a lottery, with a random winner periodically drawn from the group of speed-limit adherents.¹⁰⁷

Those thumbs down individuals were fined, and a portion of the subsequent fines levied against speeders was pooled in a lottery, with a random winner periodically drawn from the group of speed-limit adherents.¹⁰⁷

Three tools involved: an online contest, the power of social media, and a public-private partnership

The Speed Camera Lottery campaign was conceived by Kevin Richardson after he won a contest devised by the Swedish advertising firm DDB Stockholm for Volkswagen Sweden. VW had issued an open invitation to submit ideas as part of a project called the Fun Theory, which aimed to make facing social challenges such as environmental protection, speed-limit adherence, and boosting

¹⁰⁶ "Zipcar Challenges Car Owners to Test Drive a Low-Car Lifestyle," accessed February 2, 2012, <http://zipcar.mediaroom.com/index.php?s=43&item=228>.

¹⁰⁷ Jonathan Scultz, "Speed Camera Lottery Wins VW Fun Theory Contest," November 30, 2010, <http://wheels.blogs.nytimes.com/2010/11/30/speed-camera-lottery-wins-vw-fun-theory-contest/>.

public transportation ridership more enjoyable.¹⁰⁸ The submitted projects [were filmed and posted online](#) and the videos soon went viral. Traditional media ranging from ABC to the BBC Worldwide Service soon picked up the campaign, the competition and the winning idea. Richardson's idea was particularly strong, and attracted attention from the Swedish government who ask VW to partner on its realization.

Incentive systems work: The Speed Camera Lottery was tested for a 3 day period and photographed 24,857 cars.¹⁰⁹ It worked immediately to reduce average speed across all traffic by 22%: according to VW, average speed before installation was 32 kilometers an hour and that figure dropped to 25 kilometers an hour, despite the device's inability to actually issue the financial penalties. The campaign also helped Volkswagen to boost share and sales in Sweden. During the campaign from January to June 2010 Volkswagen market share increased almost 4% to 12.9% while sales grew by 5.8% compared to an increase of 3.9% for the overall market compared to the first half of 2009. In the eco car segment alone, Volkswagen saw market share leap from about 8% to nearly 15%.¹¹⁰

Final thoughts: This campaign succeeded in reducing traffic but also challenged an outmoded concept: that punishment is universally more effective than rewards.

8.3 NGO Campaigns

8.3.1 "Earth Hour" in Australia

Can we illustrate that individual actions have real, large-scale impact in battling climate change? In 2007 WWF Australia launched Earth Hour, a campaign intended to inspire people to believe in the power of large-scale action through a very simple task: "turn off your lights for 1 hour." The campaign's objective was to show that everyone can take personal responsibility for the future of our planet, and that such changes in our individual behavior can have impacts which are greater than the sum of their parts.



A campaign in 4 phases: Earth Hour has been lauded for its simplicity—something which was an objective of the campaign from the start. The organizers realized that it would take time and resources to gain traction on a global front and so began humbly campaigning locally in Australia. After a first successful year, they increased the scale of the project by adding on additional facets, moving through four phases:

- **Attention:** Earth hour seized the world's attention, if but for an hour.
- **Awareness:** Earth hour raised awareness through different sustainability messages such as: "Acknowledge climate change is real."
- **Action:** Building on a critical mass of participants, Earth Hour eventually called for action past turning off the lights, calling this initiative "Beyond the Hour."

¹⁰⁸ Jonathan Scultz, "Speed Camera Lottery Wins VW Fun Theory Contest," November 30, 2010, <http://wheels.blogs.nytimes.com/2010/11/30/speed-camera-lottery-wins-vw-fun-theory-contest/>.

¹⁰⁹ "Volkswagen: The speed camera lottery," accessed February 2, 2012, http://adsoftheworld.com/media/ambient/volkswagen_the_speed_camera_lottery.

¹¹⁰ "Volkswagen Speed Camera Lottery," accessed February 2, 2012, <http://theinspirationroom.com/daily/2011/volkswagen-speed-camera-lottery/>.

- **Local Ownership:** Earth Hour became an annual, global event which was only made possible by satellite teams in 135 countries turning lights off locally.

Many tools and strategies: Earth Hour partnered with a major media partner, had high level government support, created a social media network, launched sub-campaigns, empowered traditional media, created public stunts, and developed a robust website with marketing materials, games, and even how-to guides to help local actors create campaigns. This powerful cocktail of instruments quickly established a presence for Earth Hour and provided a continuous stream of awareness-raising communications.¹¹¹ (Full details are provided in the appendix.)

Success, measured in darkness since 2007, but not without debate: Five years after its launch, more than 5,200 cities and towns in 135 countries worldwide switched off their lights for Earth Hour 2011. However, there is still debate as to whether Earth Hour works in fighting climate change. People argue as to whether it reduces or increases overall carbon emissions due to the resulting massive surges and spikes in the energy grid caused by turning off a large number of lights.

Final thoughts: For the consumer, Earth Hour asked them to do something easy and understandable to reduce energy use. Additionally, the huge variety of tools and instruments used to raise awareness and empower consumers to act helped to spread the campaign message quickly and widely.

8.3.2 “We’re all in This Together” in the UK

An issue as large as climate change can paralyze people into inaction – how to make this huge challenge more digestible? Through the Together campaign, The Climate Group in the UK set out to reduce the overwhelming scale of climate change to a set of simple actions. The intention was to raise awareness of our shared responsibility in reducing our carbon footprint, and to show that the combination of our individual efforts can make a significant difference.

One step at a time: The campaign’s first objective was to overcome the feeling of futility by providing easy to implement solutions, as well as to offer sustainable products and services to consumers from partnering companies. The Together campaign aimed at decreasing the gap between consumers’ sustainable intentions and their concrete actions by focusing the message on tangible tasks. The ultimate environmental objective was to reduce household CO2 emissions in the UK by one ton - or 10% - over 3 years.¹¹² 11 corporate partners participated in the campaign and each provided at least one sustainable product or service at an attractive price for the consumer.



¹¹¹ “Earth Hour History,” accessed February 4, 2012, <http://www.earthhour.org/page/media-centre/earth-hour-history>.

¹¹² “About Together,” accessed February 4, 2012, <http://web.archive.org/web/20090119064042/http://www.together.com/about>.

Using the Internet and social media: The Together campaign planned stunts to attract the attention of the public, such as the “free energy saving light bulbs for Londoners weekend” where people could receive 2 light bulbs for free, or “Energy Wasting Day”¹¹³ on April fools, which featured an online video of an energy wasting fool to attract attention. The campaign also created a website as a central hub of information using an easy to remember URL: www.together.com (now www.togethercampaign.com). The site featured celebrity endorsements, a description of the campaign goals, a list of simple-to-do sustainable actions, and offers from participating companies’ clearly linked with full descriptions of sustainable benefit. Visitors to the website could also sign up and tick off actions they had undertaken which were suggested by the campaign, which would be added to a collaborative counter called the “Togetheriser”, displaying a running total of all actions and purchases toward the campaign goal of 10% reduction overall.

Final Thoughts: The last public reporting on campaign results was in July 2008, which showed over 500,000 tons of CO2 had been saved, equating to 43% progress towards saving 1 ton for every household in London. The campaign concluded in 2012. This campaign attacked the critical price barrier to increase the purchase of sustainable goods.

8.3.3 “Global Cool” in the UK

Can trend-setters inspire mainstream acceptance of sustainable consumption? Global Cool aims to inspire and enable a mass audience to adopt low-carbon lifestyles by marketing or selling green lifestyle choices to trendsetters through consumer-facing campaigns. The assumption is that “trend-setters” can normalize green lifestyles into mainstream trends most rapidly. These trend-setters are generally immune to conventional environmental or climate change communications.¹¹⁴

Focusing on relevant environmental issues: Global Cool has created a series of campaigns addressing different lifestyle topics: Recycling (clothing exchange parties called “Swishing” and cell phone turn-in programs), Transport (using bikes and public transport), Home Energy Use (wearing a wool jumper in winter to turn down the heat), and Flight-free holidays (taking low-impact “Traincations”). These campaigns are run by pure marketers who understand that people go through different stages of attitude before they can adopt a new behavior, and that moving them through that journey can have valuable returns.

Segmenting the audience: Global Cool targets who they call the ‘Now People’, and it has conducted careful market research to figure out the right approach for this group:¹¹⁵

- Focus on the benefits of green behaviors, making them appear fun and positive. The ‘Now People’ don’t like being told what to do and don’t respond to data-driven reasoning, so the Al Gore PowerPoint-slide approach to communicating climate change issues would not resonate with them.
- Use the right language and tone of voice. Global Cool does not talk about data or science. In fact they avoid the words ‘climate change’, ‘global warming’ and ‘carbon emissions’ at all costs. Instead they focus on simple green behaviors.



¹¹³ “Together Campaign,” accessed February 4, 2012, <http://www.togethercampaign.com/>.

¹¹⁴ “About Us: Global Cool,” accessed February 2, 2012, <http://globalcoolfoundation.org/about-us/>.

¹¹⁵ “Global Cool: Now People, accessed February 2, 2012, <http://globalcoolfoundation.org/tag/now-people/>.

- Associate green behaviors with subjects the ‘Now People’ are interested in such as fashion, music, celebrities and travel.
- Offer practical solutions. ‘Now People’ are aware that climate change is a problem but they don’t know what they can do about it. They feel alienated by most climate change communications, so Global Cool makes green behaviors easy as well as fun.

The tools to do the job: The marketing tools employed by Global Cool are fairly standard for a product launch, but are quite unusual in the field of changing consumer behavior toward more environmental actions. Global Cool focuses on constructing messages which are delivered by celebrities who are relevant to the ‘Now People’, and also establishes a presence in media channels that are most relevant to this audience such as:

- writing for newspapers
- managing PR for major brands
- managing bands
- running social networks
- producing films and managing celebrities
- marketing mainstream commercial consumer products

Measuring for success: As agents of marketing, the Global Cool campaigners have put into place tools to measure their campaign impact:¹¹⁶

- Surveys of general public - before and after each campaign
- Surveys of Global Cool subscribers - before and after each campaign
- Focus groups with target market
- Focus groups with GC subscribers
- Numerical Analysis - GC's web traffic, public relations value, and 3rd party research

Results through the eyes of a campaign: Celebrity spokespeople and publicized events encouraged the target audience to hold clothes swapping (and hence recycling) parties with their friends, a phenomenon called “Swishing”, and to use cell phone trade-in and recycling programs to save money on their cell phone upgrades.¹¹⁷ Campaign activities were reported in 57 pieces of media coverage from January to April in 2009, including national and regional print and broadcast, national, regional, and international on-line sources, and specific green and lifestyle online channels. Some publications included Metro, OK! Magazine, and other celebrity and fashion magazines. Their total outreach equaled 56 million viewers or readers and the public relations value of the campaign was estimated at £256, 869. By the end of the campaign, the traffic to Global Cool site had increased by 500% from the initial base.¹¹⁸

The campaign produced 4,470 friends, followers and group members across five different social media platforms and communities including Digg, Facebook, Twitter, MySpace and YouTube. A social media site called Bebo launched a competition and attracted over 10,000 viewers, 1,000 fans and approx 100 entries with participants from 30 countries. Finally, Global Cool partnered with six popular video bloggers with a total subscriber number of more than 20,900, with videos viewed

¹¹⁶ “Global Cool Impact Assessment 2010,” accessed February 2, 2012, <http://www.slideshare.net/GlobalCool/global-cool-impact-assessment-2010>.

¹¹⁷ “Global Cool Impact Assessment 2010,” accessed February 2, 2012, <http://www.slideshare.net/GlobalCool/global-cool-impact-assessment-2010>.

¹¹⁸ “Global Cool Impact Assessment 2010,” accessed February 2, 2012, <http://www.slideshare.net/GlobalCool/global-cool-impact-assessment-2010>.

more than 14,400 times across six channels with 837 five star ratings.¹¹⁹ Before and after the campaign period, Global Cool conducted surveys which showed an increase from 6% to 12% of respondents aged 25-44 holding “Swishing” parties, and 3 times as many as that were recycling their cell phones.¹²⁰

Final thoughts: Traditional marketing tools can be effective in promoting behavior change.

¹¹⁹ “Global Cool Impact Assessment 2010,” accessed February 2, 2012, <http://www.slideshare.net/GlobalCool/global-cool-impact-assessment-2010>.

¹²⁰ “Global Cool Impact Assessment 2010,” accessed February 2, 2012, <http://www.slideshare.net/GlobalCool/global-cool-impact-assessment-2010>.

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