MBA Sustainability Leadership

Business Plan | Sustainable Fashion Institute | A Theory of Change



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No portion of the work referred to in this project has been submitted in support for another degree or qualification of this institution or any other institution of learning.
I, Kelly Darcy, certify that this is an original piece of work. I have acknowledged all sources and citations. No section of this MBA project has been plagiarised. The use of AI was utilised for converting sound MP4 to word transcripts using Parrot.AI.

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Abstract

Research Context

The fashion industry is a major contributor to environmental degradation and social injustice, exacerbated by the rise of fast fashion. This phenomenon has led to exploitative labour practices, excessive waste, and significant pollution. This research explores the development of the Sustainable Fashion Institute (SFI), a proposed membership platform aimed at addressing these issues within the UK fashion education sector.

Purpose

The purpose of this research is to evaluate and validate a new approach to sustainable development in fashion by establishing the SFI. The institute is designed to offer sustainability accreditation to fashion students and professionals, providing them with connectivity, credibility, and benchmarking to promote and advance sustainable practices within the industry.

Methodology Design

A multi-qualitative approach was utilised, incorporating various qualitative research methods such as a focus group, interviews and a collaborative set of workshops with students to coproduce the SFI, with an interpretive stance. The use of thematic analysis to gather rich, detailed insights from stakeholders, industry experts, and potential members. The research focused on understanding participants' perspectives and experiences related to sustainability in fashion education. The Theory of Change (ToC) model was employed to structure the findings and align the SFI's strategies with its goals and expected outcomes.

Findings

The research revealed a significant need for a structured sustainability accreditation system within the fashion industry. Participants expressed a strong demand for enhanced educational resources and a credible certification process. The ToC model was instrumental in identifying key activities, resources, and outcomes necessary for the SFI's success, providing a clear framework for its implementation.

Originality and Viability

This research offers an original contribution by applying a multi-qualitative approach with an interpretive stance to the development of a membership-based sustainability institute in the fashion sector. The SFI's approach is innovative in its application of the ToC model and its potential to provide a scalable solution to sustainability challenges. The viability of the SFI is supported by positive feedback from stakeholders and a robust plan for future growth and implementation.

Keywords

Sustainability, Fashion Education, Theory of Change, Accreditation, Multi-Qualitative Methods, Interpretive Research, Sustainable Development, Fast Fashion

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1. Chapter One: Introduction

Chapter Introduction:

The following chapter aims to provide contextualisation to the current sustainability issues facing the UK, and the UK fashion education system concerning sustainability, it also looks to explore fashion sustainability changemakers to identify gaps within the sector to apply the Theory of Change model to the proposed Sustainable Fashion Institute.

1.1 Context: Sustainability Strategies in Fashion

The primary goal of this project-based business plan dissertation is to validate an approach for promoting sustainable development within the UK higher education system. This is achieved by creating a membership platform that provides sustainability accreditation for fashion students, offering them enhanced connectivity, credibility, and benchmarking opportunities.

The theme for many researchers and academic institutions within fashion education is on topics surrounding sustainable development, as a growing concern spanning across all industries and covering a vast set of disciplines. The theme of the book Methods for Sustainability is “promoting, facilitating, mainstreaming and institutionalising changes so that sustainable development becomes the norm” (Hartz-Karp and Marinova, 2017). Such changes can have long-lasting positive effects on sustainable development but quantifying and using research methods for developing these systemic changes is not as easy, as Richard Smardon (2018) contextualises in his published review of the Methods for Sustainability, the difficulty of dealing with sustainability research, as well as many philosophical viewpoints

technological and deterministic perspectives, as well as economic transformation and sustainability governance issues, are among these perspectives. Rather than being a collection of sustainability studies, the book is more of a compendium of approaches for implementing sustainability. The research by Smardon (2018) influenced part of the idea for the Sustainable Fashion Institute along with Kate Raworths DEAL forum that developed through the success of Raworth, K. (2017) Doughnut Economics.

The fashion industry is one of the largest contributors to global environmental degradation and social injustice. The demand for fast fashion has led to exploitative labour practices (Joy et al., 2012), massive waste generation (Niinimäki, 2013), and significant pollution (Bick et al., 2018). The industry's practices result in high levels of textile waste and contribute to environmental degradation through chemical pollution and resource depletion (Allwood et al., 2006). Furthermore, the low-cost, high-turnover model of fast fashion exacerbates these issues by prioritising profit over sustainability and ethical labour practices (Cline, 2012; Perry, 2015).

1.2 Rationale: Net Zero, Fashion Industry Accreditations (Problem & Solution).

Net Zero:

The UK Government announced in October 2021 the strategy towards Net Zero by 2050, the ambitious plan will support the British economy to transition to a more sustainable future. The Former Prime Minister Boris Johnson's policies already

compromise of a Ten Point Plan for a Green Industrial Revolution (GOV.UK, 2021) which was inherited by Rishi Sunak and now is at a review point with the new Labour Government.

As ambitious as the UK Government's strategy is, the focus of this research lies solely within the UK fashion industry and aims to contribute to the existing Sustainable Development Goals (SDG'S) set by the UN and the Net Zero Strategy by the UK government by acting as a 'Best Practice' and Change Making Facilitator to the UK fashion students, recent graduates, HE Institutions and fashion industry professionals.

Analysing sustainability accreditations within the fashion industry and their impact on students within the fashion education sector requires a multi-dimensional approach that considers various perspectives, including the evolving landscape of sustainability initiatives, educational practices, and student experiences. Below is a contextualised overview supporting the rationale for this research and business proposal.

Emergence of Sustainability Accreditations in the Fashion Industry:

Over the past decade, the fashion industry has faced increasing scrutiny over its environmental and social impacts, prompting a growing interest in sustainability practices (Pereira, Silva, & Dias, 2021). Various sustainability accreditations and certifications have emerged, aiming to assess and recognise fashion brands' commitment to ethical sourcing, environmental stewardship, and social responsibility. Examples include certifications like Global Organic Textile Standard (GOTS) (Brügel,

2016), Fair Trade Certified (Duque et al., 2017), and certifications related to sustainable materials (e.g., Cradle to Cradle Certified, OEKO-TEX Standard 100) (Shen et al., 2023).

Integration of Sustainability in Fashion Education:

Fashion education institutions have responded to industry demands by integrating sustainability principles into their curricula. Courses and programs now often include modules on sustainable design, responsible production practices, circular economy principles, and ethical supply chain management (Othmani et al., 2022). Many institutions also emphasise experiential learning opportunities such as internships, industry collaborations, and sustainability-focused projects to provide students with practical experience in applying sustainability concepts (Hruska et al., 2022).

Impact and opportunities for Students:

Sustainability accreditations in the fashion industry influence students in several ways. Awareness and Education: Accreditation and initiatives serve as case studies for students, raising awareness of sustainability issues and best practices within the industry. (Montoya et al., 2022). Career Aspirations: Exposure to sustainability accreditations may shape students' career aspirations, motivating them to seek employment opportunities with companies that prioritise ethical and sustainable practices (Fleșeriu, Duma, Nistor, & Păun, 2020). Skill Development: Sustainability-focused fashion coursework and projects equip students with the knowledge and skills needed to address sustainability challenges in their future careers within the fashion industry (Hasbullah et al., 2023).

Ethical Consumption and Careers in Fashion: Education on sustainability accreditations empowers students to make more informed choices as consumers, encouraging them to support brands with credible sustainability credentials (Ali et al., 2023).

Challenges and Opportunities:

Despite progress, challenges remain in fully integrating sustainability into fashion education (Jang & Kim, 2023). Such as resource Constraints: Limited resources, including faculty expertise and funding, may hinder institutions' ability to develop comprehensive sustainability curricula and initiatives. Industry Resistance: Some segments of the fashion industry may be resistant to change or slow to adopt sustainable practices, posing challenges for students seeking to align their values with potential employers (Romagnoli, Tarabu', Vishkaei, & De Giovanni, 2023).

However, there are also opportunities for collaboration and innovation: Industry Partnerships: Collaboration between fashion education institutions and industry stakeholders can facilitate knowledge exchange, research collaboration, and internship opportunities focused on sustainability (Song et al., 2022). Student Activism: Students can drive change by advocating for greater sustainability integration within their institutions, influencing curriculum development, and engaging in sustainability initiatives on campus. Student activism in higher education has been a subject of interest in recent literature (Dimuthu Kumari Fernando, 2022). Fashion students, in particular, have the potential to drive change through their activism, influencing curriculum development, and engaging in sustainability initiatives on campus. Additionally, their involvement can contribute to the development of

sustainable practices within their institutions (Posillico, Edwards, Roberts, & Shelbourn, 2021).

In conclusion, sustainability accreditations within the fashion industry play a significant role in shaping the educational experiences and career trajectories of students within the fashion industry. By integrating sustainability principles into fashion education and creating opportunities for collaboration between academia and industry, stakeholders can work together to address the environmental and social challenges facing the fashion industry and promote a more sustainable future (Geissdoerfer, Savaget, Bocken, & Hultink, 2017). This study proposes the Sustainable Fashion Institute as a future accreditation in response.

Competitor analysis

The (Table 1) below shows the four main competitors to the SFI in a SWOT format. This is later utilised within the business plan in chapter 5 (Tables 12 & 13) when turning the competitor analysis into a TOWS analysis, to look for strategic opportunities.

Doughnut Economics Action Lab (DEAL) **Overview:** DEAL is an initiative inspired by Kate Raworth's *Doughnut Economics*, aiming to operationalise the framework for creating a regenerative and distributive economy. DEAL focuses on helping cities, regions, and organisations implement the Doughnut model, which emphasises ecological boundaries and social foundations (DEAL, 2024) **Strengths:** ● **Innovative Framework:** DEAL uses the Doughnut Economics model, which is a holistic approach to balancing social and ecological needs. This unique model provides a comprehensive blueprint for sustainable development (Raworth, 2017). ● **Global Reach:** DEAL collaborates with various cities and organisations worldwide, enhancing its influence and adaptability across different	**Fashion Revolution** **Overview:** Fashion Revolution is a global movement campaigning for greater transparency and accountability in the fashion industry. It promotes sustainable fashion through advocacy, education, and consumer engagement (Fashion Revolution, 2024) **Strengths:** ● **High Visibility:** Fashion Revolution has significant media presence and a strong network of activists, which enhances its ability to influence industry practices (Fashion Revolution, 2024). ● **Comprehensive Approach:** The organisation addresses multiple aspects of sustainability, including labour rights, environmental impact, and ethical practices (Fashion Revolution, 2024). ● **Consumer Engagement:** It effectively engages consumers through campaigns like #WhoMadeMyClothes, raising awareness about

contexts (DEAL, 2024).
- **Community Focus:** DEAL emphasises local solutions and community engagement, tailoring strategies to specific regional needs.

Weaknesses:

- **Sector Specificity:** DEAL's focus is broader than fashion, which may limit its direct influence on fashion-specific sustainability issues. Its generalist approach might not address industry-specific challenges in depth.

Opportunities:

- **Partnership Potential:** There is an opportunity for DEAL to partner with fashion-focused organisations to incorporate its principles into the fashion industry's sustainability efforts.
- **Growing Interest in Sustainable Models:** Increasing global interest in sustainable and regenerative economic models could boost DEAL's influence and adoption (DEAL, 2024).

Threats:

- **Complex Implementation:** The complexity of implementing the Doughnut model might pose challenges for adoption in various sectors, including fashion.

fashion industry issues.

Weaknesses:

- **Campaign Saturation:** The widespread use of similar advocacy campaigns may lead to diminishing returns in terms of media impact and consumer engagement.

Opportunities:

- **Partnerships:** Collaborating with institutions and initiatives like DEAL and CISL could enhance its reach and effectiveness in driving systemic change in the fashion industry.
- **Educational Initiatives:** Expanding educational programs and resources could further increase awareness and drive sustainable practices among consumers and industry stakeholders.

Threats:

- **Industry Resistance:** The fashion industry's resistance to change and entrenched practices may hinder the effectiveness of advocacy campaigns.

Fashion Roundtable

Overview: Fashion Roundtable is a UK-based think tank and consultancy that works to influence policy and promote sustainability in the fashion industry through research, advocacy, and industry engagement (Fashion Roundtable, 2024)

Strengths:

- **Policy Influence:** Fashion Roundtable's focus on policy and industry engagement provides it with significant influence in shaping fashion industry practices (Fashion Roundtable, 2024).
- **Research and Reports:** It produces in-depth research and reports on fashion sustainability, offering valuable insights and recommendations for policy and practice (Fashion Roundtable, 2024).

Weaknesses:

- **Niche Focus:** While influential, its impact may be limited to policy circles and may not directly engage with grassroots consumer or industry movements.

Opportunities:

- **Collaborations:** Partnering with organisations like Fashion Revolution and DEAL could enhance its ability to implement sustainable practices across various fashion sectors.
- **Expanding Reach:** Increasing outreach to international stakeholders could broaden its

Cambridge Centre for Sustainable Leadership (CISL)

Overview: The Cambridge Centre for Sustainable Leadership (CISL) focuses on advancing sustainable leadership and practices through education, research, and consultancy. It provides strategic insights and support for integrating sustainability into business models. (CISL), 2024

Strengths:

- **Academic Rigour:** CISL's academic foundation provides a robust basis for its recommendations and strategies, enhancing credibility (CISL, 2024).
- **Broad Expertise:** The centre's expertise spans various sectors, including fashion, providing comprehensive strategies for sustainable business practices.

Weaknesses:

- **Broad Scope:** Its broad focus on multiple industries might dilute its specific impact on the fashion sector compared to more specialised organisations.

Opportunities:

- **Sector-Specific Programs:** Developing targeted programs for the fashion industry could leverage CISL's expertise in sustainable leadership to drive industry-specific change.
- **Strategic Partnerships:** Collaborating with organisations like Fashion Revolution and DEAL could enhance the implementation of sustainable practices in fashion.

influence beyond the UK. **Threats:** ● **Policy Implementation:** Challenges in translating policy recommendations into actionable changes within the industry could limit its impact.	**Threats:** ● **Implementation Gaps:** The challenge of translating strategic insights into practical, industry-specific actions could limit its impact on fashion sustainability.

Table 1. Competitor analysis table

1.3 Theoretical Framework: Application Towards Solution

In this business plan Dissertation, the Theory of Change (ToC) will serve as the foundational framework guiding the development and implementation of the Sustainable Fashion Institute (SFI). The ToC framework is particularly suited to this context as it provides a structured methodology for understanding how interventions lead to specific long-term outcomes. This theory not only focuses on mapping the causal pathways from activities to impact but also emphasises the assumptions that underpin these pathways, ensuring that the solution is grounded in practical, evidence-based strategies.

The core premise of ToC, as introduced by Carol Weiss (2005), involves articulating the steps that lead to desired long-term outcomes. In this case, the long-term goal is the widespread adoption of sustainable practices within the fashion industry, particularly through educational accreditation. To achieve this, ToC will help in identifying the necessary inputs, activities, and intermediate outcomes required to reach that goal.

By applying the (Diagram 1) ToC model to the SFI, the following steps will be outlined:

1. Inputs: The resources, partnerships, and expertise required to establish the SFI. This includes collaboration with academic institutions, sustainability experts, and fashion industry stakeholders to design relevant accreditation modules.

2. Activities: The key activities that will be undertaken by the SFI, such as developing accredited sustainability programs for students and professionals, creating workshops, and establishing a certification process.

3. Outputs: The immediate results of these activities, such as the number of students who enrol in accredited programs, the number of courses designed, and the partnerships formed with industry bodies.

4. Outcomes: The medium-term outcomes that result from the successful implementation of the SFI programs. This includes improved employability for graduates, increased credibility for academic institutions offering accredited programs, and enhanced sustainability practices across participating organisations.

5. Impact: The long-term change anticipated through the SFI's work. The ultimate goal is to influence the fashion industry by embedding sustainability into the core of fashion education and professional practices, creating a ripple effect that leads to industry-wide change.

The ToC framework will also be instrumental in evaluating the effectiveness of the SFI's activities. By defining specific measurable indicators at each stage—such as the number of accreditations awarded, the uptake of sustainable practices by

graduates, and the engagement levels of businesses—this framework allows for continuous monitoring and adaptation.

The ToC will address the assumptions that are integral to the SFI's success. For instance, there is an assumption that businesses and academic institutions will recognise the value of sustainability accreditation and actively participate. These assumptions will be critically examined throughout the research process to ensure that they hold true and that any risks associated with unmet assumptions are mitigated.

Through the application of the Theory of Change, this dissertation aims to provide a roadmap for the development and operationalisation of the Sustainable Fashion Institute. This structured approach will help ensure that the proposed solution is not only feasible but also scalable and impactful in driving sustainable change across the fashion industry.

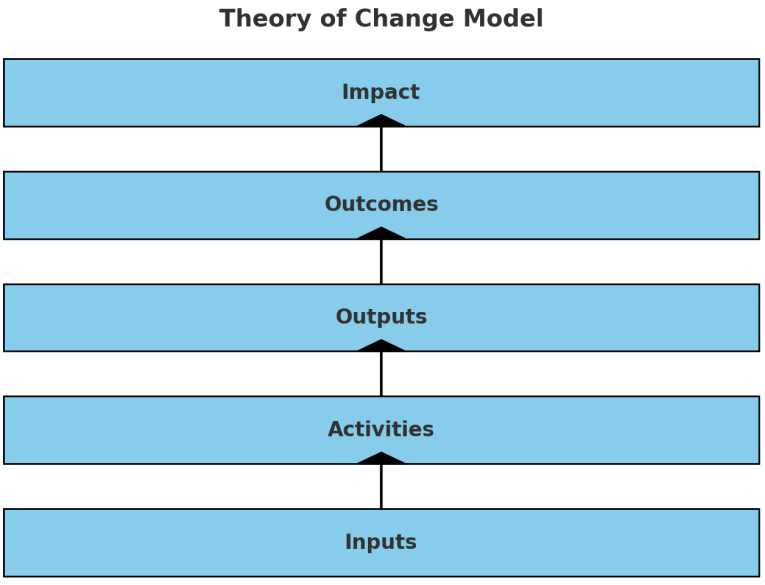


Figure 1. ToC Framework Outline.

1.4 Research Aim & Objectives

Aim;

The aim of the research is to provide a business plan that has tested and validated an accreditation membership institute called Sustainable Fashion Institute which will develop a Theory of Change model to support a more sustainable future for fashion students, brands and fashion professionals. This will result in the launch of the accreditation of the SFI to students within the London College of Fashion as a primary partner.

Objectives;

1. To contextualise the current sustainability accreditations within the fashion industry and students studying within the fashion industry.
2. To critically review existing literature on the topics of the Theory of Change, Circular Business Models, accreditations, PRSB's and benchmarking, to then develop the framework for the Theory Of Change for the Sustainable Fashion Institute gaps within the current offerings.
3. To investigate what potential members and stakeholders of the proposed Sustainable Fashion Institute will expect and how they will benefit from the membership and accreditation.
4. To understand and utilise the findings to develop the business opportunity and viability for the proposed business Sustainable Fashion Institute

5. To provide strategic and managerial recommendations for the Institute of Sustainable Fashion ahead of the proposed launch. Resulting in a business plan for the Sustainable Fashion Institute.

Table 2. Objectives of the Business Plan Dissertation

1.5 Research Questions;

Q1 How can accrediting students and professionals within the fashion industry contribute to sustainable development as a whole?
Q2 What do the future members of the proposed Sustainable Fashion Institute expect from the membership? Developed from a Theory of Change.
Q3 What managerial or strategic recommendations can be produced for the Sustainable Fashion Institute to drive success when launching with the first University partners? Developed with a lean business model canvas.

Table 3. Research questions for the Business Plan Dissertation

1.6 Theoretical and Managerial Contributions

This research aims to make contributions both theoretically and managerially through the development of a Theory of Change and a Social Enterprise Business Model Canvas for the Sustainable Fashion Institute. Theoretically, it enriches existing literature by applying the Theory of Change framework specifically to the fashion industry's sustainability challenges, offering a structured approach to understanding and achieving sustainable outcomes in this sector.

Managerially, the study provides a practical blueprint through the Social Enterprise Business Model Canvas, which outlines key components and strategies for establishing and managing the Sustainable Fashion Institute. This model serves as a strategic tool for stakeholders in the fashion industry, helping them to implement and scale sustainability initiatives effectively. By bridging theoretical insights with practical applications, the research contributes to advancing sustainability practices and informs best practices for similar organisations aiming to drive positive change within the fashion industry.

1.7 Chapter Outlines

Chapter 1 Introduction and contextualistion of the study: This chapter seeks to contextualise the current sustainability challenges in the UK, particularly within the fashion education system. It will also explore influential movements driving change in fashion sustainability to pinpoint sector gaps and start the foundations to later apply the Theory of Change model to the proposed Sustainable Fashion Institute.
Chapter 2 This chapter will review the existing literature on sustainability accreditation, membership organisations, entrepreneurship and sustainability, and the Theory of Change.
Chapter 3 This chapter details and justifies the research design and methods employed in the primary research for this project-based business plan dissertation, as well as the related research questions.

Chapter 4 This chapter presents findings from applying the Theory of Change to the proposed Sustainable Fashion Institute. It outlines how this framework helped identify essential outcomes, inputs, and processes for the Institute's success. It summarises insights from data analysis, stakeholder interviews, and comparisons with similar organisations, highlighting how the Theory of Change can guide strategy development, impact measurement, and address gaps in the fashion industry's sustainability efforts.
Chapter 5 This chapter wraps up the findings and details the practical aspects of launching the Sustainable Fashion Institute (SFI) using a Lean Business Model Canvas (LBMC). It also addresses study limitations, offers recommendations for future research, and outlines the next steps for implementing the strategies developed.

Table 4. Chapter Outline of the Business Plan Dissertation.

2. Chapter Two: Literature Review

Chapter Introduction:

The following chapter will provide a review of the current literature within the context of sustainability accreditation, membership bodies, entrepreneurship and sustainability and the Theory of Change which will eventually become the value proposition for the business plan.

2.1 The Role of Accreditation in Reducing Fashion Industry Waste and Promoting Sustainability

Waste in the Fashion Industry

The fashion industry is one of the largest contributors to environmental waste globally. In 2020 alone, the industry was responsible for generating approximately 92 million tons of textile waste annually (Ellen MacArthur Foundation, 2020). Much of this waste ends up in landfills, with less than 1% of clothing being recycled into new garments (Global Fashion Agenda, 2017). This vast amount of waste is driven by the fast fashion model, which encourages high consumption and short product life cycles. According to the European Environment Agency (2019), clothing consumption in Europe alone creates 4 to 5 tons of CO2 emissions per person each year, alongside large quantities of water and chemical use.

Trends in Fashion Waste

While there have been some attempts to curb waste through circular fashion initiatives and recycling programs, overall reductions in fashion waste have been minimal. A study by the McKinsey Global Institute (2020) notes that efforts to reduce

waste in the fashion sector have led to only a 3% decrease in waste production over the last five years. This gradual and small reduction highlights the difficulty of implementing wide-scale systemic changes in the industry. Moreover, textile waste is expected to increase by 60% by 2030, as global demand for clothing continues to rise (Textile Exchange, 2021).

Importance of Accreditation in Promoting Sustainability

Given these alarming trends, accreditation can serve as a critical tool in promoting sustainability within the fashion industry. Accreditation programs, such as OEKO-TEX® and the Global Organic Textile Standard (GOTS), provide fashion brands and institutions with a framework for certifying sustainable practices. These accreditations not only encourage the adoption of eco-friendly materials and processes but also foster transparency and accountability. By obtaining sustainability certifications, fashion brands can mitigate their environmental impact and influence consumer behaviour, as certifications are increasingly valued by eco-conscious consumers (Shen et al., 2023).

In the context of the Sustainable Fashion Institute (SFI), offering accreditation to students and professionals ensures that individuals entering the industry are equipped with the knowledge and skills to contribute to waste reduction and sustainable practices. These programs can support the industry in achieving more substantial waste reductions, shifting the current trend from minimal improvements to more significant and impactful changes.

2.2 Sustainability Strategies utilising the Theory of Change

2.2.1 Theory of Change Introduction

It's difficult to pinpoint when the term "theory of change" initially appeared, but a clue can be found in the substantial body of theoretical and applied progress in the assessment field, particularly in the work of Huey Chen, Peter Rossi, Michael Quinn Patton, and Carol Weiss. For decades, these evaluation theorists and practitioners, plus a handful of others, have concentrated on how to apply programme theories to assessment (Theory of Change Centre, 2021)

Kirkpatrick's 'Four Levels of Learning Evaluation Model' started a sequence of work that led to the application of theories of change in evaluation in the late 1950s. Daniel Stufflebeam's CIPP (context, input, processes, and products) and the widely used logical frameworks (log frames) or logical models, which set out causal chains usually consisting of inputs, activities, outputs, and outcomes coupled to long-term goals, have contributed to further progress and evolution.

The phrase "Theory of Change" was popularised by Carol Weiss (2005) to denote the set of assumptions that explain both the mini-steps that lead to the long-term objective and the linkages between programme activities and outcomes that occur along the way. For this body of research and project-based dissertation, the researcher will be using Weiss's model. Weiss urged complicated community-based initiative designers to be explicit about the theories of change that guide their work, arguing that doing so would improve their overall evaluation plans and increase their capacity to claim credit for outcomes predicted in their theory. The aim is to lay out

the sequence of expected outcomes as a result of an intervention, then develop an evaluation strategy around tracking whether these expected results are generated, using a common sense approach.

The Theory of Change (ToC) is a comprehensive methodology used primarily in the fields of strategic planning, program evaluation, and organisational development. It offers a structured approach to understanding how change happens within complex systems, such as communities, organisations, or societies (Chen, 2015; Weiss, 1995; Funnell & Rogers, 2011).

2.2.2 Theory of change steps applied to the Sustainable Fashion Institute

These steps are proposed by the researcher to be validated by research questions to the research participants shown in chapter four.

New Philanthropy Capital (NPC) defines a theory of change (ToC) as a process that connects an organisation's goals to its activities and explains how its actions achieve the desired impact. It's a way to show how a charity's path goes from needs to activities, outcomes, and impact. NPC considers a ToC to be the foundation of an organisation's strategy, evaluation, communication, and measurement (NPC, 2019).

NPC's ToC process involves discussions and research that result in a summary, which may include a diagram. The process can help people think, discuss, and collaborate, which can lead to stronger teams and more considered decision making.

The output can provide clarity and purpose, and a clear plan for evaluating and communicating work both internally and externally (NPC, 2019).

Listed below is a breakdown of the 10 key ToC components followed by critical analysis of its key components: NPC created a guidance document of the Theory of Change Steps, these components will be developed within the conclusion chapter based on the findings and then applied within the business plan of this business dissertation in a LBMC format.

1. Situational Analysis
2. Target Groups
3. Impact
4. Outcomes
5. Activities
6. Change Mechanisms
7. Sequencing -
8. Theory of Change Diagram
9. Stakeholders and Enabling Factors
10. Assumptions

Mapping the NPC 10 steps Theory of Change to the Lean Business Model Canvas or the Social Business Model Canvas (whichever becomes more appropriate as the study progresses) ensures that each section of the LBMC or SBMC is covered, from understanding the problem and defining target groups to outlining activities, impacts, and assumptions. This comprehensive approach provides a robust framework for developing, implementing, and evaluating the Sustainable Fashion Institute's

business model in a collaborative way making the most of having the stakeholders inputs, each step below in (Table 5) aligns what will be needed for the business plan and how the Theory of Change can be applied to inform it, this will also help inform some of the research questions. The opportunities and strengths from combining the ToC and LBMC or SBMC can be categorised into the following sections.

Comprehensive Problem Understanding: Mapping the Theory of Change (ToC) to the LBMC or SBMC ensures a deep understanding of the problem, as both models start with clearly identifying the issues and needs of the target groups. The ToC's structured framework provides a systematic way to align the problem definition with the business model's value proposition, ensuring that the solutions are grounded in the actual needs of stakeholders (Weiss, 1995). This approach strengthens the model by anchoring it in real-world challenges that the Sustainable Fashion Institute (SFI) aims to address.

Stakeholder Engagement and Collaboration: By applying the ToC in tandem with the LBMC/SBMC, the process encourages collaborative input from stakeholders at every stage, from defining the problem to identifying activities and assumptions. This fosters co-production of solutions, which has been shown to increase the relevance and acceptance of initiatives (Elkington, 2018). Engaging stakeholders also ensures that the business model is reflective of real needs, creating stronger buy-in and ownership of the outcomes.

Alignment of Activities and Impact: The ToC's emphasis on linking activities to desired outcomes fits well with the LBMC's or SBMC's focus on delivering value

through specific channels and activities. By mapping these steps, the SFI can ensure that every activity outlined in the business model contributes to the larger impact goals, enhancing both operational efficiency and effectiveness in achieving sustainability (Funnell & Rogers, 2011). This also helps avoid mission drift by ensuring that all business activities are aligned with the core objectives.

Clear Assumptions and Risk Management: The ToC inherently focuses on making assumptions explicit and testing them, which is essential in both the LBMC and SBMC. Understanding the underlying assumptions behind the business model's activities and how they relate to desired outcomes enables better risk management. This approach allows the SFI to identify potential roadblocks early and make adjustments, which is crucial for the success of any business model (Osterwalder & Pigneur, 2010).

Impact Measurement and Evaluation: A key strength of integrating ToC with the business model is the focus on long-term impact evaluation. The ToC framework provides a structured way to track whether the planned activities lead to the desired social and environmental outcomes, aligning with the LBMC's or SBMC's focus on delivering value to beneficiaries and the community (Breuer & Lüdeke-Freund, 2017). This ensures that the SFI can demonstrate measurable impact, a crucial factor in securing funding and maintaining credibility in the sustainability sector.

Adaptability and Flexibility: Both the LBMC and SBMC are known for their adaptability, and integrating them with the ToC's iterative nature allows the business model to remain flexible. As the external environment or stakeholder needs evolve,

the ToC can be revisited, and changes can be mapped directly onto the business model (Blank, 2013). This ensures that the SFI remains responsive to changes in the fashion industry, particularly with regards to sustainability trends and innovations.

Situation Analysis (Step 1)	**LBMC or SBMC Coverage:** Market Problem/Opportunity: This section will capture the current state and challenges in fashion education and sustainability, identifying gaps and opportunities that the Sustainable Fashion Institute (SFI) aims to address.	**ToC Alignment:** Context and Challenges: Provides the foundational understanding of the problem or need that the SFI addresses, aligning with the Situation Analysis in the LBMC.
Target Groups (Step 2)	**LBMC or SBMC Coverage:** Customer Segments: Define and describe the different groups of people or organisations that will benefit from or use the SFI platform, such as fashion students, educators, and industry professionals.	**ToC Alignment:** Stakeholders: Identifies who will be engaged and impacted by the SFI, ensuring the platform meets the needs of its intended users.
Impact (Step 3)	**LBMC or SBMC Coverage:** Value Proposition: Articulate the long-term goals and benefits that the SFI will deliver to its users, such as enhanced sustainability practices and improved industry standards.	**ToC Alignment:** Long-Term Outcomes: Defines the ultimate impact that the SFI seeks to achieve, linking the business model's value proposition to the broader goals of sustainable development in fashion education.
Outcomes (Step 4)	**LBMC or SBMC Coverage:** Key Activities and Deliverables: Identify the specific outcomes the SFI aims to achieve through its activities and services, such	**ToC Alignment:** Intermediate Results: Details the short-term and intermediate changes expected from the

	as increased sustainability awareness and improved accreditation standards.	platform, directly related to the activities and outputs.
Activities (Step 5)	**LBMC or SBMC Coverage:** Key Activities: Outline the core actions and processes involved in delivering the SFI's services, such as developing the accreditation criteria, organising events, and creating educational resources.	**ToC Alignment:** Implementation Actions: Specifies the actions needed to achieve the desired outcomes, ensuring that all essential tasks are covered.
Change Mechanisms (Step 6)	**LBMC or SBMC Coverage:** Value Proposition (Mechanisms): Describe how the SFI's activities will lead to the desired changes and impact. This includes explaining the mechanisms through which the platform will drive sustainability in fashion education.	**ToC Alignment:** Pathways to Change: Articulates the processes and strategies that will convert activities into outcomes and impact, providing a rationale for how change will be achieved.
Sequencing (Step 7)	**LBMC or SBMC Coverage:** Timeline and Milestones: Define the sequence and timeline for implementing activities and achieving milestones. This includes planning the rollout of the platform and accreditation.	**ToC Alignment:** Implementation Timeline: Ensures that activities are ordered logically to achieve outcomes efficiently and effectively, aligning with the overall project timeline.
Theory of Change Diagram (Step 8)	**LBMC or SBMC Coverage:** Visual Representation: Create a visual representation of how the SFI's activities and strategies lead to the desired outcomes and impact.	**ToC Alignment:** Diagram: Provides a clear visual summary of the ToC, illustrating the connections between inputs, activities, outputs, outcomes, and impact. This diagram helps communicate the business model's logic and structure.

Stakeholders and 'Enabling Factors' (Step 9)	**LBMC or SBMC Coverage:** Key Partners: Identify partners, collaborators, and other stakeholders who will support the SFI's implementation and success.	**ToC Alignment:** Support and Resources: Recognise key stakeholders and enabling factors that will facilitate the SFI's success, including partnerships, resources, and institutional support.
Assumptions (Step 10)	**LBMC or SBMC Coverage:** Risk Assessment: Outline the assumptions underpinning the SFI's model and assess potential risks and uncertainties.	**ToC Alignment:** Validation and Testing: Address assumptions about stakeholder engagement, resource availability, and the broader context. Validate these assumptions through research and adjust the model as needed.

Table 5. Opportunities and strengths from combining the ToC and LBMC or SBMC.

2.2.3 Assumptions:

ToC starts by identifying underlying assumptions about how change occurs in a given context. These assumptions often reflect beliefs about causality, the relationships between various actors, and the conditions necessary for change (Vogel, 2012; Weiss, 1995). Critically examining these assumptions is crucial because they shape the entire theory and its outcomes (Connell & Kubisch, 1998; Anderson, 2005). Unacknowledged or faulty assumptions can lead to ineffective strategies or interventions (Stein & Valters, 2012).

Outcomes: ToC delineates the long-term goals or outcomes desired, often referred to as the "ultimate impact." These outcomes are usually broad and aspirational, reflecting the overarching vision of the change initiative. However, it's essential to ensure these outcomes are realistic and achievable within the given

context. Unrealistic goals can undermine motivation and breed disillusionment among stakeholders (Stein & Valters, 2022; Mayne, 2020; Rogers, 2014).

Pathways of Change: ToC maps out the intermediate outcomes and pathways leading from activities to the ultimate impact. This involves identifying key drivers of change, causal pathways, and critical milestones along the way (Anderson, 2005; Connell & Kubisch, 1998). A critical analysis here involves ensuring that the pathways identified are evidence-based and supported by robust data or theory (Vogel, 2012).. Without solid evidence, interventions may be based on wishful thinking rather than practical strategies Stein & Valters, 2012).

Interventions: ToC specifies the actions or interventions necessary to bring about the desired change. These interventions can take various forms, including policy reforms, behaviour change programs, capacity-building initiatives, or advocacy campaigns. It's crucial to critically evaluate the effectiveness of these interventions by considering their feasibility, scalability, and alignment with the identified pathways of change. Additionally, unintended consequences or negative side effects should be anticipated and addressed (Funnell & Rogers, 2011; Stein & Valters, 2022; Mayne, 2019).

Assumptions about Context: ToC recognises that the context in which change occurs is dynamic and multifaceted. Therefore, it's essential to explicitly articulate assumptions about the external environment, including political, economic, social, and cultural factors. A critical analysis involves regularly reassessing these assumptions to ensure they remain relevant and responsive to changing

circumstances. Ignoring contextual factors can lead to strategies that are mismatched or ineffective in practice (Vogel, 2019; Mayne, 2020; Bamberger et al., 2016).

Learning and Adaptation: ToC emphasises the importance of continuous learning and adaptation throughout the change process. This involves monitoring and evaluating progress, gathering feedback from stakeholders, and adjusting strategies as needed. A critical analysis of ToC should include mechanisms for learning and adaptation, ensuring that feedback loops are built into the process to facilitate ongoing improvement and innovation (Valters et al., 2016; Vogel, 2019; Mayne, 2020).

While the Theory of Change provides a valuable framework for understanding and guiding social change efforts, its effectiveness depends on the rigour and integrity of its application. Critically analysing the underlying assumptions, pathways of change, interventions, contextual factors, and learning mechanisms is essential for ensuring that ToC remains a practical and relevant tool for driving meaningful change (Stein & Valters, 2022; Mayne, 2020; Funnell & Rogers, 2011).

2.3 Entrepreneurship and Sustainability

2.3.1 The Social Enterprise Model Canvas (SEMC)

The LBMC adapts this framework to focus more on lean principles and startup dynamics (Osterwalder & Pigneur, 2010). Ries (2011) further develops these ideas in The Lean Startup, where he emphasises continuous innovation and customer

validation as core components of successful startups. The LBMC incorporates these elements to help startups efficiently test and refine their business models (Ries, 2011). The SEMC employs building blocks, similar to the famous Business Model Canvas (BMC) of Osterwalder and Pigneur (2010), as a template for identifying critical features and analysing their interactions. In contrast to the BMC, the SEMC's building blocks are meant to make framing and solving the most critical difficulties encountered by hybrid companies easier.

The Social Enterprise Model Canvas (SEMC) is a Lean Business Model Canvas (LBMC) designed to help social companies create their organisational settings, solve the mission measurement paradox, and address strategy, legitimacy, and governance issues. Schwab Foundation for Social Entrepreneurship (2014) provides insights into innovative social enterprise models and frameworks, including adaptations of the Business Model Canvas tailored to social enterprises. This research highlights how these models can address specific social and governance challenges (Schwab Foundation for Social Entrepreneurship, 2014). Osterwalder and Pigneur (2010) introduced the Business Model Canvas in their book Business Model Generation, which provides a visual framework for designing, describing, and pivoting business models.

The Social Enterprise Model Canvas (SEMC) further developed by Sergio Sparviero (2019) is a conceptual tool that helps researchers and social entrepreneurs understand or design the structure of organisations dedicated to achieving social goals. It is based on a review of writings that contribute to knowledge in a variety of social sciences fields. Sociology, organisational studies, management, business ethics, and study on the nonprofit sector, social enterprises

and entrepreneurship, social responsibility, social innovation, public administration, and the various business models are among those fields, this approach is considered by the researcher as a potential complementary output to the proposed Theory of Change.

By merging market and social ideals, or key features of both charity and business, social businesses seek to build and legitimise new institutional forms (McInerney 2012). (Ebrahim, Battilana, and Mair 2014; Galaskiewicz and Barringer 2012; Mair, Mayer, and Lutz 2015). They've also been described as organisations that 'mix elements such as value systems and action logics of various sectors of society into their business models' (Ludeke-Freund et al. 2016), as well as having a strong analytical capacity and a problem-solving orientation, all while attempting to exploit social innovation with an entrepreneurial mindset (Perrini and Vurro 2006), Sergio Sparviero (2019) puts governance and social value proposition at the heart of the social enterprise model canvas.

2.3.2 Lean Business Model Canvas and ToC applied

The table below shows the development of how exploring and collaborating with key stakeholders whilst utilising the Theory of Change (ToC) can be developed to inform the Lean Business Model Canvas (LBMC) in execution of the Sustainable fashion Institute. Doing this provides several strengths and opportunities for the Sustainable Fashion Institute (SFI). It offers a comprehensive understanding of problems, aligning activities with measurable outcomes, ensuring that every aspect of the business model contributes directly to sustainability goals (Weiss, 1995; Funnell & Rogers, 2011). The ToC encourages stakeholder collaboration, co-creation and

increasing relevance, while also identifying assumptions and risks early, aiding in risk management (Elkington, 2018; Osterwalder & Pigneur, 2010).

Additionally, the ToC's adaptability allows the SFI to scale and refine its business model in response to evolving market demands, improving flexibility and innovation (Blank, 2013). The alignment between ToC and LBMC also strengthens the SFI's ability to secure funding by demonstrating clear links between activities and impact, making it attractive to investors and partners (Breuer & Lüdeke-Freund, 2017). Overall, this approach enhances the SFI's potential for impactful, sustainable growth in the fashion industry.

Lean Business Model Canvas (LBMC)	**Theory of Change (ToC)**	**Details and Examples developed from literature**	**Citations from academic sources**
1. Market Problem/Opportunity	Situation Analysis	- **Context:** Challenges in fashion education regarding sustainability. - **Example:** Lack of comprehensive sustainability training and accreditation in UK fashion education.	Hartz-Karp, J., & Marinova, D. (2017). *Methods for Sustainability*. Routledge. Smardon, R. (2018). *Sustainability and Transformation*. Cambridge University Press.
2. Customer Segments	Target Groups	- **Stakeholders:** Fashion students, educators, industry professionals. - **Example:** Students seeking sustainability accreditation; educators needing resources.	Raworth, K. (2017). *Doughnut Economics*. Chelsea Green Publishing. Elkington, J. (2018). *The Breakthrough Challenge*. Wiley.
3. Value Proposition	Impact	- **Long-Term Goals:** Improved sustainability in fashion education and industry. - **Example:** Achieve greater adoption of sustainable practices and higher industry standards	Leisinger, K. (2019). *Sustainable Development Goals: A Critical Review*. Springer. Sroufe, R. (2017). *Sustainability and Business*. Routledge.

4. Key Activities	Outcomes	- **Intermediate Results:** Increased awareness and knowledge of sustainability. - **Example:** Students and educators integrate sustainability into curricula and practices.	Hartz-Karp, J., & Marinova, D. (2017). *Methods for Sustainability*. Routledge. Smardon, R. (2018). *Sustainability and Transformation*. Cambridge University Press.
5. Key Activities	Activities	- **Implementation Actions:** Develop platform, create accreditation criteria, host events. - **Example:** Design membership platform, establish sustainability workshops.	Elkington, J. (2018). *The Breakthrough Challenge*. Wiley. Sroufe, R. (2017). *Sustainability and Business*. Routledge.
6. Value Proposition (Mechanisms)	Change Mechanisms	- **Pathways to Change:** Accreditation drives motivation; networking facilitates knowledge sharing. - **Example:** Accreditation provides credibility; events develop collaboration.	Raworth, K. (2017). *Doughnut Economics*. Chelsea Green Publishing. Leisinger, K. (2019). *Sustainable Development Goals: A Critical Review*. Springer.
7. Timeline and Milestones	Sequencing	- **Implementation Timeline:** Plan and sequence activities. - **Example:** Platform launch, criteria rollout, event scheduling.	Hartz-Karp, J., & Marinova, D. (2017). *Methods for Sustainability*. Routledge. Elkington, J. (2018). *The Breakthrough Challenge*. Wiley.
8. Visual Representation	Theory of Change Diagram	- **Diagram:** Visualise inputs, activities, outputs, outcomes, and impact. - **Example Diagram:** Inputs → Activities → Outputs → Outcomes → Impact.	Sroufe, R. (2017). *Sustainability and Business*. Routledge. Raworth, K. (2017). *Doughnut Economics*. Chelsea Green Publishing
9. Key Partners	Stakeholders and ‘Enabling Factors’	- **Support:** Identify key partners and resources. - **Example:** Collaborations with educational institutions, industry experts, and sustainability organisations.	Leisinger, K. (2019). *Sustainable Development Goals: A Critical Review*. Springer. Elkington, J. (2018). *The Breakthrough Challenge*. Wiley.

10. Risk Assessment	Assumptions	- **Validation and Testing:** Examine assumptions and risks. - **Example:** Assumptions about stakeholder engagement, resource availability, and feasibility.	Hartz-Karp, J., & Marinova, D. (2017). *Methods for Sustainability*. Routledge. Smardon, R. (2018). *Sustainability and Transformation*. Cambridge University Press.

Table 6. Lean Business Model Canvas and ToC applied supported by academic literature.

2.4 Professional Institutes & Membership Organisations

2.4.1 Value and Benefits within membership organisations

Professional organisations are important in contemporary society and in people's lives because they provide members with access to desired products and services, a feeling of belonging and identity, and the ability to network with others who have similar interests (Gruen 2000).

In a research study by Markova et al, (2013) the researchers looked at the reasons why professionals join and stay in professional organisations. They looked at the actual and conceptual benefits that an organisation might offer to entice people to join. Overall membership satisfaction and inclination to renew the membership were connected to satisfaction with these perks. They also took into account the impact of customer service on members' perceptions. Based on 1,980 members of a prominent international accounting association's comments, noting that younger participants were less inclined to worry about the value of the benefits,

whereas the longer-tenured members had more consideration of retained membership.

Similarly a study surveying over 13,000 participants factors that could influence members behavioural intentions showed that members' impressions of the personal and professional benefits supplied by associations with which they are affiliated, as well as their satisfaction with those benefits, were studied. Members' evaluations of personal and professional benefits were positively connected with their intentions to renew and promote membership, according to our findings. If a member perceives a higher level of benefits, he or she is more likely to be satisfied with the benefits and, as a result, more inclined to renew membership or promote it to others (Ki, E.J. and Wang, Y., 2016).

The findings from (Markova et al, 2013) revealed that tangible benefits and outstanding customer service are important variables in membership retention. They discovered that members' appreciation for these advantages was substantially connected to member satisfaction, based on particular appraisals of the value of conferences, publications, and certification. The proposed research framework of the Theory of Change alongside the Social Enterprise Model Canvas aims to clarify what tangible benefits and core values the Sustainable Fashion Institute will have.

2.4.2 Community Building within Memberships

Building community within membership bodies like the Chartered Management Institute (CMI) or the Chartered Institute of Marketing (CIM) can be analysed through

the lens of community psychology and organisational behaviour theories. These can be utilised to launch the Sustainable Fashion Institute (SFI),

part of their self-concept from the groups they belong to (Tajfel & Turner, 2019). Within the context of membership bodies, members may develop a sense of identity and belonging based on their affiliation with CMI or CIM. Community-building efforts can leverage this by emphasising shared professional identities and common goals among members (Ellemers et al., 2020; Haslam et al., 2018).

Sense of Community: McMillan and Chavis (1986) proposed four elements of a sense of community: membership, influence, integration and fulfilment of needs, and shared emotional connection. Membership bodies can create a sense of community by providing opportunities for members to actively participate, influence decision-making processes, fulfil professional needs through resources and networking, and cultivate emotional bonds through shared experiences and support (McMillan, 2020; Pretty, Bishop & Fisher, 2018; Sonn, Stevens & Bishop, 2019).

Social learning theory, originally developed by Albert Bandura, emphasises the importance of observational learning, imitation, and modelling in the acquisition of behaviours (Bandura, 2018). Within membership bodies, community building can facilitate social learning by providing platforms for members to observe and learn from each other's experiences, expertise, and best practices. This can occur through mentorship programs, knowledge-sharing sessions, and collaborative projects (Smith & Blake, 2020; Wenger-Trayner & Wenger-Trayner, 2021).

Community of Practice: Coined by Jean Lave and Etienne Wenger, the concept of communities of practice emphasises the importance of social learning and knowledge sharing within groups of individuals who share a common domain of interest. Membership bodies can be seen as communities of practice where professionals within a specific field or industry come together to exchange knowledge, collaborate on projects, and collectively advance their expertise (Wenger-Trayner & Wenger-Trayner, 2021; Roberts, 2020; Cox, 2021).

Organisational Culture: Organisational culture encompasses the shared values, norms, beliefs, and behaviours within an organisation. Membership bodies can cultivate a strong organisational culture that promotes collaboration, professionalism, and continuous learning among members. This culture can be reinforced through organisational policies, communication strategies, and leadership practices that prioritise community building and member engagement (Alvesson & Sveningsson, 2021; Hatch, 2021; Cameron & Quinn, 2020).

Leadership and Governance: Effective leadership and governance structures are crucial for nurturing community within membership bodies. Leaders play a key role in setting the tone, vision, and direction for the community, while governance mechanisms ensure transparency, accountability, and member representation in decision-making processes. By curating inclusive leadership and participatory governance, membership bodies can empower members to actively contribute to the community's development and success (Northouse, 2022; Deem, 2020; Goleman, 2021).

In conclusion, community building within membership bodies like CMI or CIM involves leveraging psychological and organisational theories to develop a sense of identity, belonging, and shared purpose among members. By creating environments that facilitate social learning, knowledge sharing, and collaboration, membership bodies can enhance professional development, promote networking opportunities, and strengthen the overall community experience for their members (Wenger-Trayner & Wenger-Trayner, 2021; Northouse, 2022; Alvesson & Sveningsson, 2021).

2.5 Accreditations and Benchmarking

2.5.1 Rationale

Professional groups can offer a range of advantages to their members (Ki, E.J. and Wang, Y., 2016), for starters, these organisations may confirm that their members have sufficient competence in their fields (Greggs-McQuilkin 2005; Schein 1968). Second, associations direct the use of this information for the public benefit, establish a code of ethics (Bruhn 2001), and help their members develop appropriate behaviours (Greenwood, Suddaby, and Hinnings 2002). Third, professional organisations provide a significant social purpose for members who are similar in their interests and occupations (Markova et al. 2013).

2.5.2 Academic Literature supporting the recommendations for the SFI

The following table summarises the links and key areas the SFI needs to address with supporting academic arguments. This approach ensures that the recommendations are grounded in research and highlight the practical solutions SFI should implement to promote sustainability which are further discussed in section 5.1

Key Area to Address	**Recommendation**	**Supporting Academic Argument**
Sustainability Education	Develop a curriculum on sustainable fashion practices and innovation.	Hartz-Karp and Marinova (2017) highlight the importance of education in promoting systemic sustainability changes.
Accreditation Standards	Implement accredited programs aligned with global sustainability standards.	Brügel (2016) and Shen et al. (2023) argue that credible certifications like GOTS and OEKO-TEX enhance brand credibility and trust.
Industry Collaboration	Develop partnerships between industry leaders, educators, and students.	Elkington (2018) suggests that multi-stakeholder collaboration is crucial for achieving sustainability goals in business.
Student Engagement	Engage students in real-world sustainability projects and internships.	Fletcher (2014) demonstrates that hands-on experience in sustainable fashion empowers students to implement lasting change.
Research & Development	Invest in R&D for innovative sustainable materials and processes.	Sroufe (2017) notes that continuous R&D is essential for the development of eco-friendly products and processes.
Global Outreach	Expand the proposed SFI's accreditation reach to international institutions.	Leisinger (2019) emphasises the importance of global engagement to drive widespread adoption of sustainable practices.

Table 7. Academic Literature supporting the recommendations for the SFI

3. Chapter Three: Methodology

Introduction:

This chapter provides a comprehensive overview of the research design and methods employed in the primary research for this project-based business plan dissertation. It aims to detail the methodological approach used to address the research questions and to justify the chosen methods in the context of the study's objectives. We begin by outlining the overall research strategy, including the rationale behind selecting specific qualitative and quantitative techniques. This includes a discussion on the research design, data collection procedures, sampling methods, and analytical tools employed.

The chapter further explains how these methods align with the project's goals, ensuring the collection of relevant and reliable data to support the development of the proposed Sustainable Fashion Institute. It will also address the ethical considerations and limitations encountered during the research process. By thoroughly detailing and justifying the research approach, this chapter sets the foundation for understanding the validity and reliability of the findings presented in subsequent sections.

3.1 Research Design

To discuss the research design the research onion by Saunders et al (2015) is utilised. The research philosophy underpinning the research is interpretivism as well as taking an inductive approach, the methods chosen are multi-method qualitative consisting of a Theory of Change workshop and some Semi Structured Interviews.

Narrative enquiry was chosen and the research is cross-sectional and only looks at a particular point in time (Saunders et al, 2009).

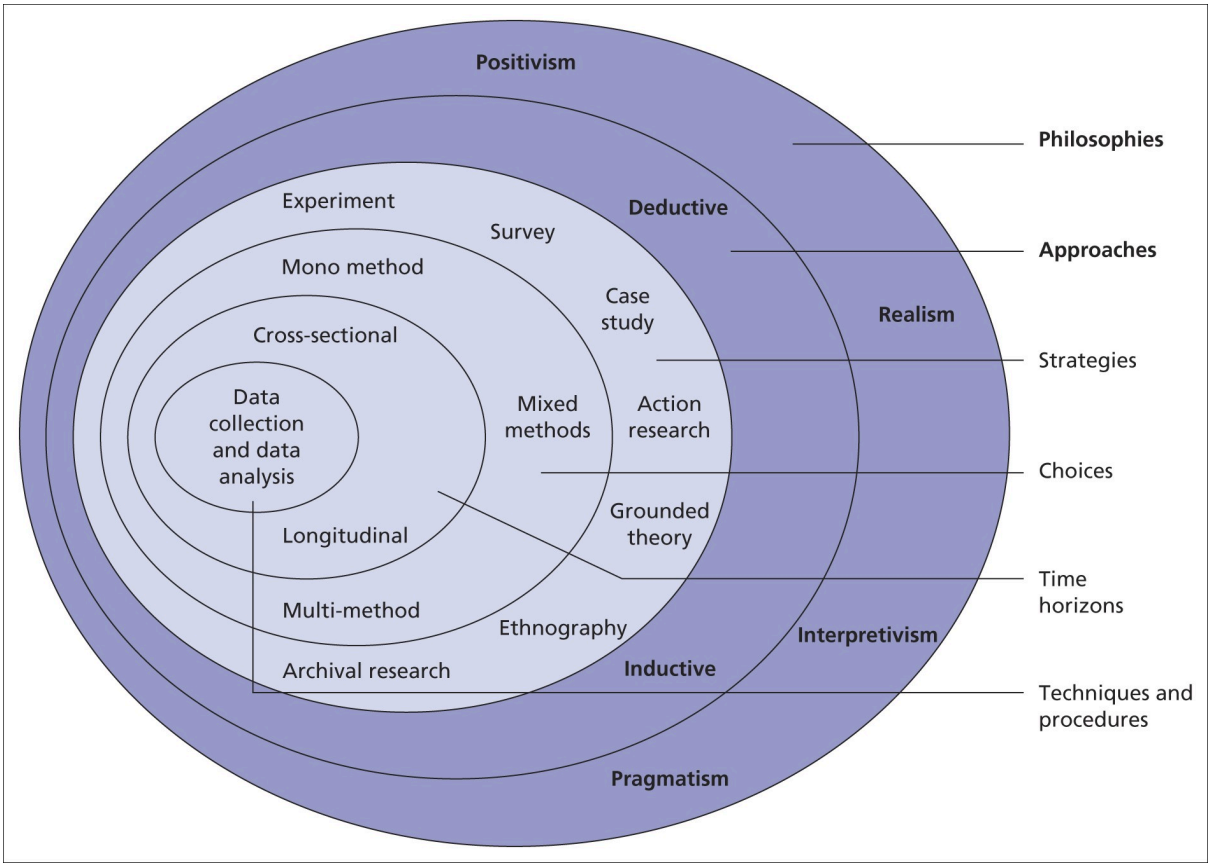


Figure 3. Saunders Research Onion

3.2 Research Philosophy

Research philosophy refers to the set of beliefs, principles, and assumptions that guide the researcher's approach to conducting research and interpreting findings (Mason et al., 2022). It underpins the entire research process, influencing decisions regarding research design, methodology, data collection, analysis, and interpretation. Research philosophy is often categorised into three main paradigms: positivism, interpretivism (or constructivism), and pragmatism (Alharahsheh & Pius, 2020).

Positivism, as a research philosophy, is based on the belief that knowledge can be discovered through empirical observation and measurement (Gao and Cheng, 2020). This philosophy emphasises the existence of an objective reality that exists independently of the observer (Tharib, 2023). Positivist researchers typically adhere to the scientific method (Armstrong and Green, 2022), emphasising quantifiable data (Bobin et al., 2018), deductive reasoning (Ling et al., 2023), and the pursuit of generalisable laws or principles (Gagler et al., 2021). They seek to minimise bias and subjectivity in their research, often using structured methods such as surveys, experiments, and statistical analysis (Mehrad and Zangeneh, 2019). Positivism is commonly associated with quantitative research approaches (Mehrad and Zangeneh, 2019).

Interpretivism, also known as constructivism or social constructivism, holds that reality is socially constructed and subjective, shaped by individuals' perceptions, experiences, and interpretations (Mahadevan, 2023). Researchers adopting an interpretivist stance aim to understand the meanings and perspectives of research participants within their social context. They emphasise qualitative methods such as interviews, observations, and textual analysis, seeking to uncover the subjective meanings and nuances of human behaviour and phenomena (Peters and Halcomb, 2015; Hinshaw et al., 2012; Kok, 2023). Interpretivism prioritises depth, contextuality, and the researcher's reflexivity in understanding complex social phenomena (Dodgson, 2019).

Pragmatism: Pragmatism is characterised by its focus on practicality, problem-solving, and the flexibility to use multiple research methods and paradigms

based on the research question and context (Pring, 2021). Pragmatist researchers prioritise the usefulness and applicability of research findings in addressing real-world problems, rather than adhering strictly to one philosophical perspective. They may employ a combination of quantitative and qualitative methods, drawing on the strengths of each approach to gain a comprehensive understanding of the research topic. Pragmatism emphasises the importance of context, plurality, and the integration of theory and practice in research.

The researchers' choice of research philosophy depends on various factors, including their ontological and epistemological assumptions, the nature of the research topic, the research questions, and practical considerations such as resource constraints and ethical considerations. It's important for researchers to critically reflect on their philosophical stance and its implications for the research process, ensuring alignment between their chosen approach and the objectives of the study. This dissertation examines a membership body and investigates its theory of change, therefore adopting an interpretive research philosophy can be particularly suitable. Subjective meaning looks at how interpretivism aligns with studying a theory of change within a membership body context (Alharahsheh & Pius, 2020; Saunders et al., 2019; Mason et al., 2022).

Subjective Meaning and Contextual Understanding: Interpretivism acknowledges that reality is socially constructed and subjective, emphasising the importance of understanding individuals' perspectives, experiences, and interpretations within their specific social context (Kennedy and Willer, 2022). In the context of a membership body, this means recognising that the theory of change and

its implementation are shaped by the beliefs, values, and experiences of the members, as well as the broader organisational and societal context in which the membership body operates.

Qualitative Methods for Understanding Complexity: Interpretivist researchers typically employ qualitative research methods such as interviews, observations, and document analysis to explore the rich and nuanced meanings underlying human behaviour and social phenomena (Taskin, 2021). Qualitative methods are well-suited for investigating the theory of change within a membership body, as they allow researchers to delve deeply into members' perceptions, motivations, and experiences related to the organisation's goals, activities, and impact.

Reflexivity and Researcher Engagement: Interpretivism emphasises the importance of reflexivity, encouraging researchers to critically reflect on their own assumptions, biases, and perspectives throughout the research process (Berger, 2015). When studying a theory of change within a membership body, researchers should be attentive to their own positionality and how it may influence their interpretation of the data. Engaging with members and stakeholders in a collaborative and participatory manner can enhance the credibility and validity of the research findings(Secules et al., 2021).

Contextualised Understanding of Change Processes: Interpretivism recognises that change processes are complex and context-dependent, influenced by a variety of factors including organisational culture, leadership dynamics, power

relations, and external environmental forces (Cunliffe, 2021; Alharahsheh & Pius, 2020; Hatch, 2021).

Interpretivism offers a suitable philosophical framework for studying a theory of change within a membership body, enabling researchers to explore the subjective meanings, contextual dynamics, and complex processes involved in organisational change from the perspective of the members and stakeholders involved (Saunders et al., 2019; Mason et al., 2022; Cunliffe, 2021).

3.3 Research Strategy

A narrative enquiry will be used to support the utilisation of the enquiry of the participant's lived experience and the context of the participant's lives (Creswell, 2009). Semi-structured interviews and focus groups will be utilised to gain a perspective both from the partner university and the potential members. Students will actively work on collaborating on launching a pilot of the SFI, this will enrich the narrative enquiry for the findings within the primary research.

An Inductive Approach, The goals of employing an inductive approach are to (1) reduce a lot of raw text data into a small amount of time. (2) to draw explicit linkages between the study aims and the findings; (3) to construct a model or explanation concerning the conclusions gained from the raw data (Thomas, D.R., 2003).

A Multi Qualitative Method research will be conducted in a single study, the researcher blends quantitative and qualitative research techniques, methods,

approaches, concepts, or language. Mixed methods research also aims to legitimise the use of several methodologies to answer research questions rather than limiting or constraining researchers' options. It is a sort of research that is both vast and creative, rather than one that is restricted (Esbjörn-Hargens, S., 2006).

A cross-sectional time horizon is the only option for this study due to the short time constraint, with student participants involved in the study for a period of approximately 8 weeks within a unit in block two of an academic year. A cross-sectional approach allows the researcher to capture data at a single point in time, making it suitable for time-limited studies (Saunders et al., 2019; Bryman, 2016).

3.4 Data Collection

The data will be collected by some in depth interviews, a focus group and contributions from students on a collaborative challenge who are invited to build the Theory of Change for the SFI with the researcher

Participant for Interview:

HM: LCF FBS Business Development Lead

Participants of the Focus Group:

KD: Facilitator and researcher for the focus group

LG: LCF Dean of Fashion Business School

BG: LCF Senior Enterprise Lecturer

JL: LCF Course Leader Fashion Design Marketing

AM: LCF Course Leader Fashion Marketing

JWL: LCF Recent Graduate of MA Fashion Enterprise

For this focus group, the use of a practical tool from the Nesta DIY ToC workbook will be utilised, (Nesta, 2011) as seen below in figure 2.

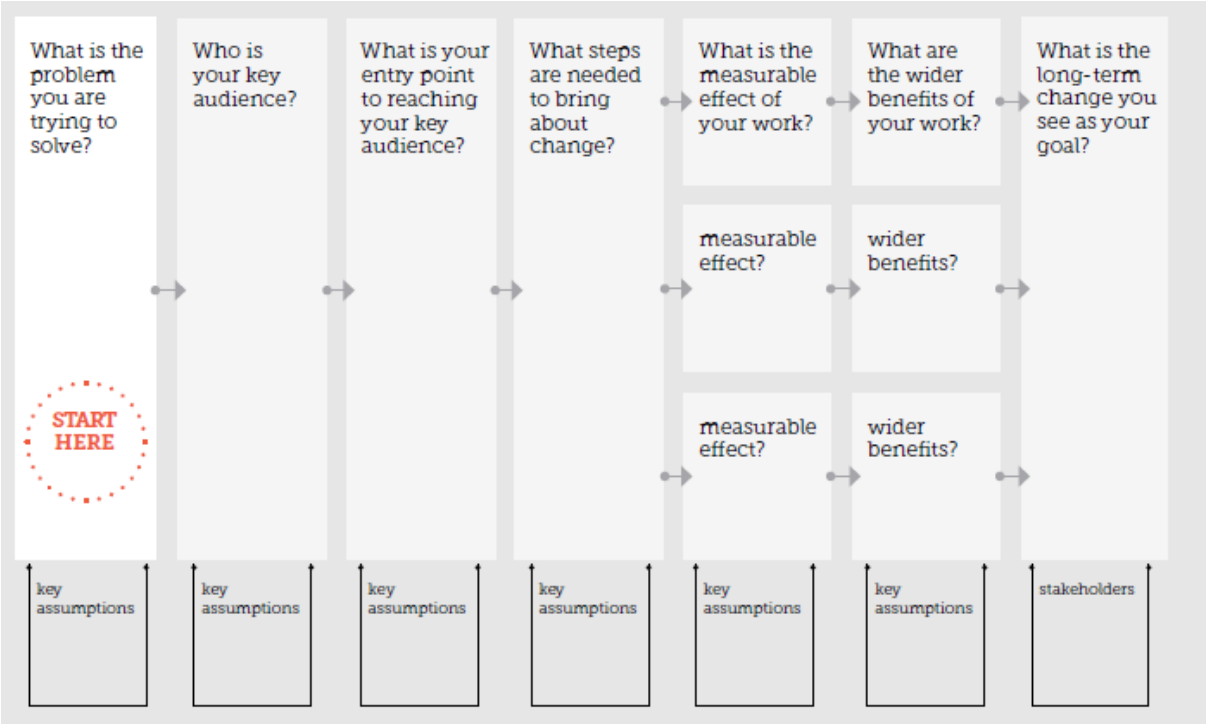


Figure 2. Nesta ToC DIY Kit

The tool aids in aligning stakeholders into the larger end goal and helps them understand their role in achieving it.

Questions in (Table 8) focused on engaging participants in a discussion about the Institute for Sustainable Fashion and its approach to sustainability. The questions aimed to gather insights on the Theory of Change, stakeholder analysis, and potential actions for the institute.

1. "In your words, not mine, on the topic of this Institute for Sustainable Fashion and accreditations, what do you think the problem is that I am trying to solve?"
2. "Who do you think the key stakeholders are? Who are the key audiences?"
3. "What is the entry point to reaching those audiences?"
4. "Thinking of the essence of this membership and this accreditation, what's the entry point for reaching the audience?"
5. "What steps are needed to bring about this change for the SFI to get off the ground?"
6. "What is the measurable effect that could come out of this?"
7. "What do you think the wider benefits from those measurable effects will impact?"
8. "What is the long-term change that you think, in your opinion, do you see as the goal for the SFI organisation?"
9. "What could hinder the progress of this? What assumptions am I possibly making that might hinder the progress of this?"
10. "How can I gain support? What factors might be outside of my control in order for that to happen?"

Table 8. Questions for the ToC Focus Group Participants.

These questions are designed to facilitate a co-productive discussion on the establishment and impact of the Institute for Sustainable Fashion, focusing on sustainability practices, stakeholder engagement, and the broader implications of the institute's work with the help of those that can support the institute launch.

Participants of the Collaborative Challenge

Six groups of around 4/5 student teams will be working on the challenge their names have been removed for data protection

The following call out as seen in (Figure 4) and provocation was given to the collaborative challenge students to collaboratively build and contribute to the SFI. The use of their work will inspire some of the findings for the primary research. This will support the narrative inquiry of the qualitative research.

Sustainable Fashion Institute

"How can we build a membership body that offers sustainable fashion accreditation, called the Sustainable Fashion Institute (SFI)? The SFI, founded by LCF lecturer Kelly Darcy, is similar to that of the CIM for Marketing or CMI for Leadership/Management, how can this kind of benchmarking enable sustainable fashion?"

Overview:
The Institute for Sustainable Fashion (SFI) is currently an newly constituted beyond profit social enterprise start-up with an originating vision led by one person, the founder & project lead, LCF Lecturer Kelly Darcy alongside a couple of very engaged stakeholders who value and receive consultation within the realm of sustainable fashion, however this in isolation is not going to meet the demand of the change needed to make real impact to the systemic changes that are so greatly needed within the space of sustainable fashion. One standalone effort can start ripples but cannot make huge waves, however, collectively with the ambition of launching and building an active and engaged membership body, the voices of many can enable such collaboration and change.

The collaborative challenge therefore is to co-create this change initiative by joining and expanding the Sustainable Fashion Institute (SFI). The action is to co-create a membership body with early adopters shaping the narrative & future.

Provocation/ challenge/ scenario/ concept:

Students can choose from the below examples what area they would like to focus on or a combination of all

1. **Membership Structure**
    a. Curate the core offer (product: what do we do, what don't we do) and research/map routes to SFI accreditation with LCF then expanding to other HE fashion providers. This may include customer research/ stakeholder research.
    b. Design membership tiers/segments and the relevant joining criteria or fees (i.e. Student, Professional, Honorary). Initiate / recruit / start the actual membership base, invitations.
2. **Branding & Marketing Plan**

London College of Fashion
University of the Arts London
20 John Princes Street
London W1G 0BJ
United Kingdom
+44(0)20 0000 0000
info@fashion.arts.ac.uk
www.arts.ac.uk/fashion

a. Produce a strategic marketing plan to sustain the development for years 1-3 requiring everything from logo, values, brand personality and guidelines, key messaging, tone and channels.
b. Design, test and launch the beta website and ISF membership registration platform.

3. **Launch Event Planning & Execution**
   a. Design an initial on-mission, ticketed (digital only / physical with an option for digital) sustainable soft launch event. Select & approach panel members/speakers/sponsors for launch event.
   b. Ensure clarity and messaging for speakers (speech writing) on what the value proposition/offer is, who are we reaching, partnering with, what does impact look like, shared systems change ambitions.
4. **Governance and Ethics**
   a. In line with the sustainable mission, consider and propose prospective non-executive board members (decision makers) and advisory board members (influence and thought leaders).
   b. Produce a draft SFI Manifesto, Code of Conduct and Board Terms of Reference consistent with the SFI core values.

Insert link to film to support the provocation/ challenge/ scenario/ concept
https://vimeo.com/604825441

Considerations:

1. See attached one page overview of the SFI Contextualisation, Vision, Mission and Values – this is the consistent thread across each of these challenges.

2. You would be the inaugural members of the ISF, what would you want the ISF to be and what would support your sustainable fashion practice?

3. There are some great voices and changemakers out there already such as Fashion Revolution, Fashion Roundtable, Good On You etc., whilst they do not aim to have a membership body that accredits their individuals similar to the CIM or CMI, what other USP's can the ISF develop to ensure successful systems change and point of difference within the realms of sustainable fashion?

Timeline:

21/09/23- Collaborative Challenge Academic Partner Q&A evening event (6.30- 8.30pm)

12/10/23- CONSULTANCY 1

19/10/23- Research and self-directed study

26/10/23- CONSULTANCY 2- Student pitch to Supervisor/ Partner to address challenge

02/11/23- CONSULTANCY 3

16/11/23- CONSULTANCY 4

30/11/23- CONSULTANCY 5- FINAL PRESENTATION

Deliverables:

Open to student suggestions

Courses:

We are seeking 4 groups of up to 5 students and would suit the following Masters' courses:

- MA Fashion Design Technology: Menswear
- MA Fashion Design Technology: Womenswear
- MA Fashion Artefact
- MA Footwear
- MA Fashion Futures
- MA Fashion, Film and Digital Production
- MA Fashion Photography
- MA Strategic Fashion Marketing
- MA Fashion Design Management
- MA Fashion Entrepreneurship and Innovation
- MSc Fashion Forecasting

How to apply: **This is information for students- no additions required**
If you are interested in this opportunity, please choose 'title' project on (*the link)* as one of your 2 project choices. You can apply for two projects each. This will be monitored. If you have any issues, please contact cu@fashion.arts.ac.uk

DEADLINE: Monday 3 October, 9am

You will be notified of your final project on Wednesday 5 October by the Collaborative Challenge Team.

Figure 4. call out for the collaborative challenge students

3.5 Data Analysis

Thematic analysis is a qualitative research method used to identify and analyse patterns or themes within qualitative data (Braun & Clarke, 2006). In the context of evaluating the Theory of Change (ToC) for the Sustainable Fashion Institute (SFI), thematic analysis allows for a comprehensive understanding of how different elements of the ToC interact and contribute to the institute's objectives. By systematically analysing stakeholder interviews, survey responses, and case studies, thematic analysis can reveal recurring themes related to sustainability challenges in fashion education, the needs of different stakeholder groups, and the effectiveness of proposed interventions (Nowell et al., 2017).

For instance, in this study, thematic analysis could uncover key themes such as the lack of comprehensive sustainability training and the need for practical, accredited courses, aligning with findings from previous research that highlight gaps in current fashion education systems (Fletcher, 2014; Pookulangara & Shephard, 2013).

3.6 Validity and Reliability

Validity and reliability are critical components of research quality, ensuring that the findings accurately represent the phenomena being studied and can be consistently reproduced. Validity refers to the degree to which a research instrument measures what it intends to measure, encompassing aspects such as content validity, construct validity, and external validity (Bryman, 2016). It ensures that the results are applicable and meaningful within the context of the research questions. Reliability, on the other hand, focuses on the consistency and stability of the research outcomes

over time and across different contexts or samples (Saunders et al., 2019). A reliable study produces the same results when replicated under similar conditions. In qualitative research, reliability may involve achieving consistency in data coding and interpretation, while validity may focus on how well the findings represent participants' perspectives. To enhance both validity and reliability, it is essential to use clear operational definitions, ensure careful sampling, and apply appropriate data collection techniques.

3.7 Ethical Considerations

Research ethics are essential for ensuring that the Sustainable Fashion Institute (SFI) adheres to ethical standards, protecting participants' rights and maintaining research integrity, in line with the University of Wales Trinity St David's guidelines. Key considerations include informed consent, ensuring participants are fully aware of the study's purpose and risks before agreeing to participate (Harriss & Atkinson, 2021). Confidentiality is vital, requiring the secure handling of sensitive data and participant privacy (Barker, 2022). Researchers must respect participants' rights to withdraw at any time and treat them with dignity (Bryman, 2016). Additionally, measures must be taken to avoid harm, with ethical approval and risk assessments conducted beforehand (Robson & McCartan, 2020). Ensuring diversity and inclusion is critical to avoiding bias, while transparency regarding conflicts of interest and adhering to rigour in data collection and reporting are crucial for maintaining trust (Saunders et al., 2019). Ethical review is required to monitor compliance with these standards (Harriss & Atkinson, 2021).

3.8 Questions for the Focus Groups and Student Presentations

The (Table 6) in the literature review showing the Lean Business Model Canvas and ToC applied has been revised below in (Table 9) removing the academic sources and adding questions for the purposes of questions to ask within the primary research.

Lean Business Model Canvas (LBMC)	**Theory of Change (ToC)**	**Details and Examples**	**Questions For the Participants**
1. Market Problem/Opportunity	Situation Analysis	- **Context:** Challenges in fashion education regarding sustainability. - **Example:** Lack of comprehensive sustainability training and accreditation in UK fashion education.	Q1. What are the current challenges in integrating sustainability into fashion education? Q.2 How do stakeholders perceive the existing solutions?
2. Customer Segments	Target Groups	- **Stakeholders:** Fashion students, educators, industry professionals. - **Example:** Students seeking sustainability accreditation; educators needing resources.	Q.3 Who are the primary stakeholders for the SFI platform? Q.4 What specific needs do these stakeholders have?
3. Value Proposition	Impact	- **Long-Term Goals:** Improved sustainability in fashion education and industry. - **Example:** Achieve greater adoption of sustainable practices and higher industry standards	Q.5 What long-term benefits do stakeholders expect from the SFI? Q.6 How will the SFI contribute to sustainability in fashion education?
4. Key Activities	Outcomes	- **Intermediate Results:** Increased awareness and knowledge of sustainability. - **Example:** Students and educators integrate sustainability into curricula and practices.	Q.7 What activities will lead to increased awareness of sustainability? Q.8 How do stakeholders engage with these activities?
5. Key Activities	Activities	- **Implementation Actions:** Develop platform, create	Q.9 What specific activities will be implemented?

		accreditation criteria, host events. - **Example:** Design membership platform, establish sustainability workshops.	Q.10 How will these activities be executed effectively?
6. Value Proposition (Mechanisms)	Change Mechanisms	- **Pathways to Change:** Accreditation drives motivation; networking facilitates knowledge sharing. - **Example:** Accreditation provides credibility; events develop collaboration.	Q.11 How will the SFI's activities lead to desired outcomes? Q.12 What mechanisms will ensure effective change?
7. Timeline and Milestones	Sequencing	- **Implementation Timeline:** Plan and sequence activities. - **Example:** Platform launch, criteria rollout, event scheduling.	Q.13 What is the proposed timeline for implementing the SFI? Q.14 How will milestones be achieved and tracked?
8. Visual Representation	Theory of Change Diagram	- **Diagram:** Visualise inputs, activities, outputs, outcomes, and impact. - **Example Diagram:** Inputs → Activities → Outputs → Outcomes → Impact.	Q15. How will the Theory of Change be visualised? Q.16 What elements will need to be included in the diagram?
9. Key Partners	Stakeholders and 'Enabling Factors'	- **Support:** Identify key partners and resources. - **Example:** Collaborations with educational institutions, industry experts, and sustainability organisations.	Q.17 Who are the key partners and supporters for the SFI? Q.18 What enabling factors are necessary for success?
10. Risk Assessment	Assumptions	- **Validation and Testing:** Examine assumptions and risks. - **Example:** Assumptions about stakeholder engagement, resource availability, and feasibility.	Q.19 What assumptions underpin the SFI model? Q.20 What are the potential risks and how can they be mitigated?

Table 9. A revised table of the Lean Business Model Canvas and ToC applied adding questions for the primary research.

4. Chapter Four: Findings and development of the Theory of Change Model Developed for the Business Report

Chapter Introduction:

In this chapter, presented are the findings from the research conducted to apply the Theory of Change to the proposed membership body, the Sustainable Fashion Institute. This section outlines how the Theory of Change framework has been used to identify key outcomes, inputs, and processes necessary for the Institute's success. It will discuss the insights gained from data analysis, stakeholder interviews, and comparative studies of similar organisations. These findings will illustrate how the Theory of Change can guide the development and implementation of the Institute's strategies, measure its impact, and address gaps in the current sustainability landscape within the fashion industry.

4.1

Thematic Analysis

Thematic Analysis is presented below in three sections, with the individual interview, focus group and finally a student co-production designing of the SFI is also summarised.

4.1.1

Summary of the Interview with (HM)

HM manages external relations with professional bodies at London College of Fashion.

Topic, LCF's strategic accreditation initiatives with entities, facing challenges like UAL lawyer complications, focus on enhancing courses in fashion marketing and visual merchandising through accreditations from the Chartered Institute of Marketing and others. The interview discusses financial strategies, sustainability efforts, and the complexities of PSRBs and QA. It highlights the importance of professional networking, the impact of SBC and Textile Institute resources, and the significance of CMI awards and PRIME. Concluding with plans to incorporate these insights into MBA reports, the dialogue emphasises boosting student engagement and course value.

4.1.2

ToC Focus Group HE Stakeholders

The workshop discussed the Institute for Sustainable Fashion, focusing on engaging stakeholders and defining unique selling points and accreditations, using the Theory of Change and materials from the FBS office, influenced by Nesta. Key topics included identifying audience engagement strategies, project validation, and government interest. BG and AM, both fashion course lecturers, discussed their backgrounds, the creative allure of fashion, and strategies for nurturing superstar students, amidst a competitive yet affectionate faculty dynamic. The conversation also covered contributions to a book, the importance of academic discourse, and the

social aspect of their meetings. The dialogue aimed at launching an institute for a potential accreditation, focusing on sustainability, with insights from Vanessa Spence of ASOS, and addressing consumer culture and cognitive dissonance in sustainability practices.

Based on the transcript of the handwritten notes from the ToC workshop, several key themes emerge related to the goals, challenges, and strategic approaches for the Sustainable Fashion Institute (SFI) and its proposed accreditation program. A table format of these themes are within the appendices.

1. The Problem and Need for Accreditation

Theme: Clarifying Sustainability and Its Impact on Employability and Credibility

Problem Statement: The core problem being addressed is the lack of clear, standardised knowledge and skills related to sustainability within the fashion industry. The term "sustainability" is often seen as vague or generic, with many students graduating with self-proclaimed expertise but lacking a universally recognised framework to validate their knowledge (e.g., "Sustainability is a vague/generic term but is increasingly growing in importance...").

Solution: The proposed accreditation serves to provide both students and institutions with a "badge" that enhances employability and credibility. This accreditation would act as a quality stamp, making the skills and knowledge acquired through education more transparent and meaningful to employers.

2. Key Stakeholders and Audiences

Theme: Identifying and Engaging Key Stakeholders

Stakeholders: The key stakeholders include university academic institutions, fashion professionals, graduates, businesses, and industry collaborators. These groups have a vested interest in ensuring that sustainability education is rigorous and meaningful, which directly impacts their reputation and operational effectiveness.

Target Audience: The target audience encompasses junior employees, fashion employers (brands, design studios, manufacturers), and industry collaborators from related fields such as tech or industrial design. Engaging these audiences effectively is crucial for the success of the SFI.

3. Entry Points and Strategic Partnerships

Theme: Establishing a Framework for Collaboration and Validation

Entry Points: The entry points for reaching the target audience include membership models, partnerships with existing organisations (e.g., Fashion Council, Higg Index, B-Corp), and platforms such as websites or networks. Online applications, part-time courses, and employer sponsorships are also potential mechanisms for validation and engagement.

Strategic Partnerships: Collaboration with recognized bodies like ASOS or similar organisations in other fields is essential for establishing credibility. These partnerships can help in validating the accreditation and ensuring it aligns with industry needs.

4. Implementation Steps and Challenges

Theme: Steps for Establishing the SFI and Overcoming Obstacles

Formation of SFI: The formation of the institute requires industry buy-in, promotion of benefits, and the establishment of industry-recognised standards. The strategy involves gradually building credibility through recognised industry standards and forming partnerships with large companies.

Challenges: Key challenges include the need for a clear and meaningful framework, ensuring the accreditation is more than just a "badge," and addressing the diverse needs of different sectors. The framework must be robust enough to provide competitive advantages to institutions and companies while avoiding the pitfalls of greenwashing.

5. Measurable Effects and Long-Term Goals

Theme: Measuring Success and Driving Long-Term Change

Measurable Effects: Success can be measured through the number of accreditations awarded, improvements in student employability, and shifts in industry knowledge. The aim is to establish a clear change in how sustainability is perceived and implemented across the fashion industry.

Long-Term Goals: The long-term goal is to create a widely understood standard for sustainability within the fashion industry. This involves not only educating individuals but also changing the processes and approaches of businesses. The ultimate vision is to eliminate greenwashing and replace it with genuine, measurable sustainability practices.

6. Assumptions and Risks

Theme: Addressing Assumptions and Mitigating Risks

Assumptions: Key assumptions include the belief that brands and institutions will value the accreditation and that it will enhance employability. There's a need to validate these assumptions through market research and stakeholder engagement to ensure the proposal's viability.

Risks: Potential risks involve the accreditation not being valued by the industry or failing to enhance employability. The program's success depends on its ability to provide real competitive advantages and meet the diverse needs of different sectors.

7. Enablers and External Factors

Theme: Leveraging Resources and Addressing External Dependencies

Enablers: Critical enablers include securing funding, forming strategic partnerships, and leveraging support from influential organisations such as LCF or FBS. Advisory boards and consultations with experts (e.g., Paloma Wool Consultancy) could provide the necessary guidance and support.

External Factors: Factors outside the SFI's control, such as industry trends, funding availability, and institutional support, could significantly impact the initiative's success. Addressing these factors proactively is essential for gaining the necessary backing and achieving long-term sustainability.

Conclusion

The thematic analysis reveals that the Sustainable Fashion Institute (SFI) aims to address a critical gap in the fashion industry by providing a clear, standardised framework for sustainability education and accreditation. The initiative seeks to enhance employability and credibility, create industry-wide standards, and drive

long-term change in how sustainability is perceived and practised. However, success will depend on effectively engaging key stakeholders, validating assumptions, and navigating potential challenges and risks.

4.1.3

Analysis from Collaborative Challenge Students working on their version of building the SFI

Two teams took on a general approach to what they envisaged the SFI would be, with both of those teams even renaming the SFI to the Conscious Fashion Network (CFN).

Four other teams split some of the focus in their branding, ethics and governance or planning an event launch.

The findings have been compiled into (table 10) below and the visual outputs are within the appendices.

Visual plan to combine the ToC to inform the LBMC output as a business proposal

Lean Business Model Canvas (LBMC)	**Theory of Change (ToC)**	**Details and Examples** **(From Chapter 2 literature review)**	**Questions** **(Developed in chapter 3 methodology)**	**Main Findings (These will be linked to each section of the business plan in chapter 5)**
1. Market Problem/ Opportunity	Situation Analysis	- **Context:** Challenges in fashion education regarding sustainability. - **Example:** Lack of comprehensive sustainability training and accreditation in	Q1. What are the current challenges in integrating sustainability into fashion education? Q.2 How do stakeholders perceive the existing solutions?	- Fashion educators report insufficient training resources. - Students express a need for more practical sustainability guidance.

		UK fashion education.		
2. Customer Segments	Target Groups	- **Stakeholders:** Fashion students, educators, industry professionals. - **Example:** Students seeking sustainability accreditation; educators needing resources.	Q.3 Who are the primary stakeholders for the SFI platform? Q.4 What specific needs do these stakeholders have?	- Students need accredited sustainability courses. - Educators require tools for curriculum integration.
3. Value Proposition	Impact	- **Long-Term Goals:** Improved sustainability in fashion education and industry. - **Example:** Achieve greater adoption of sustainable practices and higher industry standards	Q.5 What long-term benefits do stakeholders expect from the SFI? Q.6 How will the SFI contribute to sustainability in fashion education?	- Stakeholders expect enhanced sustainability credentials. - SFI is anticipated to set new industry standards.
4. Key Activities	Outcomes	- **Intermediate Results:** Increased awareness and knowledge of sustainability. - **Example:** Students and educators integrate sustainability into curricula and practices.	Q.7 What activities will lead to increased awareness of sustainability? Q.8 How do stakeholders engage with these activities?	- Development of workshops and resources increases awareness. - High engagement in accreditation processes.
5. Key Activities	Activities	- **Implementation Actions:** Develop platform, create accreditation criteria, host events. - **Example:** Design membership platform, establish sustainability workshops.	Q.9 What specific activities will be implemented? Q.10 How will these activities be executed effectively?	- Platform development involves creating user-friendly features. - Workshops are scheduled to address key sustainability topics.

6. Value Proposition (Mechanisms)	Change Mechanisms	- **Pathways to Change:** Accreditation drives motivation; networking facilitates knowledge sharing. - **Example:** Accreditation provides credibility; events develop collaboration.	Q.11 How will the SFI's activities lead to desired outcomes? Q.12 What mechanisms will ensure effective change?	- Accreditation increases motivation for sustainable practices. - Networking events enhance collaboration among stakeholders.
7. Timeline and Milestones	Sequencing	- **Implementation Timeline:** Plan and sequence activities. - **Example:** Platform launch, criteria rollout, event scheduling.	Q.13 What is the proposed timeline for implementing the SFI? Q.14 How will milestones be achieved and tracked?	- Platform is launched within the first quarter. - Milestones include completion of accreditation criteria and initial workshops.
8. Visual Representation	Theory of Change Diagram	- **Diagram:** Visualise inputs, activities, outputs, outcomes, and impact. - **Example Diagram:** Inputs → Activities → Outputs → Outcomes → Impact.	Q15. How will the Theory of Change be visualised? Q.16 What elements will need to be included in the diagram?	- Diagram clearly shows the flow from activities to impact. - Visual representation helps stakeholders understand the model.
9. Key Partners	Stakeholders and 'Enabling Factors'	- **Support:** Identify key partners and resources. - **Example:** Collaborations with educational institutions, industry experts, and sustainability organisations.	Q.17 Who are the key partners and supporters for the SFI? Q.18 What enabling factors are necessary for success?	- Key partners include universities and industry bodies. - Support from sustainability organisations facilitates implementation.
10. Risk Assessment	Assumptions	- **Validation and Testing:** Examine assumptions and risks. - **Example:**	Q.19 What assumptions underpin the SFI model?	- Assumptions about stakeholder interest are validated. - Risks include

		Assumptions about stakeholder engagement, resource availability, and feasibility.	Q.20 What are the potential risks and how can they be mitigated?	potential funding shortfalls, mitigated by securing partnerships.

Table 10. Adapted table from table 6 and table 9 summarised final column highlighting the thematic findings.

Figure 5 (below) presents a Venn diagram illustrating the core components and relationships identified by the student groups during their work on the Sustainable Fashion Institute (SFI) project. The diagram highlights four intersecting elements that are central to the SFI's mission: Sustainable Fashion Students & Professionals, Higher Education, Co-production & Collaboration, and Accreditation & Membership Institute.

The four elements are key pillars for developing sustainability, integrity, collaboration, and accreditation in fashion education and industry. Sustainable Fashion Students & Professionals focus on engaging individuals committed to sustainability in fashion, while Higher Education represents the academic institutions that provide the foundational knowledge and resources to support sustainable practices. The Co-production & Collaboration element emphasises the importance of partnership between academia, industry, and students in creating meaningful sustainability solutions. Finally, the Accreditation & Membership Institute is central to validating and formalising the expertise of members through sustainability certifications and benchmarking.

The intersection of these components highlights the collaborative and integrative nature of the SFI, where students, educators, and industry professionals come

together to advance sustainability. The inclusion of terms like Sustainability, Integrity, Collaboration, and Accreditation shows the values that drive the SFI's efforts. The diagram was derived from student feedback and research, capturing the complex interplay of stakeholders and activities that contribute to the success of the Sustainable Fashion Institute. This visual representation aids in understanding how these interconnected components can collectively drive sustainable development in the fashion industry.



Figure 5. SFI Venn Diagram from the findings of the student groups

5. Chapter Five: Conclusion and Business Report

Chapter Introduction:

The following chapter concludes the findings and outlines the practical component of this business plan submission. It proposes the launch of the SFI and practical aspects of the business within the framework of a Lean Business Model Canvas (LBMC). Business Plan for Sustainable Fashion Institute. Additionally, it will address the limitations of the study, propose recommendations for future research, and outline the next steps for implementing the strategies developed throughout this dissertation.

5.1 Conclusion

As discussed within the literature, the fashion industry significantly impacts global environmental degradation and social injustice. The rise of fast fashion has led to widespread labour exploitation (Joy et al., 2012), extensive waste production (Niinimäki, 2013), and severe environmental pollution (Bick et al., 2018). These practices result in substantial textile waste and contribute to environmental harm through chemical contamination and depletion of resources (Allwood et al., 2006). Additionally, the fast fashion model, characterised by low costs and rapid turnover, exacerbates these problems by prioritising profit over sustainability and ethical labour standards (Cline, 2012; Perry, 2015). Many of these issues came up and were validated by the findings within the primary research. Specifically in many responses, the themes that emerged such as - Fashion educators report insufficient training resources and students express a need for more practical sustainability guidance. Contribute to the development of the business plan outlined in the next section.

Academic Recommendations from the literature review summarised in (Table 7) located within the literature review, which support the primary findings of this study are further developed below with the addition of the supporting analysis from the primary research summarised in the (Table 11) below.

Sustainability Education:

Academic Argument: The SFI can develop an academic curriculum that emphasises sustainable fashion practices. Hartz-Karp and Marinova (2017) argue that education plays a pivotal role in institutionalising sustainable development, making it a necessary component of any industry-led initiative.

Primary Research Findings: Participants in your study expressed a strong desire for sustainability to be embedded in the academic curriculum. Many highlighted the value of education that blends theoretical knowledge with practical applications in sustainable fashion, noting that this would better equip them for industry challenges.

This underpins the basis for the SFI's rationale to exist.

Accreditation Standards:

Academic Argument: By implementing accredited programs that follow globally recognised standards such as Global Organic Textile Standard (GOTS), the SFI can create a strong, trustworthy platform. Brügel (2016) and Shen et al. (2023) have shown that certifications like these provide credibility and help promote sustainable practices across industries.

Primary Research Findings: Participants consistently noted that having a sustainability accreditation would enhance their professional credibility. They felt that such a certification could help them stand out in the competitive fashion industry and create greater trust among employers.

The value proposition for SFI is developed from this knowledge.

Industry Collaboration:

Academic Argument: Collaborating with industry leaders ensures that the SFI remains relevant and practical. Elkington's (2018) research on sustainability collaborations suggests that partnerships between academia and industry are essential for achieving sustainability goals.

Primary Research Findings: Interviews with industry professionals revealed a

strong interest in partnerships with educational institutions like the SFI. Many industry experts emphasised that collaboration with students and academia through internships and joint projects is essential for developing innovative solutions to sustainability challenges in fashion.

Co-production needs to be at the heart of the SFI and is the basis of the ToC towards its conception.

Student Engagement:

Academic Argument: Engaging students through hands-on projects, internships, and real-world experiences is crucial. Fletcher (2014) found that real-world applications of sustainability enhance learning and empower students to drive systemic changes in their future careers.

Primary Research Findings: Participants indicated a preference for hands-on learning experiences, such as internships and collaborative projects, to better understand sustainability in fashion. They felt that practical exposure would deepen their understanding of sustainable practices and make the learning experience more relevant to real-world challenges.

The SFI needs to be more than an accreditation but a learning hub with projects.

Research & Development (R&D):

Academic Argument: R&D initiatives within the SFI can focus on creating new sustainable materials and innovations. As Sroufe (2017) points out, continuous research is essential for staying ahead in sustainability efforts and improving processes in the fashion industry.

Primary Research Findings: Several participants discussed the need for continued research and development in sustainable materials and technologies. They saw this as a critical area where SFI could collaborate with industry to push the boundaries of what's possible in sustainable fashion.

SFI could develop credibility with its research.

Global Outreach:

Academic Argument: Expanding a concept such as the SFI's accreditation programs internationally will help create a unified global standard for sustainability in fashion. Leisinger (2019) underscores the need for global engagement and cooperation in promoting sustainable development on a larger scale.

Primary Research Findings: There was notable support for the idea of expanding SFI's accreditation internationally. Participants from various backgrounds expressed that global recognition of the SFI accreditation would not only validate sustainable practices but also open up international opportunities in the fashion industry. However starting at a local or national level is the first step **There is a demand for consistency at a global level, however the SFI will start on a national level.**

Table 11. Literature and Primary research Discussion

5.1.1 Lean Business Model Canvas Overview of SFI

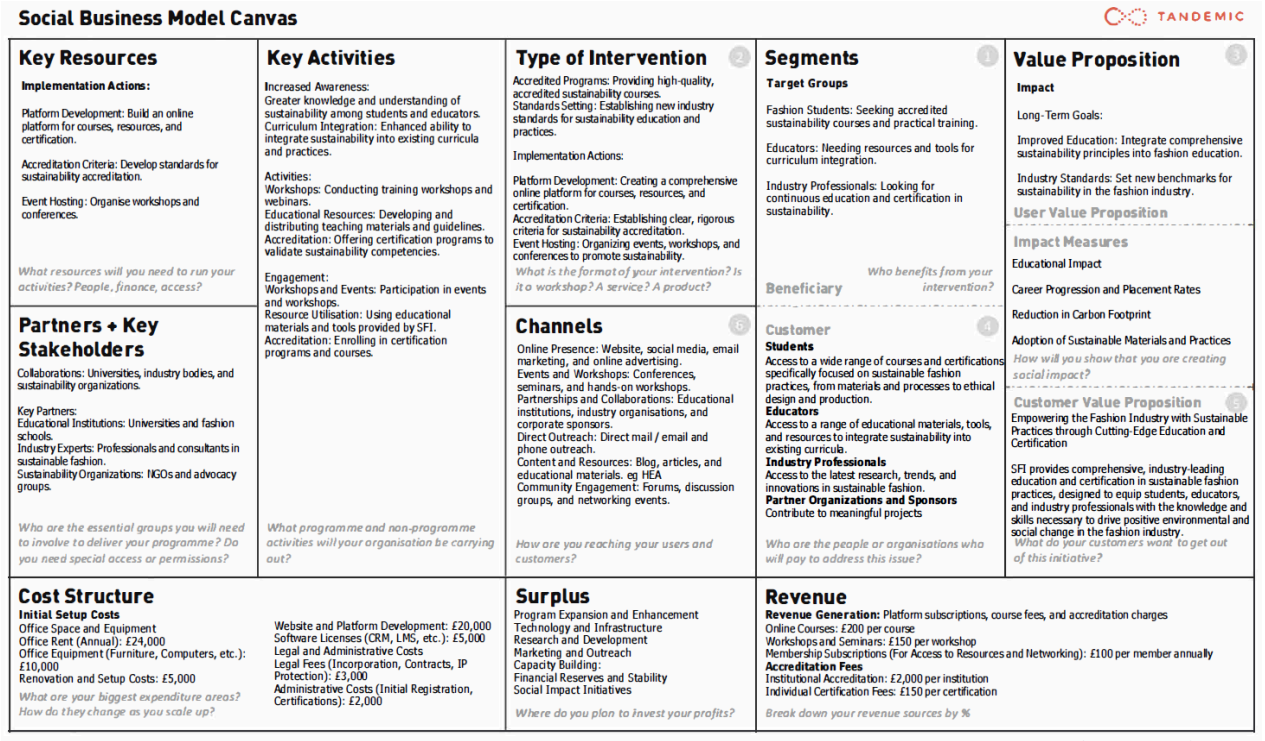


Figure 6. Social Business Model Canvas Applied to the SFI with a larger print version in the Appendices.

5.2 Introduction

5.2.1. Business Idea Background

The fashion industry is one of the largest contributors to global environmental degradation and social injustice. The demand for fast fashion has led to exploitative labour practices, massive waste generation, and pollution. In response to these challenges, there is a growing movement towards sustainable and ethical fashion

practices. The Sustainable Fashion Institute (SFI) aims to be a pioneer in this movement by providing education, resources, and support to individuals and businesses looking to transition to sustainable practices.

5.2.2 Purpose

The purpose of this business plan is to outline the strategic direction and operational framework for the Sustainable Fashion Institute. By providing a comprehensive overview of the institute's mission, objectives, target audience, services, and financial projections, this plan will serve as a roadmap for the successful launch and growth of the SFI.

5.2.3 Scope

The scope of the Sustainable Fashion Institute encompasses both educational and consultancy services aimed at promoting sustainability and ethics within the fashion industry. Key components of the institute's offerings include:

Membership Body Community Engagement: Developing a community of practice where industry professionals, academics, activists, and consumers can collaborate, share insights, and support each other in their journey towards sustainability.
Educational Programs: Developing and delivering courses, workshops, and seminars on sustainable fashion design, production, marketing, and consumption.
Research and Development: Conducting research projects to advance knowledge and understanding of sustainability issues within the fashion industry and develop innovative solutions. Looking towards research grants from the Arts Council
Consultancy Services: Providing tailored consultancy services to fashion brands, retailers, and suppliers seeking to adopt sustainable practices across their value chain.

Through these initiatives, the Sustainable Fashion Institute aims to catalyse positive change within the fashion industry, promote ethical consumption habits among consumers, and contribute to the overall sustainability agenda.

5.3 Vision, Mission and Goals

5.3.1 Mission Statement

The mission of the Sustainable Fashion Institute is to empower individuals and organisations within the fashion industry to embrace sustainable practices that prioritise environmental stewardship, social responsibility, and economic viability. Through education, consultancy, and community engagement, we strive to catalyse systemic change and create a culture of sustainability across the global fashion ecosystem.

5.3.2 Vision Statement

Our vision is a fashion industry that operates in harmony with nature, respects the rights and well-being of all people involved in the supply chain, and creates value for society as a whole. We envision a future where sustainable fashion is the norm rather than the exception, where creativity thrives within the boundaries of ecological and ethical principles, and where consumers make informed choices that reflect their values and aspirations.

5.3.3 Goals and Objectives

Goals and Objectives related to the mission and vision of the SFI

Educational Excellence: Develop and deliver high-quality educational programs that equip fashion professionals with the knowledge, skills, and mindset required to implement sustainable practices throughout the value chain.
Industry Leadership: Position the Sustainable Fashion Institute as a thought leader and catalyst for change within the fashion industry by conducting cutting-edge research, publishing insights, and advocating for policy reforms.
Impactful Consultancy: Provide practical guidance and support to education institutes, fashion brands, retailers, and suppliers seeking to transition to sustainable business models, thereby driving tangible improvements in environmental and social performance.
Community Building: Create a vibrant and inclusive community of sustainability champions, comprising industry professionals, academics, activists, and consumers, who collaborate, share best practices, and advocate for positive change that the SFI can bring.
Financial Sustainability: Achieve financial self-sufficiency for the SFI and long-term viability through diversified revenue streams, strategic partnerships, and efficient resource management.

It is hoped that by pursuing these goals and objectives, the Sustainable Fashion Institute aims to lead the transformation of the fashion industry towards a more sustainable and ethical future, where fashion is not only beautiful but also responsible and regenerative.

5.4 Market Analysis

5.4.1 Industry Overview

The fashion industry is a multi-billion-dollar global sector that encompasses the design, production, marketing, and distribution of clothing, accessories, and footwear. While traditionally focused on aesthetics and profitability, the industry is increasingly confronted with environmental and social challenges, such as resource depletion, pollution, and labour exploitation.

The shift towards sustainable fashion represents a significant opportunity for innovation and differentiation within the industry. Consumers are becoming more conscious of the impact of their purchasing decisions and are demanding greater transparency and accountability from brands. As a result, there is growing interest in sustainable materials, ethical production methods, and circular business models.

5.4.2 Target Market

The Sustainable Fashion Institute targets a diverse range of stakeholders within the fashion industry, including:

Academic institutions: Form a crucial part of the target market. Universities, colleges, and research institutions play a significant role in shaping the future of the fashion industry by educating the next generation of fashion professionals, conducting research on sustainability issues, and disseminating knowledge and best practices.
Fashion Students: Individuals seeking to integrate sustainability principles into their design process, fashion business management, fashion marketing, sourcing materials responsibly, and minimising waste.
Fashion Brands and Retailers: Companies interested in adopting sustainable practices across their operations, from supply chain management to marketing and distribution, can work with the accredited students and professionals.

Fashion Suppliers: Manufacturers, suppliers, and service providers looking to offer sustainable alternatives, such as eco-friendly fabrics, ethical manufacturing, and recycling solutions can work with the accredited students and professionals.
(Future Possibility) Consumers: Ethically-minded consumers who prioritise sustainability, transparency, and ethical production when making purchasing decisions.

5.4.3 Competitor Analysis

While there are numerous players in the sustainable fashion space, the competitive landscape can be segmented into several categories:

Other Educational Institutions: Universities, colleges, and online platforms offering courses and programs in sustainable fashion design, business, and marketing.
Consulting Firms: Specialised consultancy firms provide sustainability advisory services to fashion brands and retailers, helping them develop and implement sustainable strategies. Such as McKinsey or Deloitte
Non-Profit Organisations: NGOs and advocacy groups focused on promoting sustainable fashion through research, campaigns, and policy advocacy such as those listed within the competitor table below (DEAL, Fashion Revolution, and CISL)
Fashion Brands: Established and emerging fashion brands that have integrated sustainability into their brand identity and product offerings, serving as both competitors and potential collaborators such as Patagonia or Ganni who specialise in sustainable fashion are both thought leaders within the space.

The tables below are adapted from the previously shown competitor analysis in chapter 2. Utilising the SWOT analysis the conversion to a TOWS analysis links the strengths and weaknesses (table 12) then the opportunities and threats (table 13 in a strategic way) TOWS is especially useful for strategic planning, as it helps organisations align internal capabilities with external realities, creating more practical

and actionable plans (Weihrich, 1982). The focus on combining factors allows organisations to generate strategies that are grounded in both internal resources and the external environment, leading to more robust decision-making processes.

TOWS Matrix	**Strengths (S)**	**Weaknesses (W)**
Opportunities (O)	**SO Strategies**	**WO Strategies**
Partnership Potential (DEAL, SFI): Collaborating with fashion-focused organisations to integrate Doughnut Economics.	- Leverage DEAL's global reach, SFI's membership platform, and innovative framework to partner with fashion organisations like Fashion Revolution and CISL, expanding into fashion-specific sustainability.	- Address DEAL's sector specificity by partnering with **SFI** and fashion organisations to develop industry-specific sustainability solutions, integrating SFI's accreditation into the broader Doughnut model.
Growing Interest in Sustainable Models (DEAL, SFI): Increasing global interest in sustainable, regenerative economic models.	- Use SFI's membership platform to collaborate with **Fashion Revolution**, DEAL, and **Fashion Roundtable** to amplify the adoption of sustainable and regenerative economic models in the fashion sector.	- SFI and CISL can develop sector-specific programs focused on fashion, addressing the growing interest in sustainable leadership and leveraging the SFI's accreditation system to promote sustainability standards.
Expanding Reach (Fashion Roundtable, SFI): Collaborating with international stakeholders to broaden influence.	- Fashion Roundtable and SFI can jointly work on expanding their influence by partnering with DEAL and CISL to drive sustainability initiatives internationally. This could also involve offering **SFI's accreditation** to institutions globally.	- SFI can partner with **DEAL** and **Fashion Roundtable** to develop a global accreditation program for fashion, helping address DEAL's complexity in reaching specific sectors and improving international strategy.
Educational Initiatives (Fashion Revolution, SFI): Expanding educational programs to drive awareness among stakeholders.	- Fashion Revolution can work with **SFI** to incorporate their membership and accreditation platform into broader educational initiatives, offering practical resources and academic backing from CISL.	- Fashion Revolution and **SFI** can collaborate with CISL and Fashion Roundtable to expand educational offerings, integrating sustainability leadership and policy education into SFI's platform.

Table 12. TOWS strengths and weaknesses

TOWS Matrix	Threats (T)	Weaknesses (W)
Industry Resistance (Fashion Revolution, SFI): Entrenched practices within the fashion industry resist change.	**ST Strategies**: - Fashion Revolution, SFI, and Fashion Roundtable can collaborate to address industry resistance by offering **SFI's accreditation** as a tangible solution for brands wanting to showcase sustainable practices. This partnership can combine policy advocacy with grassroots campaigns and educational outreach.	**WT Strategies**: - SFI and Fashion Revolution could address the saturation of advocacy campaigns by creating targeted, policy-focused efforts, with support from Fashion Roundtable and CISL to generate actionable changes in the industry.
Complex Implementation (DEAL, SFI): Implementing the Doughnut Economics model may face challenges due to its complexity.	- DEAL and **SFI** can simplify the implementation of the Doughnut model for fashion by incorporating **SFI's accreditation system**, providing a structured approach to validating sustainable practices in the industry.	- DEAL and SFI should collaborate with CISL and Fashion Roundtable to address the complexity of applying the Doughnut framework, offering sector-specific solutions through the SFI's tailored accreditation and membership system.
Policy Implementation Gaps (Fashion Roundtable, SFI): Difficulties in translating policy recommendations into action.	- Fashion Roundtable, in partnership with **SFI**, can use their combined expertise to bridge the gap between policy recommendations and industry practice. SFI's **accreditation** can serve as a practical tool for fashion brands to meet these policy standards.	- To tackle policy implementation challenges, **SFI** and Fashion Roundtable could partner with Fashion Revolution to create consumer-driven campaigns and encourage brands to adopt sustainable practices through the SFI's certification process.

Table 13. TOWS opportunities and threats

5.4.4 TOWS Competitor Strategy

Key TOWS Competitor Strategy Recommendations with SFI Integration or recommendations

1. **SO Strategies (Strengths + Opportunities)**:
    - **SFI** can collaborate with **DEAL**, **Fashion Revolution**, and **CISL** to incorporate the Doughnut Economics model into its **accreditation** platform, ensuring fashion industry-specific sustainability initiatives

that are globally relevant.
    - **Fashion Roundtable** and **SFI** can work together to create global outreach programs, offering **SFI's accreditation** to institutions and brands worldwide, thereby expanding both organisations' reach and promoting sustainable development internationally.
    - **SFI** can enhance educational programs by partnering with **Fashion Revolution** and **CISL**, offering members access to robust sustainability education linked to their **accreditation system**.
2. **WO Strategies (Weaknesses + Opportunities)**:
    - **SFI** can address the broad focus of **DEAL** by integrating **fashion-specific accreditation** into the Doughnut model, providing an actionable and structured approach for the fashion sector.
    - By collaborating with **CISL**, **SFI** can develop sector-specific leadership programs, utilising **SFI's accreditation** as a tool to educate and engage fashion brands on sustainable practices.
    - **SFI** can further enhance its educational reach by collaborating with **Fashion Revolution** and **Fashion Roundtable**, using **SFI's accreditation** to offer more targeted learning opportunities for fashion students and professionals.
3. **ST Strategies (Strengths + Threats)**:
    - **SFI** can work with **Fashion Revolution** and **Fashion Roundtable** to tackle resistance in the fashion industry by offering **SFI's sustainability accreditation** as a tangible solution, supported by policy advocacy and grassroots engagement.
    - **DEAL** and **SFI** can collaborate to simplify the Doughnut model's implementation within the fashion industry, using **SFI's structured accreditation system** to provide actionable steps for fashion brands to adopt regenerative practices.
    - **Fashion Roundtable** and **SFI** can jointly address policy gaps by offering **SFI's accreditation** as a tool for brands to meet sustainability regulations, ensuring that policy recommendations translate into practice.
4. **WT Strategies (Weaknesses + Threats)**:
    - **SFI** and **Fashion Revolution** can create more focused, policy-driven campaigns to combat industry resistance and campaign saturation, using **SFI's accreditation system** to offer practical pathways for brands to demonstrate their commitment to sustainability.
    - **SFI**, in partnership with **DEAL** and **Fashion Roundtable**, can address the complexity of implementing broader sustainability frameworks like the Doughnut Economics model by offering **industry-specific accreditation** solutions that streamline the process for fashion brands.
    - **SFI** and **Fashion Roundtable** can work together to promote **SFI's accreditation** through consumer-focused campaigns, driving industry change from both a policy and market demand perspective.

Table 14. Key TOWS Competitor Strategy Recommendations with SFI integration or partnerships

5.5 Sustainable Fashion Institute Model

5.5.1 Theory of Change

Theory of Change Top Level Overview

The Theory of Change (ToC) underlying the Sustainable Fashion Institute (SFI) revolves around the belief that education, collaboration, and empowerment can drive systemic change within the fashion industry towards sustainability and ethics this was developed with the utilisation of the primary findings from this business dissertation in collaboration with the potential stakeholders of SFI. The ToC for SFI is as follows:

Assumptions: SFI assumes that by providing comprehensive education, consultancy services, and developing a collaborative and supportive community, individuals and organisations within the fashion industry can be empowered to adopt sustainable practices.
Outcomes: The ultimate outcome envisioned by SFI is a fashion industry that operates in harmony with the environment, respects the rights and well-being of all stakeholders, and creates value for society. This includes reduced environmental impact, improved working conditions, and increased transparency and accountability throughout the supply chain.
Pathways of Change: SFI identifies several pathways through which change can occur, including: ● Education and Awareness: Providing knowledge and resources to equip fashion professionals with the skills and mindset needed to implement sustainable practices. ● Collaboration and Partnership: Facilitating collaboration and knowledge-sharing among stakeholders to leverage collective expertise and resources. ● Advocacy and Influence: Advocating for policy reforms, industry standards, and consumer awareness campaigns to drive broader systemic change.
Interventions: SFI implements interventions such as educational programs, consultancy services, research projects, and community-building initiatives to catalyse change along these pathways.
Assumptions about Context: SFI acknowledges the dynamic and complex nature of the fashion industry, including political, economic, social, and cultural factors. It adapts its strategies and interventions in response to changing contexts and emerging challenges.
Learning and Adaptation: SFI emphasises continuous learning and adaptation, incorporating feedback from stakeholders, monitoring progress, and adjusting strategies as needed to maximise impact and effectiveness.

5.5.2 Key Principles

The key principles guiding the Sustainable Fashion Institute model include:

Holistic Approach: SFI adopts a holistic approach that considers the interconnectedness of environmental, social, and economic dimensions of sustainability within the fashion industry. It aims not to judge and know that the members are on the path one step at a time.
Collaboration and Partnership: SFI values collaboration and partnership as essential drivers of change, developing connections among diverse stakeholders to leverage collective expertise and resources.
Innovation and Creativity: SFI encourages innovation and creativity in sustainable fashion practices, promoting new ideas, technologies, and business models that challenge conventional norms and inspire positive change.
Transparency and Accountability: SFI advocates for transparency and accountability throughout the fashion supply chain, promoting ethical practices, traceability, and responsible consumption.
Empowerment and Inclusivity: SFI prioritises empowerment and inclusivity, striving to create a supportive and inclusive environment where individuals from diverse backgrounds can participate, contribute, and thrive.

5.5.3 Implementation Strategy

The implementation strategy of the Sustainable Fashion Institute involves the following components:

Educational Programs: Developing and delivering comprehensive educational programs, courses, and workshops on sustainable fashion design, production, marketing, and consumption.
Community Engagement: Creating a vibrant and inclusive community of practice where industry professionals, academics, activists, and consumers can collaborate, share insights, and support each other in their journey towards sustainability.
Research and Development: Conducting research projects to advance knowledge and understanding of sustainability issues within the fashion industry, develop innovative solutions, and inform evidence-based decision-making.

Consultancy Services: Providing tailored consultancy services to fashion brands, retailers, and suppliers seeking to adopt sustainable practices across their value chain, including supply chain optimisation, material sourcing, and certification.

By implementing these strategies in alignment with the Theory of Change and key principles, the Sustainable Fashion Institute aims to drive meaningful and lasting change within the fashion industry towards a more sustainable and ethical future.

5.6 Organisational Structure

5.6.1 Leadership Team

The leadership team of the Sustainable Fashion Institute (SFI) consists of experienced professionals with a deep commitment to sustainability and expertise in various aspects of the fashion industry. Key members of the leadership team include:

Executive Director: The Executive Director provides strategic direction and overall leadership for SFI. They oversee the institute's operations, manage partnerships, and represent SFI in external engagements.
Director of Education: The Director of Education is responsible for developing and overseeing the educational programs offered by SFI. They collaborate with industry experts and academic partners to design curriculum, recruit instructors, and ensure the quality and relevance of educational offerings.
Director of Consultancy Services: The Director of Consultancy Services leads the consultancy arm of SFI, working closely with clients to understand their sustainability needs, develop tailored solutions, and oversee project delivery. They also manage a team of consultants and experts.
Director of Research and Development: The Director of Research and Development leads SFI's research initiatives, identifying key sustainability challenges facing the fashion industry, conducting research projects, and disseminating findings through publications and conferences.

5.6.2 Staff Roles and Responsibilities

SFI's staff members play critical roles in supporting the institute's mission and operations. Staff roles and responsibilities may include:

Program Managers: Program managers oversee the development, implementation, and evaluation of specific educational programs or initiatives within SFI. They coordinate with instructors, manage logistics, and ensure program effectiveness.
Consultants: Consultants provide expertise and guidance to fashion brands, retailers, and suppliers seeking to adopt sustainable practices. They conduct assessments, develop strategies, and support clients in implementing sustainability initiatives.
Researchers: Researchers conduct empirical studies, literature reviews, and data analysis to advance knowledge and understanding of sustainability issues within the fashion industry. They contribute to research projects, publications, and thought leadership activities.
Administrative Staff: Administrative staff members provide essential support functions, including finance, human resources, marketing, and operations. They ensure smooth day-to-day operations and facilitate communication and coordination within the organisation.

5.6.3 Advisory Board

The Advisory Board of SFI comprises respected leaders and experts from the fashion industry, academia, and sustainability field. The Advisory Board provides strategic guidance, industry insights, and networking opportunities to support SFI's mission and goals. Responsibilities of the Advisory Board may include:

- Providing advice and counsel to the leadership team on strategic direction, program development, and partnership opportunities.
- Offering industry expertise and insights to inform SFI's educational programs, consultancy services, and research initiatives.
- Facilitating connections and collaborations with industry stakeholders, including fashion brands, retailers, NGOs, and government agencies.
- Advocating for SFI's mission and raising awareness of sustainable fashion issues within their respective networks and communities.

5.6.4 Operational Plan

The operational plan for the Sustainable Fashion Institute (SFI) outlines the key activities, resources, timelines, and processes necessary for the institute’s effective operation and growth. Below is a structured operational plan that includes the essential components for launching and running the SFI:

Objective: To establish and operate the SFI as a leading membership platform offering sustainability accreditation to fashion students and professionals in the UK, facilitating connectivity, credibility, and benchmarking.

Key Activities

1. Platform Development

- ☐ Action: Design and develop the SFI online platform.
- ☐ Timeline: 6 months.
- ☐ Responsible: Outsourced IT Team, Web Developers.
- ☐ Resources Needed:Budget for development, technical expertise, design software.

2. Accreditation Criteria Creation

- ☐ Action: Develop and finalise sustainability accreditation criteria and standards.
- ☐ Timeline: 3 months.
- ☐ Responsible: Academic Advisory Board, Sustainability Experts (utilise the student collaborative challenge input.
- ☐ Resources Needed: Research materials, expert consultations.

3. Course and Resource Development

- ☐ Action: Create educational content, training modules, and resources for members.
- ☐ Timeline: 4 months.
- ☐ Responsible: Content Developers, Subject Matter Experts.
- ☐ Resources Needed: Educational tools, content creators.

4. Marketing and Outreach

- ☐ Action: Develop and implement a marketing strategy to attract members.
- ☐ Timeline: 3 months leading up to launch.
- ☐ Responsible: Marketing Team, PR Specialists.
- ☐ Resources Needed: Marketing budget, promotional materials, social media platforms.

5. Membership Enrollment

- ☐ Action: Launch membership registration and onboard initial members.
- ☐ Timeline: 1 month post-launch.
- ☐ Responsible: Membership Coordinator, Customer Service Team.
- ☐ Resources Needed:Membership management system, support staff.

6. Event Organisation

- ☐ Action: Organise workshops, seminars, and networking events for members.
- ☐ Timeline: Ongoing, starting 2 months after launch.
- ☐ Responsible: Event Planner, Networking Coordinator.
- ☐ Resources Needed: Event venues, speakers, logistics support.

7. Feedback and Improvement

- ☐ Action: Collect and analyse feedback from members to refine services.
- ☐ Timeline: Ongoing.
- ☐ Responsible: Feedback Analyst, Quality Assurance Team.
- ☐ Resources Needed: Survey tools, feedback management system.

Top Level overview of Resources and Budget

1. Personnel

Roles: Platform Developers, Content Creators, Marketing Specialists, Customer Service Representatives.

Requirements: Expertise in relevant fields, hiring budget.

2. Financial Resources

Start-up Costs: Platform development, initial marketing, accreditation setup.

Operational Costs: Salaries, ongoing marketing, event expenses.

Revenue Streams: Membership fees, sponsorships, partnerships.

3. Technology and Tools

Platform: Web hosting, membership management system, content management system.

Marketing: Social media tools, email marketing software, analytics tools.

4. Timeline

Activity	Start Date	End Date	Duration
Platform development	September 2024	February 2025	6 months
Accreditation Criteria Development	September 2024	November 2024	3 months
Course and Resource Development	October 2024	February 2025	4 months
Marketing and Outreach	January 2025	April 2025	3 months
Membership Enrolment	April 2025	April 2025	1 month
Event Organisation	May 2025	Ongoing	Ongoing
Feedback & Improvement	May 2025	Ongoing	Ongoing

5. Risk Management

1.Technical Risks
Mitigation: Regular updates, cybersecurity measures, and technical support.

2. Financial Risks
Mitigation: Detailed financial planning, diverse revenue streams, and regular budget reviews.

3. Market Risks
Mitigation: Ongoing market research, flexible marketing strategies, and adapting to feedback.

4. Operational Risks
Mitigation: Efficient project management, clear communication channels, and contingency planning.

6. Evaluation and Metrics

1. Performance Metrics
Membership Growth: Number of new members, membership retention rate.
Engagement Levels: Participation in courses, events, and workshops.
Financial Health: Revenue vs. expenses, profitability margins.

2. Review Process
Frequency: Quarterly reviews and annual assessments.
Responsible: Management Team, Financial Analysts.

This top level operational plan outlines the key components required to successfully launch and manage the Sustainable Fashion Institute, given the suggestion from some of the collaborative students, ensuring that aspects from development to implementation are addressed comprehensively.

5.7 Programs and Services

5.7.1 Education and Training

The Sustainable Fashion Institute (SFI) offers a range of educational programs and training opportunities designed to equip individuals and organisations with the knowledge, skills, and mindset needed to advance sustainability within the fashion industry. These programs may include:

Certificate Programs: SFI offers certificate programs in sustainable fashion design, production, marketing, and business management. These programs provide comprehensive training on sustainable practices, ethical sourcing, and circular design principles.
Workshops and Seminars: SFI conducts workshops and seminars on specific topics within sustainable fashion, such as eco-friendly materials, supply chain transparency, and responsible consumption. These events feature industry experts, case studies, and hands-on activities.
Online Courses: SFI provides online courses and webinars accessible to a global audience. These courses cover a wide range of sustainability topics relevant to the fashion industry, allowing participants to learn at their own pace and convenience.
Customised Training: SFI offers customised training programs tailored to the specific needs and priorities of fashion brands, retailers, and suppliers. These programs may include onsite workshops, executive education sessions, and capacity-building initiatives.

5.7.2 Research and Development

SFI will aim to conduct research and development (R&D) projects to advance knowledge and understanding of sustainability issues within the fashion industry and develop innovative solutions. Key components of SFI's R&D efforts include:

Applied Research: SFI conducts empirical studies, literature reviews, and data analysis to identify key sustainability challenges and opportunities within the fashion industry. Research findings inform evidence-based decision-making and industry best practices.
Innovation Projects: SFI collaborates with industry partners, academic institutions, and technology providers to develop innovative solutions that address sustainability challenges, such as sustainable materials, production techniques, and business models.
Publication and Dissemination: SFI publishes research findings, white papers, and reports to share insights and knowledge with the broader fashion community. These publications contribute to thought leadership, industry discourse, and policy advocacy.

5.7.3 Consulting and Collaboration

SFI could explore in the future with consultancy services and collaborates with fashion brands, retailers, and suppliers to drive sustainable innovation and transformation across the industry. Future consulting and collaboration services offered by SFI include:

Sustainability Assessments: SFI conducts sustainability assessments to evaluate the environmental and social performance of fashion companies, identify areas for improvement, and develop tailored action plans. This could be in partnership with B Corp.
Strategic Planning: SFI assists clients in developing and implementing sustainability strategies aligned with their business goals and values. This may include setting sustainability targets, integrating sustainability into business processes, and stakeholder engagement. This could be utilising frameworks and other companies such as Climate Fresk.
Supply Chain Optimisation: SFI helps companies optimise their supply chains for sustainability, including sourcing of sustainable materials, ethical manufacturing practices, and supply chain transparency. This would be possible through a partnership with CISL and utilising the SVAT model.
Partnership Development: SFI facilitates collaborations and partnerships between industry stakeholders, including fashion brands, suppliers, NGOs, and academic institutions. These partnerships leverage collective expertise and resources to drive systemic change within the industry.

5.8 Marketing and Promotion

5.8.1 Branding Strategy

The branding strategy of the Sustainable Fashion Institute (SFI) focuses on positioning the institute as a trusted authority and leader in sustainable fashion education, consultancy, and research. Key components of SFI's branding strategy include:

Visionary Messaging: SFI communicates a compelling vision of a fashion industry that operates in harmony with the environment and respects the rights and well-being of all stakeholders. Messaging emphasises SFI's commitment to sustainability, innovation, and positive impact.
Authenticity and Integrity: SFI's branding emphasises authenticity, transparency, and integrity. The institute aligns its branding with its core values and principles, ensuring consistency across all communication channels.
Thought Leadership: SFI positions itself as a thought leader in the field of sustainable fashion, sharing insights, research findings, and best practices through publications, presentations, and media engagements. Thought leadership activities help build credibility and establish SFI as a trusted source of expertise.

Visual Identity: SFI's visual identity reflects its commitment to sustainability and innovation. The institute's logo, colour palette, and design elements convey professionalism, creativity, and environmental consciousness.

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5.8.2 Advertising and Public Relations

SFI employs advertising and public relations (PR) strategies to raise awareness, build brand recognition, and engage with key stakeholders in the fashion industry and beyond. Advertising and PR initiatives include:

Media Partnerships: SFI collaborates with media outlets, industry publications, and influencers to amplify its message and reach a wider audience. Media partnerships may involve sponsored content, interviews, and feature articles highlighting SFI's work and impact.
Press Releases and Media Outreach: SFI issues press releases and conducts media outreach to announce new initiatives, research findings, and partnerships. Media coverage helps generate publicity and establish SFI as a thought leader in sustainable fashion.
Events and Conferences: SFI participates in industry events, conferences, and trade shows to showcase its expertise, network with industry professionals, and engage with potential clients and partners. SFI may host its own events or participate as a speaker or exhibitor at external events.
Social Responsibility Campaigns: SFI launches social responsibility campaigns to raise awareness of pressing sustainability issues within the fashion industry and mobilise collective action. Campaigns may leverage social media, online petitions, and community events to drive engagement and advocacy.

5.8.3 Digital Marketing Initiatives

SFI leverages digital marketing channels and platforms to reach its target audience, engage with stakeholders, and promote its programs and services. Digital marketing initiatives include:

Website and Blog: SFI maintains a professional website and blog featuring informative content, resources, and updates on sustainable fashion trends, research, and events. The website serves as a central hub for information and a gateway for prospective students, clients, and partners.
Social Media Presence: SFI actively engages with its audience on social media platforms, including LinkedIn, Twitter, Instagram, and Facebook. Social media channels

are used to share educational content, industry news, success stories, and event announcements, as well as to facilitate conversations and community building.
Email Marketing: SFI utilises email marketing campaigns to communicate with subscribers, share updates and announcements, promote upcoming events and courses, and nurture leads. Email newsletters may include curated content, case studies, testimonials, and special offers to encourage engagement and conversions.
Search Engine Optimisation (SEO): SFI optimises its website and content for search engines to improve visibility and attract organic traffic. SEO strategies may include keyword research, content optimisation, link building, and local SEO tactics to ensure SFI ranks prominently in search engine results pages.

5.9. Financial Projections

5.9.1 Revenue Forecast

The revenue forecast for the Sustainable Fashion Institute (SFI) is based on various revenue streams generated from educational programs, consultancy services, research projects, and partnerships. Revenue projections may include:

Membership Fees: Revenue generated from membership fees and tuition for educational programs, including certificate courses, workshops, and online courses. Tuition fees are calculated based on enrollment numbers, course duration, and pricing structure.
Consultancy Fees: Revenue generated from consultancy services provided to fashion brands, retailers, and suppliers seeking sustainability advice and support. Consultancy fees may be charged on a project basis, hourly rate, or retainer agreement.
Research Grants and Contracts: Revenue generated from research grants, contracts, and funding opportunities to support research and development projects. Research revenue may vary depending on the scope, duration, and funding sources of individual projects.
Partnership Revenue: Revenue generated from strategic partnerships, collaborations, and sponsorship agreements with industry partners, academic institutions, NGOs, and government agencies. Partnership revenue may include sponsorship fees, licensing agreements, and revenue-sharing arrangements.
Miscellaneous Revenue: Additional revenue sources may include revenue from merchandise sales, event ticket sales, advertising, and affiliate partnerships.

5.9.2 Cost Analysis

The cost analysis for SFI involves identifying and estimating various operating expenses associated with running the institute and delivering its programs and services. Key cost categories may include:

Personnel Costs: Salaries, wages, benefits, and other personnel-related expenses for staff members, instructors, consultants, and administrative personnel.
Facilities and Equipment: Rent, utilities, maintenance, and depreciation expenses for office space, classrooms, laboratories, and equipment used for educational and research activities. **Marketing and Promotion:** Costs associated with advertising, public relations, digital marketing, and promotional campaigns to raise awareness and attract students, clients, and partners.
Professional Services: Fees paid to external consultants, legal advisors, accounting firms, and other professional service providers for specialised expertise and support.
Research and Development: Costs associated with conducting research projects, including personnel costs, equipment, materials, travel, and other project-related expenses
Technology and Software: Costs for software licences, subscriptions, and IT infrastructure to support educational delivery, research activities, and administrative functions
Administrative Overhead: General administrative expenses, including office supplies, insurance, professional memberships, and other miscellaneous costs.

5.9.3 Funding and Investment Strategy

SFI's funding and investment strategy may involve a combination of revenue generation, grants, donations, sponsorships, and strategic partnerships to support its operations and growth initiatives. Key components of SFI's funding and investment strategy may include:

Diversified Revenue Streams: SFI seeks to diversify its revenue streams to reduce reliance on any single source of funding. This may include expanding its portfolio of educational programs, consultancy services, and research projects, as well as exploring new revenue opportunities.
Grant Funding: SFI actively pursues grant funding opportunities from government agencies, foundations, and philanthropic organisations to support its research and development activities. Grant funding may provide financial support for specific projects or initiatives aligned with SFI's mission and goals.

Donations and Sponsorships: SFI solicits donations and sponsorships from individuals, corporations, and other organisations that share its commitment to sustainable fashion. Donations may support scholarships, research grants, and other initiatives, while sponsorships may provide funding for events, conferences, and marketing campaigns.
Strategic Partnerships: SFI forms strategic partnerships and collaborations with industry partners, academic institutions, NGOs, and government agencies to leverage resources, expertise, and networks. Strategic partnerships may involve joint research projects, co-sponsored events, or revenue-sharing agreements that generate funding and support for SFI's activities.
Investment in Growth Initiatives: SFI invests in strategic growth initiatives that have the potential to generate long-term impact and financial sustainability. This may include expanding its educational offerings, scaling up consultancy services, and investing in infrastructure, technology, and talent development to support organisational growth and innovation.

5.10 Risk Management

5.10.1 Identification of Risks

Risk identification is crucial for the Sustainable Fashion Institute (SFI) to anticipate potential challenges that could impact its operations, finances, and reputation. Key risks may include:

Market Risk: Fluctuations in demand for sustainable fashion education and consultancy services due to changes in market trends, economic conditions, or competitive dynamics.
Regulatory Risk: Changes in regulations, policies, or industry standards related to sustainability, education, or business operations that could impact SFI's compliance requirements and operating environment.
Financial Risk: Financial risks such as revenue shortfalls, cost overruns, budget constraints, or funding uncertainties that could affect SFI's financial stability and sustainability.
Reputation Risk: Negative publicity, stakeholder backlash, or damage to SFI's reputation due to issues such as ethical misconduct, academic integrity, or conflicts of interest.
Operational Risk: Operational challenges such as technology failures, supply chain disruptions, staffing issues, or organisational inefficiencies that could hinder SFI's ability to deliver programs and services effectively.
Cybersecurity Risk: Data breaches, cyberattacks, or information security vulnerabilities that could compromise the confidentiality, integrity, or availability of SFI's sensitive information and systems.

5.10.2 Risk Mitigation Strategies

To mitigate identified risks, SFI may implement various strategies and controls to reduce their likelihood and impact. Risk mitigation strategies may include:

Diversification: Diversifying revenue streams, client base, and funding sources to reduce dependence on any single source of income or partnership.
Compliance and Monitoring: Monitoring regulatory developments, industry standards, and best practices to ensure compliance and proactively address emerging risks.
Financial Planning and Contingency Reserves: Implementing robust financial planning processes, budgeting techniques, and contingency reserves to buffer against financial uncertainties and unexpected expenses.
Reputation Management: Establishing clear ethical guidelines, communication protocols, and stakeholder engagement strategies to manage reputation risks and address issues promptly and transparently.
Operational Efficiency: Implementing process improvements, automation, and risk controls to enhance operational efficiency, resilience, and adaptability to changing circumstances.
Cybersecurity Measures: Implementing cybersecurity measures such as encryption, access controls, intrusion detection systems, and employee training to protect sensitive data and mitigate cybersecurity risks.

5.10.3 Contingency Plans

In addition to risk mitigation strategies, SFI develops contingency plans to respond effectively to unforeseen events or crises that may occur despite risk mitigation efforts. Contingency plans may include:

Business Continuity Planning: Developing procedures and protocols to ensure the continuity of essential operations and services during disruptions such as natural disasters, pandemics, or technology failures.
Crisis Communication: Establishing communication plans and protocols to facilitate timely and transparent communication with stakeholders during crises, including designated spokespersons, communication channels, and messaging frameworks.
Resource Allocation: Identifying alternative resources, backup suppliers, and emergency funding sources to address staff resource shortages or disruptions.

Scenario Planning: Conducting scenario planning exercises to anticipate potential risks and develop response strategies for various scenarios, including best-case, worst-case, and most likely outcomes.
Recovery and Resilience: Implementing measures to facilitate recovery and resilience following a crisis, including post-incident assessments, lessons learned, and continuous improvement initiatives to strengthen organisational resilience over time.

5.11 Monitoring and Evaluation, then looking forwards

5.11.1 Key Performance Indicators

Key Performance Indicators (KPIs) are metrics used by the Sustainable Fashion Institute (SFI) to assess the effectiveness and impact of its programs, services, and operations. KPIs are aligned with SFI's mission, goals, and strategic objectives and may include:

Enrollment and Participation Rates: Number of students enrolled in educational programs, workshops, and courses, as well as participation rates in events, webinars, and community activities.
Client Satisfaction: Client feedback and satisfaction ratings based on surveys, interviews, and testimonials regarding the quality, relevance, and impact of consultancy services and training programs.
Revenue Growth: Revenue generated from tuition fees, consultancy services, research grants, partnerships, and other sources, compared to targets and historical performance.
Research Outputs: Number of research projects initiated, publications produced, presentations delivered, and citations received by SFI faculty and researchers in peer-reviewed journals and conferences.
Partnership Engagement: Number of strategic partnerships established, collaborations initiated, and joint initiatives undertaken with industry partners, academic institutions, NGOs, and government agencies.

5.11.2 Looking forwards; Continuous Improvement Process

As to conclude the business plan it is important to factor in continuous improvement. Continuous improvement will be integral to SFI's commitment to excellence, innovation, and impact within sustainable fashion. SFI will employ a systematic approach to continuous improvement, which includes:

Feedback Mechanisms:	Continuous soliciting feedback from students, clients, partners, and stakeholders through surveys, evaluations, focus groups, and consultations to identify strengths, weaknesses, and areas for improvement.
Performance Reviews:	Conducting regular performance reviews and evaluations of programs, services, and staff members to assess effectiveness, identify bottlenecks, and implement corrective actions.
Learning and Adaptation:	Incorporating lessons learned, best practices, and feedback into program design, delivery, and refinement to enhance relevance, responsiveness, and impact over time.
Professional Development:	Investing in professional development opportunities for staff members, instructors, and consultants to enhance their skills, knowledge, and capabilities in sustainable fashion education, consultancy, and research.
Strategic Planning:	Conducting periodic strategic planning exercises to review organisational goals, priorities, and strategies in light of changing external conditions, emerging trends, and stakeholder needs. This ensures alignment with SFI's mission and vision while creating agility and resilience in response to evolving challenges and opportunities.

5.12 Further Research

Given the findings of this study and the increasing importance of sustainability within the fashion industry, a follow-up research question could explore:

"How can the implementation of sustainability accreditation programs in the fashion industry be scaled globally, and what are the key factors influencing their adoption across different cultural, economic, and regulatory environments?"

This question opens up further research opportunities to investigate how the accreditation models developed in this study can be adapted and implemented in diverse global contexts, addressing the challenges and opportunities faced by fashion industries worldwide in their sustainability efforts.

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Appendices

1.1 Sustainable Fashion Institute - Social Business Model Canvas

2.1 Thematic Analysis of Interview with participant HM at LCF

Codes and Themes:

Accreditation and Membership Initiatives	- LCF's proactive approach to seeking accreditations or memberships. - Challenges encountered with UAL lawyers during the accreditation process. - Selection criteria for choosing institutes or membership bodies for accreditation.
Course-Specific Strategies	- Focus on undergraduate courses for initial accreditations. - Strategic decisions regarding which courses to target for accreditation, such as fashion marketing and visual merchandising. - Development of new accreditations to fill existing gaps, particularly in sustainability.
Financial Considerations	- Discussion on the cost per student for various accreditations. - Institutional coverage of student membership costs. - Financial strategies for managing accreditation fees and student memberships.
Student Engagement and Value	- Importance of accreditation for enhancing student CVs and professional recognition. - Student feedback on the value of accreditations, emphasising professional recognition over educational resources. - The role of digital certificates in increasing student recognition and value.
Sustainability in Education	- Exploration of options for sustainability-focused accreditation. - The gap in current accreditations regarding sustainability. - Potential for incorporating sustainability into course accreditations and student projects.
Operational and Strategic Planning	- Renewal processes for existing contracts and accreditations. - The necessity of clear communication strategies about the benefits of accreditation to students. - Planning for future meetings and discussions to review progress and next steps.
Professional Networking and Resources	- The impact of professional networking through memberships and accreditations.

	- Utilisation of resources from accrediting bodies and membership organisations. - The significance of associations like SBC and the Textile Institute in providing resources and networking opportunities.
Quality Assurance and Regulatory Bodies	- Complexities surrounding PSRBs and QA in the accreditation process. - The challenge of finding clear information on PSRBs and QA standards. - Considerations for aligning courses with external standards and criteria.

2.1.2 Full Transcript with HM at LCF

Speaker 1
Right. Can you give me an overview of how institutes and all membership bodies start, contracting with you at LCF?

Speaker 2
I think it's different for each one. what comes to mind immediately is we've got this, membership of the Charter Association of Business Schools. And we recently got the small business charter accreditation, but I'm not directly involved, but I know that it's been a real headache getting the contract sorted out for the help to grow management.
I believe it's been sorted out now, and I think most of the kind of headache was actually from the UAL lawyers not to do with the small business charter side of things. but I I don't know the details of it. but I suppose that one's a bit unusual and regarding the other memberships we've got, it has been our initiative to approach them. It's not them coming to us and saying, Look, we can accredit your courses or we can, you know, why don't you join our membership?
generally, it's been us seeking, approval or endorsement or acknowledgement or accreditation from, an appropriate body, depending on whether it's school wide or, course specific. Well, I think I'm drifting. What was the question again? Exactly.

Speaker 1
Can you give me an overview of how institutes on membership bodies start contracting with you? And you said it was You approached them. And what's your selection criteria, then? Is it sorry? Yeah. What is your Why? Why? Why would that be?

Speaker 2
Well, if it's to do with an accreditation, we focused on undergraduate courses to start with because they are bread and butter. When we first started doing accreditations, we were still growing the graduate school. And in some respects, if you look at it as a kind of recruitment aid, you know a good thing to have on the course web page?
It kind of made sense to target the undergraduate courses first. So we looked at our core undergraduate offer as it was back in 2014. 15 and then in subsequent years, And now, every time we create a new course, for example, the B a, fashion marketing, consumer behaviour, we do think and look and research and see if there's an appropriate accreditation.
Either one that we've already got that can be extended or if we need something new. so yeah, so primarily I suppose it was, being up there in line with other comparable, business schools. Now, if other institutions have it, we should have it as well. and making sure it's the right fit for us. And some of our courses are quite niche. So, like, for example, the visual merchandising There aren't many courses like that.
and only I suppose I think we're the leader anyway. But the only institute we could find that kind of fit it for that was the visual merchan, British Display Society, which is not fashion focused, but it was the

kind of the closest fit. So we look at what's out there with management. It's a much bigger pool to draw from. so we looked at the various, accrediting bodies that offer management related. Acknowledgment or recognition? I wasn't in post. Well, I was in post, but I was off at the time when we they were when they selected, the CM I out of other potential contenders. So I'm not exactly sure why. They, were considered the, you know, the one to deal with. but they are like, you know, they're recognised internationally as well as UK wide, which is important for international students.
so that's the sort of thing we look at and obviously cost is a, plays an important role as well. Some of them are quite expensive. we, you know, we pay for our student membership, and I think that's not universal. I think from what I understand from my key contacts in the accrediting bodies, they don't all pay for their students. They have the accreditation.
But some students are asked to pay a membership fee, and then they do the registration for them and that sort of thing, or they pay the students membership. But if the student wants to take an exam or get an extra qualification through it, then they pay their own fees for that. So I think we are, I don't I wouldn't like to say unique, but perhaps almost unique in that we pay everything for our students and I think it's something we need to bang on about a bit more to our students.
I don't think they hear it when we first tell them, and then they forget, like, just how lucky they are. Because it saves them quite a lot of money, and for some of them, they don't have to do anything. They just have to kind of, you know, accept that they've got this extra recognition. It's handed to them on the plate. so, yes, those were the criteria we started with.
So what would be the most benefit for undergraduate courses? What would the competitor have? What is the best one that's the best fit for our courses? Is there anything that's fashion focused? I mean, a lot of them are broad, like the Chartered Institute of Marketing that can go across a huge range of courses. and obviously we're a fashion marketing specialist, but there isn't a fashion marketing accrediting body.
So we do. We use, Chartered Institute of Marketing. We looked at cost and their kind of international focus as well. You know, if it's if it's gonna be recognised overseas as well. no and of value to our overseas students, too.

Speaker 1
And can you give me an example of, the cost per student like examples of what they charge? But then that you do pay for If you're If you're OK to say that I don't know. Yes.

Speaker 2
Yeah. I don't mind, sharing some of the costs. they vary considerably from institute to institute, some of them, like the textile Institute. it's effectively like a fee free for the students, I suppose, because we have an LCF membership of the Textile Institute. So we're like a sort of corporate member. I know corporate's not. Not the right word because we're not a business as such.
We I suppose we're a charitable status. Anyway, we have a corporate membership which LCF pay is not fashion business school. and they have looked at two of our courses which have text and institute recognition. So the, B a buying and merchandising and MA, fashion design management and those courses have been mapped to the, textile institute criteria. So, we can brief the students at the start of the academic year and say you have the opportunity to have this student
membership of Textile Institute. It won't cost you a penny. and we don't have to pay anything additional for students who sign up. we did have to pay for the mapping exercise, but it's not very much. It's only about 250 quid, I think. And then that lasts for five years. So they're one of the cheapest, 250 for the mapping of the course programme to the CM to the Textile Institute. criteria.

Speaker 1
Nothing further than that. And nothing to the students.

Speaker 2
No. And we pay the LCF membership anyway because it's beneficial for staff as well as students and for the college to have membership of the institute.

Speaker 1
Have you mentioned what the membership cost was?

Speaker 2

I don't raise that purchase order anymore because it's a college one. I could find out. I can't remember off the top of my head. I. I don't think it's a huge amount, though, I think I mean, it's oh, I I'd have to look, I could find out under 1000. It's under 1000 a year.

Speaker 2, Speaker 1
Yeah, OK, All right, let's just say that for now.

Speaker 2
I mean, if you want me to find out, I can check, like, because Christian deals with that because it's college, not F BS budget. So I don't do that one anymore. But I would be able to find it somewhere. and it's certainly useful for staff as well, because they put on workshops and we've got a couple of staff who have membership of the Textile Institute.
So it's useful to get their newsletter, and I push those out through F BS Weekly and, and push them out and and move on to the A credit courses. and then I'd say CIM Charton Institute of Marketing. They're either them or the British Psychology Association. No, actually, yeah, It's a close call between those two British Psychological Society and the CIM, which is the most expensive, perhaps on paper, the British Psychological Society.
Because we have to pay about 2000 pounds a year. as a kind of, membership, I suppose you know, to maintain that membership, and then we pay a price per head per student. on top of that, but of course, the student numbers on those courses the MS C Applied psychology and the BS C, psychology of fashion are relatively low compared to some of our management courses.
so if we had, like, like BS C fashion management, we had 100 psychology students. It would be really expensive. I'm trying to remember what the course. The fee per head is, I. I think it's about 21 pounds a head per student. But there's this 2000 pounds that we pay on top of that for the institute kind of membership. And the CIM is comparable. Their kind of annual membership fee is about 1500 maybe slightly more Now, and then the price per head for student membership is it goes up year
on year, and it's about about 65 pounds a head. I think we paid this year. so for that one, we give students the membership from year two. So we pay it for year two and year three. Because if we pay from year one, it's super expensive to pay it for three years. yeah, yeah, and they don't all engage, you know, some of them are really sort of whatever about it.
And you think Well, you know, we're paying quite a lot of money here, so we have a, active. Like you need to opt in If you want to have this membership, we don't just dole it out, because if they're not interested, we don't want to spend 65 pounds a head money down the drain if it doesn't mean anything to them. So we brief them as we do with all of them, and then they opt in, CM I and B DS we have a negotiated rate.
B DS have just changed their, membership structure. And they've introduced a flat fee of £980 a year. And that will cover all students in the cohort. So, you know, 123 or four if they're returning students, so whether you whether to register or, you know, 40 in each year, it's the same fee for each institution. We used to pay £20 a head, so it's slightly more slightly cheaper for us now that they've changed the structure.
that will be effective from September, 22 and CM. I, we have a negotiated contract with them, which is on a five year term. we renegotiated last year because we've just come to the end of the term and the F. The first year of the new contract started last September. So we enrolled year one students right through that. So you you pay one fee, and then they've got membership for their time at LCF. You know, on the mapped course, they're quite expensive.
now, what was it? I think I think we pay around 23,000 a year for the undergrad. For the sorry. For the the level five. And then we also have the level seven because the Level seven is for the MS C and the MB A, so, Yeah, but that that includes, registration fees and, like, membership and access to resources and all the materials and so on. so that is a biggie. Definitely.

Speaker 1
Sorry. Not the most expensive currently, I think.

Speaker 2
Yeah, yeah, but we have a lot of students that we register. So, you know, we we've When we set up the new contract, we were estimating around 100 a year of undergrad level five BS C students and about 50 a year for Postgrad. So MS, C and MB a students, and then we'll kind of level up the numbers. When we get towards the end of the five years, we have a separate contract for MA F ER A. Because they have one unit that's matched for the coaching. and that one is like a sort of flat fee, but not as much, because it's just one unit. It's not the whole, raft of It's not an award, but rather a

diploma, That's what The CM I, sorry. The BS, C and MS C students graduate with a diploma for a dual award, But the MA FE I students get an award, which is like in a lower kind of certificate, just a recognition for the one certificate. I'm trying to remember what their fears, and I think it's around 3 4000, something like that. That's again. It's a five year one that we're approaching the end of that contract. I think this coming year is the last year of that contract. So we have to look at renewing that, you know, continuing at, which No doubt we will do. I must remember to put that on my to do list contract renewal because we normally do it at least six months. Advance. Yeah.

Speaker 1
the next go. Go on. Sorry. Is that Is that all of them, I think. Is it no,

Speaker 2
B DS V PSO C AC. I MA, They charge £50 a head flat fee. There's no, like, membership fee. we normally register students in year one. and the 50 pounds sees them through for the whole of their time here, so it's not, like 50 pounds a year. You register them in the in year one, and they they stay registered for the duration of their studies. However, on principle, they don't map all the units.
So if a student wants to get a certificate from S A, we have three maps units, which is the maximum they'll map, and then they have to take an additional unit. the B, a four unit if they want to get the sea certificate. and the fees for that are 100 and five, I think like a registration fee. which we will pay for students. Or rather, we will reimburse them because we can't physically pay it.
They have to register themselves to sit the exam and then claim a reimbursement. so we have. It's not for everyone on that course. So we don't We never expect the full cohort to do it because they're not all gonna go into accountancy type roles. but we maybe have about a dozen a year, something like that that will try for the B a for award, and then we'll reimburse them if they claim on time. so that's that's like an overview of cost per head.
I think that's all of them. Same as CIMB. DS B, BS textile. Yeah, and the new one we've got coming on, that's quite expensive. The MA, marketing Research Society. But we haven't yet got that recognition. I'm waiting for the final version of the handbook so I can send it through to be a creditor. We've done all the paperwork. We just We should get it this summer.

Speaker 2, Speaker 1
But, yeah, that's something we've put in the budget allocation for next year on the assumption that we will be approved, OK, and then in terms of, the the institute that this research is looking at, which is to do with sustainability and accrediting students with a relevant, documentation or badge of honour or whatever we're gonna call it.

Speaker 1
you know, whatever it is that they get, to say that they have participated within sustain, you know, engaged with sustainable development goals. it's been reflected within their project work. and they have, engaged with understanding, their own values and the values of, sustainable development. you've got currently, I think. And you can You can help me understand this. Nothing similar, to that. I mean, the closest I imagine would be the Textiles institute. is that right? And why do you think that is? And are you looking for something that is, filling that gap?

Speaker 2
I think it would be great to have something to fill that gap. we I suppose we've got the prime UN prime membership, and we do put in, of course, handbooks. You know, this unit links to the prime sustainable development goal, blah de blah. that's in the management handbooks. I don't know if it's just because they're the most organised and Angie's sort of the driving force behind our prime, membership. And so on.

Speaker 1
Just a side note. Guess who's getting prime handed over to them in when Angie leaves, Liz was like, you're going to become prime champion. And I was like, Am I? So she went, Yeah, cos it really aligns with what you want to do with your SF I So, be aware that it's gonna come and land on your desk. I was like, I don't even have a desk, but OK, so that's good.

Speaker 2, Speaker 1
I'll I'll find all about that then, so you think that's the closest in terms of in terms of, visibility, I suppose.

Speaker 2
And course handbooks and sort of, yes. Talking about sustainability. I suppose, raising consciousness of students in relation to curriculum. Then crime would be the best example of that. I think, there is also a a voluntary student group. One of the students in MS CS FM she fo founded a, sustainability society or something. I don't know if you know about her or about that.
I don't know much about it. I think I did hear about it on the grapevine. But I was shortlisting for, P a the P A post, the other earlier this week and one of the students from MS CS FM, applied for the post and on her application she put about, you know, having formed this society. And I checked with Liz because she was an MS CS FM student. I know Liz has done some teaching on that course, so I could quite easily find out who she is.
I've got I think I know who it is, but if I could find out for sure from Aisha or someone, because it might be a good person to speak to, You know, it's something that do you remember what their name is, who you think it is? We think it's Anna Volga or something. Her name is Anna, like WW wmu. But I think it's pronounced Volga or something like that. She used to be a, AC M. I, student ambassador, which is how I got to meet her when she was in year one or two or something.
But they don't do that. CM I ambassador role anymore. and they scrap that at CM. I so. But I do remember meeting her. And, but names are not visible. That's like restricted data when you're shortlisting. So I can't be sure, But if she was the driving force behind it, then I shouldn't know who it was or a and so we could quite easily find out.

Speaker 1
OK, I see.

Speaker 2
Interesting to speak to a student who's, you know, like, pushing for that. And I'm sure you could, and I'd be be useful to hook up with her.

Speaker 1
Definitely, definitely. Yeah. And then, in terms of mapping against courses, for you know who Who is it that looks at the mapping? Is it, course leaders and the institutes themselves, Or do you get involved? Do you check any of that? What's the processing like,

Speaker 2
it's all three. I suppose, if it's a new accreditation, they the accrediting bodies have, like, published criteria like, this is what we're looking for kind of thing. So, we would look at our curriculum. We're not gonna, like, do a kind of waste of time exercise. We look at it and say Yeah, we think we can align with that. if we're going through revalidation, or even validation, like the, consumer behaviour course. You know, we'll very much have it in mind that we want to achieve that recognition so units can be slightly tailored to make sure that they would meet that criteria. and then last year's whole raft of re approvals with CM I, for example, I think that was very much forefront, in their minds when they were looking at at, rejigging the units. But ultimately, it's the accrediting body which does the mapping.
It's, you know, they have to be comfortable and sure that what we offer will meet their criteria. So they say Yeah or nay, we've never yet been turned down or asked to tweak a unit a bit more. but that's that's how it works. And I normally support with, preparation of documentation, some of them, like the Textile Institute. it's a recent example that comes to mind when we applied for MA FDM. accreditation. I looked at the application form and then, like, filled in all the examples that I could and kind of put that together and did you know, maybe 75% of it, but it obviously needed the input of the course leader to, finesse it. And you know, somebody who would know the nuances of what's taught here and there and how that would kind of really align, and kind of bring it to life.
So it's not just dry course book handbook course handbook, language that I can copy and paste and add. So it has to be like a joint effort. and with CIM, for example, they're currently remapping our, courses that went through REAPPROVAL. So I should get the, remapping back any day now. They also update their own handbooks so that the units are mapped to CM I syllabus and their syllabus is updated.
It seems like every year I mean, I think they make small tweaks each year, and then they, they kind of unpicked and relaunched the syllabus in a big way a couple of years back. So if they if they do a big relaunch like that, they will voluntarily remap our units. So it's a bit of sometimes it's us, and sometimes it's them. And it's a nightmare keeping track of which, which version of the mapping as a student on, But it it's it's complicated with CM I but with other, accrediting bodies, it

seems straightforward, like CIM, you know, they haven't bothered us with that for a long time. and I think I understand from Tony that the reapproval, was fairly minimal for his course. So I don't think it's it's not a big deal. I'm waiting for the final hand, But then I can send it to them, in the next week or so hopefully and get them just to confirm there's no change to the mapping in terms.

Speaker 1
Oh, sorry. Your voice went in terms of the mapping. when you what? What? What level of detail does one need for this mapping? because I imagine in my head and this is probably where I need to start making more groundwork on the SF I and and certainly towards this MMB a, for the recommendations and my findings is that maybe the framework and standards need to be written first. Just be like chicken and egg, isn't it? You know that needs to be kind of written.
The the output, the the criteria, the benchmarking needs to be set first by the institute. The external before you guys can then go Well. Ah, actually, yes. This actually aligns to that. And this aligns to this. So that's that's how the mapping would go. It's institute first, then you because otherwise it was you. First, it would be you'd be creating your own thing. Hm? Yeah. And then on that, then Oh, go on. Were you gonna say something more?

Speaker 2
just you said creating your own thing. I was thinking about the British display society, and we've kind of fallen out of bed with them this year. I think you might have mentioned that before. and Ed, I think needs to Well, we're talking about doing something ourselves to to make a better accreditation for that course, the VM course, because we're not very happy
with B DS and that kind of it works. But it's not the best alignment, and we're not very happy with them. just some couple of instances this year that it's not ideal, so yeah.

Speaker 1
Yeah, why not? Yeah. and then so what do they need to do to be approved as in, like, you know, I know we've talked previously. Not in this capacity. where it's, you know, obviously been, captured. But, you mentioned the PR SBS P. I can't remember what they are now.

Speaker 2
Neither can I. No, I can't remember. I've got it in my notes. professional standards.

Speaker 2, Speaker 1
PS our body, isn't it?

Speaker 2
I think something like that. I got PR SB. I think it is. Let me have a look.

Speaker 1
Professional statutory and regulatory bodies. Yeah. So it's PSRB now does, this is a bit of again the chicken and egg situation that I don't understand. Does all of these accreditation bodies have to be listed within this PR SR? Yeah, PR SBS before engaging with yourselves Or does it? Does it not matter?

Speaker 2
No, they don't have to be, and they aren't also, For example, the British Display Society isn't we did talk to them about them becoming registered there. but there was something around, how I don't know about the marking of student work and how they oversee. you know that students have met certain criteria or something like that that they didn't quite come up to standard because we did get them to do an application.
and the reason being, it's something to do with Central UAL where they can put, they all I don't know if they can or rather they have to put something around PR SB identified accreditations that we have. I think you know that. What's it called the, programme space? I think it has to be public in the programme spec If if you have an accreditation, that's, PR SB recognised something like that that I know it goes through the the UAL quality board.
but they don't all have to be. And if you think about it, we have memberships that are not, accreditations, like the Association of Suppliers, British clothing industry, prime. You know, we've had all those other memberships, and they're nothing to do with PR SB. But they are certainly valuable.

And we have them on the F BS, web pages. So it's not applicable for all of them. I suppose it's like a a sort of quality standard for an accreditation that if they are there then you know that they are now a key player. They've got muscle.

Speaker 2, Speaker 1
certainly be a goal to work towards that.

Speaker 1
That what I can't understand is who runs the P, PS RBS? Because when you put it into Google, there's plenty of documentation from the university saying who we work with and you know what? What are they? And But I don't understand what, as in like is Is there a central website? Is it a government thing?

Speaker 2, Speaker 1
Like if you type in PSRB just to do, it's to do with the, what's it called?

Speaker 2
The quality it QSS the quality standards? What do they call the overarching body that, a AQA Yeah, it's to do with the QA.A.

Speaker 2, Speaker 1
I can find a Web link to send you because, because it's always I don't know, I'm never noting what this Web link was, because when you google it, it's really hard to find. If you yeah, if you can send it to me, that'd be absolutely brilliant.

Speaker 1
I can never I've got this QA a website in front of me now, which looks like it possibly is the one. But I don't necessarily trust it. It just says QA A and then who? We work with professional statutory and regulatory bodies, but it's like a list of them. and it's talking about, forums and stuff like that and It doesn't It's not very clear on OK, so how do you engage in, you know, finding out about registering with them and whatnot, and what do you need and how?
Yeah, so anyway, that's fine. I think I've just got one more question. because I think that's really gonna help me anyway. Formulate some of my recommendations to this of whether you know it's going through the route of waiting to get it accredited or just going for it. You know, designing something, creating something, presenting it and hoping that the decision maker says yes, let's map some LCF courses to it, and see how it goes.

Speaker 2
it depends what you want to get out of it, doesn't it? Because if you want to be something like an association, like a S BC I you know, that's what we do. and you provide, you know, like you bring people together and provide materials and workshops and all that sort of thing. That's one thing. But whether you want to a credit courses and link student achievement to, you know or other students, work to maybe achieving certain sustainable goals and
getting a tick or certificate or whatever, then that would be more like an accreditation. But it depends how you want it to be, doesn't it? What you want it to be?

Speaker 1
Yeah, well, that's it. And I think there's, there's elements for both or testing or reiterating and allowing it to run. And I think giving it, you know, something small to begin with would be would be quite a good idea. Just, you know, the fact that I haven't even got it off the ground yet shows you know just how much this will take. especially a long time, you know, full time teaching.
But yeah, I think, in terms of just that, I'm trying to fit this real viability aspect together for this, MB a report, which is that you know, the costing we've talked about. there's nothing currently similar that we think of we know of, apart from prime, which is something slightly different. it doesn't matter whether it needs to be accredited by, the PS RBS on or not right now, in terms of what you think in your mind, the students, value will be because obviously you speak to a lot
of them anyway. When throughout the various ones, What is it you think they need? And I know you, I. I have been speaking to students as well, but what are the more sort of most common things that you hear from the students in terms of what they benefit from it, or or maybe even sometimes what they think they don't benefit?

Speaker 2
Yeah, that's interesting, because I'm doing my end of year student evaluation report at the moment about how they value their accreditations, which we try, and we survey them each year to get that. And it just struck me the other day that one of the things we bang on about for students Oh, great resources. You know, you can go into the CM I port and they've got tonnes of videos and, you know, just all sorts of, great resources to use.
It's like a a library, but all over again, just without the fashion focus. and we say that about all the accreditations. But when we get feedback, they very rarely say, Oh, I value my accreditation because there's fabulous resources. What they really like is, it's something to put on their CV. It makes them stand out from the crowd. So they think, and I think it will stand them in good stead to get a job because they can put I've got this diploma as well as my degree.
So I would say it's this the sort of professionalism, the external recognition I've got a list I can send you, actually, of the like key things that students please. I've kind of I categorised it because I thought, there's it. It varies slightly from accreditation to accreditation, the only one that says, Oh, it's good for networking.
That was B DS. Nobody else said that, or VM students, and even that is not great for networking, to be honest. But most of them it was about the professional recognition and the extra qualification and how great it looks on their CV. so I can put those things together for you.

Speaker 1
I can put that in a secondary, research in the paper, in my yeah paper. So that'd be great.

Speaker 2
Yeah. yeah, but I Yeah, I suppose it's I suppose I We we kind of think, Well, we're teaching them, and they must want to use the resources because it supports their units. But they never seem to get excited about the resources. I mean, textile Institute has really good resources, but they never approach the textile Institute to use them. To my knowledge, I think it's because they have to put in a bit of effort to do that. It's not like, forget about it.

Speaker 1
Yeah, it's not laid out on a platter, but yeah, that's very interesting, because that was from some of the feedback I got from the collaborative challenge was the same, which is that, you know, they come out of their degrees with all their masters with, you know, a qualification in women's wear or photo MA photography or fashion photography or something.
But it's not MA fashion photography. Oh, and then, you know, I did a lot on sustainability. there's no accreditation there. So you know that. You know, if they were to have something to say, yes, I did this. But also, I got a qualification with the sustainable Fashion Institute then and it means that they can put down their CV.

Speaker 2, Speaker 1
And hopefully, if they are going into that sort of area, they can, Yeah, The other thing they really like is they like, certificates.

Speaker 2
they love it because you're probably aware we we ran that collaboration with LIM again recently. And, we just do this certificate that's got Liz's signature on it and John Keane from LIM. And it just says certificate of completion or something. It's only like two afternoons, but one of them was chasing me for the certificate because I had to wait to get the template from LIM.
and I sent them out. I don't know, about a week or something after the collaboration, and I got quite a few. Oh, thank you. This is great. Just like a bit of completion of a two day master class and another student on, CM I they run these annual awards which don't quite fit with our academic year, which I keep pushing back to them and saying this doesn't really work because we want to link it to achievement through the, dissertation. Anyway, you can put a student forward and say we think the student should be recognised because they've done blah, blah. and then if they're shortlisted, they go on to get AC M I award, but just put in the person's name for they get this certificate of recognition or something. They call it And the student battery. Oh, I'm so pleased. You know, over the moon was his words. I've got the certificate of recognition, but it just means so much to them to have them.

Speaker 2, Speaker 1

and it's digital, isn't it?

Speaker 2
It's digital. Yeah, it's so easy to do. Yeah, it's put your crest on it or something and make it a PDF or a PowerPoint or whatever.

Speaker 2, Speaker 1
yeah, they just They seem to really value it, I suppose on LinkedIn stuff, don't they?

Speaker 2
Yeah, yeah, but it's just that I don't know. I suppose everyone likes to feel like like when you're at school, you know, you think Oh, I got a certificate for doing well in maths today or something that probably comes from that. But you've got this, like, somebody thinks I'm good.

Speaker 1
Really? Good idea. Thank you. I think that's it for all my questions. Thank you so much. is there anything further from yourself that you think you might have forgotten? You might wanna add?

Speaker 2
Yeah, I know. I don't think so. I'm happy to talk again, though. You know, it's especially over the summer when it's relatively quiet.

Speaker 1
Well, I'll stop the recording here.

2.2 Thematic analysis with the ToC Focus Group initial themes

1. In your words, not mine, on the topic of this Institute for Sustainable Fashion and accreditations, what do you think the problem is that I am trying to solve?	Accreditation of improved knowledge about sustainability-. - → Giving students a "badge" enhancing employability. - → Giving courses/institutions a "badge" enhancing credibility, appeal to students. Transparency of skills & knowledge acquired. Employability → Quality stamp of education within sustainability. For companies to better understand. Sustainability is a vague/generic term but is increasingly growing in importance when making business decisions. Focus: This sets a benchmark of professionalism and a unified approach to tackling this problem. Sustainability is a very broad, almost meaningless term. Students leave university saying they are experts in sustainability, but no one knows what this means or if it aligns with their expectations/needs. Brands Want to Do Good: - Brands want to do good and embrace sustainability, but they just don't know how.
2. "Who do you think the key	Stakeholders: - University Academic Institutions: - Academic recognition: Academic institutions as stakeholders.

stakeholders are? **The key audiences?**	- Course demand/courses & joint modules. - Fashion professionals – Retraining/Upgrading new skills. - Graduates – Quality of education. - Businesses – For employees, networking in the industry.
3. "What is the entry point to reaching those audiences?	Junior Employees of large firms looking to authenticate based on career growth/passion, employers. Fashion Employers: Brands, design studios, manufacturers. Industry Collaborators: Designers and others in fields who want to work in fashion. - Students. - Courses: CLs, Deans, Universities. Others: - Music? - Industrial design? - Tech? - Fashion week? - Universities? - Think tanks? - Research centres? - Cultural centres? All Brands: - From fashion to food and everything in between. Entry Point: 4. Membership: a. Should it stand alone or be partnered with a Fashion Council or certification bodies (e.g., Higg Index, B-Corp)? b. Could it align with something already established to ensure a framework for what it covers? c. Alternatively, through education, or should it operate completely separate from the ground up? d. Platform: Website, network, etc. Online Application: Sponsored by employer/part-time course for validation. Application may include submission of portfolio/essay to demonstrate more.
5. "Thinking of the essence of this membership and this accreditation, what's the entry point for reaching	Key Components: - Accreditation Modules: - Academic/industry staff could sign up for accreditation modules delivered by academic institutions leading to accreditation. - "Executive education" model. - Accredited UG/PG Courses: - Students could enrol in accredited UG/PG courses. - Institutions would pay SFI a membership & accreditation fees.

the audience?	- CIPD model → L5/L7 diploma accredited modules into UG/PG academic curriculum. Validation: you'll need to ensure a way to validate the skills/knowledge. ○ Connect with a course(s), but also how does it respond directly to the skills – Will you need to break down the skills areas? Working Closely with Employers: a. Benefit: So a foundational name on board, i.e., partnership with ASOS. b. Value: This will give prospective students validation that this can progress their career because it is recognised by employers. c. Expansion: Also partnership with manufacturers, etc.
6. What steps are needed to bring about this change for the SFI to get off the ground?	Steps: 1. Formation of SFI: - → Industry to join/invest in... 2. Promotion of Benefits: - → Knowledge of "funds/organisers." 3. --Gradually recognised industry standards of recognition or cost? 4. Membership? Persuasion into Many Large Companies: a. Vision: Every fashion board member has at least one director who is SFI accredited. b. Goal: Or comparison of SFI to complete grievance scheme, or each member of the supply chain is SFI accredited employee. c. Strategy: Add paragraph of performance to financial report.
7. "What is the measurable effect that could come out of this?	Measurables: - Number of accreditations awarded. - --Does not guarantee charge? Any answers or return to charge?-- Benefits for Leadership Opportunities: a. Impact: Leads to greater funding/sponsorship. Benefit - Wider Benefit: ● Reputation for the Brand: ○ Mindset Change: In the industry.

	○ Levelling Out the Approach/Competition: ■ Point: Can't say we didn't know → Membership ensures that we do know Measurable Change: ● Shift in Knowledge: Focus: Measuring change in shift in knowledge in the industry..
8. What is the long-term change that you think, in your opinion, do you see as the goal for the SFI organisation ?	Improved Education: a. Focus: Educating individuals who then drive change from the inside out. b. Goal: Spread practices and purpose to become leaders of a future with accredited awareness of sustainability. c. Need to Overcome Objections: i. Continuous Professional Development (CPD). ii. Ongoing fellowship/membership levels. d. Need to "Channel" graduates. Long-Term Change: ● Creating a Standard: ○ Goal: Creating a standard for the industry. ○ Focus: Changing processes & approaches of businesses. ○ Standardising/Educating: ■ Target: What sustainability means in the fashion industry & for people skills.
9. "What could hinder the progress of this? What assumptions am I possibly making that might hinder the progress of this? And who are my enablers?	Enablers: ● Resources and Partnerships: ○ Funding: You need a backer for funding! ○ Investment: Investment of time to promote, devise syllabus, etc. ○ Support: LCF/FBS will support the launch (if I ask them!). ■ Question: Under CSF Exclusivity? Plan for funding? ○ Considerations: ■ Should CSF be approached? What if they fail to support ■ Technology & Support: Advisory boards could help with this?!

	○ Consultation: Contact Paloma Wool Consultancy. Enable It: ● Coverage: ○ Action: You will need to ensure it covers what both businesses require but also pushes for change. ○ Potential Strategy: I think it could make sense if it shows similarity with either auditing for sustainability (Higg). ○ Considerations: Institutions might view this quite differently - as well as job roles (design, supply chain, marketing, buying, etc.). ○ Challenge: Will there be a one-size-fits-all? Challenge to define the key elements. - Students Using Their Knowledge: - Studying in fashion. - Support for This: - Give admin support, sales. - Help with mapping, analysis. - Give them brand names.
10. "How can I gain support? What factors might be outside of my control in order for that to happen?	Assumptions: ● Validity of the Proposal: ○ Testing Assumptions: Need to talk to brands to see if this is valued by them. ○ Risks: What if it does not enhance anyone's employability? Students would not want it for this reason. ○ Market Advantage: Provide institutions with competitive advantages in recruitment to courses. Needs to have longevity. - Long-Term Vision: You need to be clearly offering something - framework can't just be a badge for anyone. Needs to be more than a future vision, needs early adopters and a workload of doing the accreditation.

2.2.1 Hand written notes from participants in the ToC Focus Group

2.2.2 Transcripts from the hand written notes from the ToC focus group

LG - Transcription of handwritten notes:
1. Problem to be Solved:
Accreditation of improved knowledge about sustainability-.
- → Giving students a "badge" enhancing employability.
- → Giving courses/institutions a "badge" enhancing credibility, appeal to students.

2. Stakeholders:
- University Academic Institutions:
- Academic recognition: Academic institutions as stakeholders.
- Course demand/courses & joint modules.

3. Key Components:
- Accreditation Modules:
- Academic/industry staff could sign up for accreditation modules delivered by academic institutions leading to accreditation.
- "Executive education" model.

- Accredited UG/PG Courses--:
- Students could enrol in accredited UG/PG courses.
- Institutions would pay SFI a membership & accreditation fees.
- --CIPD model-- → L5/L7 diploma accredited modules into UG/PG academic curriculum.

4. Steps:
1. --Formation of SFI--:
- → Industry to join/invest in...
2. --Promotion of Benefits--:
- → Knowledge of "funds/organisers."
3. --Gradually recognised industry standards of recognition or cost?--
4. --Membership?--

5. Measurables:
- --Number of accreditations awarded.--
- --Does not guarantee charge? Any answers or return to charge?--
6. Main Benefits:
Benefits for Leadership Opportunities:
Impact: Leads to greater funding/sponsorship.
7. Long-Term Change - Goal:
Improved Education:
Focus: Educating individuals who then drive change from the inside out.
Goal: Spread practices and purpose to become leaders of a future with accredited awareness of sustainability.
Need to Overcome Objections:
Continuous Professional Development (CPD).
Ongoing fellowship/membership levels.
Need to "Channel" graduates.
8. Enablers:
Resources and Partnerships:
Funding: You need a backer for funding!
Investment: Investment of time to promote, devise syllabus, etc.
Support: LCF/FBS will support the launch (if I ask them!).

Question: Under CFG [CFG stands for some entity] group? Exclusivity? Plan for funding?
Considerations:
Should CFG be approached? What if they fail to support?
Approach Grant or Paygate?
Technology & Support: Advisory boards could help with this?!
Consultation: Contact Paloma Wool Consultancy.
9. Assumptions:
Validity of the Proposal:
Testing Assumptions: Need to talk to brands to see if this is valued by them.
Risks: What if it does not enhance anyone's employability? Students would not want it for this reason.
Market Advantage: Provide institutions with competitive advantages in recruitment to courses.
The findings outline the key aspects of the proposed accreditation system for sustainability knowledge in academic settings, involving the creation of a Sustainable Fashion Institute (SFI) and its role in enhancing both student employability and the credibility of academic courses and institutions. These seem to focus on the benefits, goals, enablers, and assumptions for a project related to sustainability education, with a specific focus on partnerships, funding, and strategic planning to overcome potential challenges and objections.

JL Transcription of handwritten notes:
1.
Transparency of skills & knowledge acquired.
Employability → Quality stamp of education within sustainability.
For companies to better understand.
2. Key Audience:
Fashion professionals – Retraining/Upgrading new skills.
Graduates – Quality of education.
Businesses – For employees, networking in the industry.
3. Entry Point:
Membership:
Should it stand alone or be partnered with a Fashion Council or certification bodies (e.g., Higg Index, B-Corp)?
Could it align with something already established to ensure a framework for what it covers?
Alternatively, through education, or should it operate completely separate from the ground up?
Platform: Website, network, etc.
4.Validation:
Covered a bit in the above. You'll need to ensure a way to validate the skills/knowledge.
Connect with a course(s), but also how does it respond directly to the skills – Will you need to break down the skills areas?
5. Measurable Effect:
Working with Targets:
For the change within the business.
Would it need to include work experience/case study for change?
Measurable effect of members might require...
5. Measurable Change:
Shift in Knowledge:
Focus: Measuring change in shift in knowledge in the industry.
5B. Benefit - Wider Benefit:
Reputation for the Brand:
Mindset Change: In the industry.

Levelling Out the Approach/Competition:
Point: Can't say we didn't know → Membership ensures that we do know.
6. Long-Term Change:
Creating a Standard:
Goal: Creating a standard for the industry.
Focus: Changing processes & approaches of businesses.
Standardising/Educating:
Target: What sustainability means in the fashion industry & for people skills.
7. Enable It:
Coverage:
Action: You will need to ensure it covers what both businesses require but also pushes for change.
Potential Strategy: I think it could make sense if it shows similarity with either auditing for sustainability (Higg).
Considerations: Institutions might view this quite differently - as well as job roles (design, supply chain, marketing, buying, etc.).
Challenge: Will there be a one-size-fits-all? Challenge to define the key elements.
These notes seem to focus on the need for transparency and validation in skills and knowledge related to sustainability in fashion, targeting key audiences such as professionals, graduates, and businesses. They also consider the strategic positioning of a membership model, either as a standalone entity or in partnership with established organisations, and the need for measurable outcomes to track the impact of the proposed changes.
These notes explore the broader benefits of implementing a membership model that focuses on sustainability education within the fashion industry. They discuss how this could shift knowledge and practices across the industry, enhance brand reputation, create industry standards, and consider the challenges in standardising these practices while addressing diverse business needs.

JWL Transcription of handwritten notes:
1.Sustainability is a vague/generic term but is increasingly growing in importance when making business decisions.
Focus: This sets a benchmark of professionalism and a unified approach to tackling this problem.
2.Junior Employees of large firms looking to authenticate based on career growth/passion, employers.
3.Online Application:
Sponsored by employer/part-time course for validation. Application may include submission of portfolio/essay to demonstrate more.
4.Working Closely with Employers:
Benefit: So a foundational name on board, i.e., partnership with ASOS.
Value: This will give prospective students validation that this can progress their career because it is recognised by employers.
Expansion: Also partnership with manufacturers, etc.
5.Persuasion into Many Large Companies:
Vision: Every fashion board member has at least one director who is SFI accredited.
Goal: Or comparison of SFI to complete grievance scheme, or each member of supply chain is SFI accredited employee.
Strategy: Add paragraph of performance to financial report.
6.Entirely Principal Employees:
Leadership: Take leadership roles and influence from inside corporations - like having an employed pressure group member. This is better than protests from the outside.
7.Strict Definition of Sustainability:

Requirement: Employees have to sign off on to retain membership or write commentary as to why this has not been obtained, as signed off by sponsor (i.e., boss at company department).
8.Justifying the Language:
Benefits of SFI vs. Department Budgets for Subscription:
Mitigation: This could be mitigated by branding SFI as indispensable to any 'green' company or membership enables entire sponsor firm to get one free talk each year from sustainable leaders that anyone can attend.
Prestige: There needs to be some prestige attached to entry which may deter some people, but this will avoid 'greenwashing' by firms signing up.
These notes explore the importance of sustainability in business decision-making and the role of junior employees, online applications, and employer partnerships in advancing career growth. They emphasise the need for industry-wide recognition of SFI accreditation, particularly within large companies, and the strategic value of embedding sustainability advocates within corporate structures to drive change from within. Also, the importance of setting strict sustainability standards within the SFI membership model, including requiring employees to demonstrate their commitment to sustainability or explain why they haven't met certain criteria. Additionally, they suggest strategies for justifying the costs associated with SFI membership, such as branding it as essential for green companies and offering added value through exclusive events. The concept of attaching prestige to membership is highlighted as a way to avoid superficial engagement (greenwashing) by companies.

BG Transcription of handwritten notes:
Context:Sustainability-- is a very broad, almost meaningless term. Students leave university saying they are experts in sustainability, but no one knows what this means or if it aligns with their expectations/needs.
Key Audience/Stakeholders:
- --Fashion Employers--: Brands, design studios, manufacturers.
- --Industry Collaborators--: Designers and others in fields who want to work in fashion.
- --Students--.
- --Courses--: CLs, deans, universities.
- --Others--:
  - Music?
  - Industrial design?
  - Tech?
  - Fashion week?
  - Universities?
  - Think tanks?
  - Research centres?
  - Cultural centres?

Entry:
- --Networks and Personal Contacts--.
- --Endorsement--: From organisations like LCF (London College of Fashion) and other similar bodies.
- --Collaboration--: With a similar organisation in a different field - does this exist?
- --Conversations--: Flexible - what do they need?

Getting Off the Ground:
- --Pilot Course--: Map and test with stakeholder and user/student feedback.
- --Clarity of Offer--: Easily communicable - specifics.
- --Model--: How it works; blueprint? process map?
- --Contracts/Network--: Agreement and payment from decision makers.
- --Team/Board--: Who will mentor/admin support.

- --Promotion--: So people actually care - so it’s not meaningless.

Measurable Effect:
- --Clarity on Sustainability--:
  - Somehow categorised and quantified.
  - --Shared Model--: Brands and customers using a well-understood and defined definition of sustainability - reduces greenwashing. Words have to mean something.

- --Student Employment Rates--:
  - --Sustainability Accredited--: Brands and startups know you’re accredited.

Wider Benefits:
- --Student Community-- or like-minded peers.
- --UK Manufacturing Investment?--:
  - Broader supply chain links between graduates and universities.

Long-Term Change:
- --No Greenwashing--:
  - Sustainability replaced with widely understood terms and metrics.
  - Sustainable fashion being easier to do as students know, brands hire them; it's all mapped and communicated.

- --Students Using Their Knowledge--:
  - Staying in fashion.
  - --Support for This--:
    - Give admin support, sales.
    - Help with mapping, analysis.
    - Give them brand names.
- --Proof it Works--:
  - Needs to have longevity.
  - --Long-Term Vision--: You need to be clearly offering something - framework can’t just be a badge for anyone. Needs to be more than a future vision, needs early adopters and a workload of doing the accreditation.

These notes focus on the measurable impact and long-term changes that a clear and quantifiable model of sustainability could have in the fashion industry. The emphasis is on creating well-defined sustainability metrics to prevent greenwashing, improving student employability through accreditation, and fostering long-term changes in industry practices. The notes also touch on the importance of providing support and proof of success to ensure the longevity and credibility of the sustainability accreditation program.

On the challenges and strategies involved in making sustainability a meaningful concept within fashion education. They outline the key stakeholders, entry points for establishing the initiative, and steps for launching a pilot course and securing endorsements, partnerships, and clear communication to ensure the program's success.

AM Transcription of handwritten notes:

1.Brands Want to Do Good--:
  - Brands want to do good and embrace sustainability, but they just don’t know how.
2. All Brands--:
  - From fashion to food and everything in between.
3. Two-Fold Promotion--:
  - Promotion from us to them; from a bronze, silver, and gold standard.
4.Massive Re-Education:
  - There is huge ignorance out there.

5.Numbers of Members--:
- Members wanting to promote their membership and brands wanting to embrace involvement and collaboration.
- -I do think it should give people the opportunity to have letters after their name to be a voice.-
6.Increase Employability:
- Brands being seen in a positive light, particularly with consumers - marketers have the opportunity to promote involvement, "expert" status within a brand.
- -Leading to- a better world, better knowledge and understanding of sustainability, plus cascading this knowledge down to the wider consumer to a better appreciation for sustainability.
7. Buying In from the Powers That Be:
- The courses need to be tailored and be loose enough to be able to cater to different sectors, i.e., how sustainability can be embraced in a buying department or a finance department or a marketing department.
- -Big-name brands to promote their involvement.-
These notes reflect on the challenges and strategies for encouraging brands to embrace sustainability, highlighting the need for education, tailored courses, and the promotion of brand involvement. The idea of establishing tiered standards (bronze, silver, gold) and promoting sustainability as a means to improve employability and brand reputation is also emphasised. Additionally, there's a call for re-education and collaboration to drive the adoption of sustainable practices across various sectors.

3. Student participation form Template (all ticked electronically)

Participation Consent Form
Title of Study: Collaborative Development of the Sustainable Fashion Institute (SFI)

Researcher: Kelly Darcy
Institution: London College of Fashion
Contact Information: k.darcy@fashion.arts.ac.uk

Purpose of the Study
You are invited to participate in a research study aimed at understanding the collaborative efforts involved in developing the Sustainable Fashion Institute (SFI). Your involvement will include participation in workshops, focus groups, and/or interviews as part of the project. The data collected will help assess the viability, strategies, and outcomes of the SFI.

Participation Overview
Participation in this study is entirely voluntary. You are free to withdraw at any time without any penalty or loss of benefits. The information gathered will be used solely for the purposes of this research project and may be published in academic journals, reports, or presented in academic settings.

What Will Be Involved
As a participant, you may be asked to:
- Provide input during workshops and focus groups on topics related to sustainability and the development of the SFI.

- Contribute to brainstorming sessions and collaborative work related to the project's objectives.
- Share your insights, experiences, and reflections through interviews or questionnaires.

Confidentiality
All information gathered during this research will be kept strictly confidential. Any identifying information will be anonymised, and data will be securely stored and only accessible by the research team. Your contributions will not be attributed to you individually unless explicit consent is given.

Potential Risks
There are no significant risks anticipated from participating in this study. However, should you feel any discomfort, you are free to withdraw at any time.

Potential Benefits
Your participation will contribute to the development of the SFI and may enhance your understanding of sustainable practices in fashion. Furthermore, your insights will help shape a valuable educational and professional resource in the fashion industry.

Informed Consent Statement
I have read and understood the information provided above. I voluntarily agree to participate in this research project. I understand that I can withdraw from the study at any time and that my identity will remain confidential unless I give explicit consent otherwise.

Tick Here 

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Appendices

1.1 Sustainable Fashion Institute - Social Business Model Canvas

2.1 Thematic Analysis of Interview with participant HM at LCF

Codes and Themes:

Accreditation and Membership Initiatives	- LCF's proactive approach to seeking accreditations or memberships. - Challenges encountered with UAL lawyers during the accreditation process. - Selection criteria for choosing institutes or membership bodies for accreditation.
Course-Specific Strategies	- Focus on undergraduate courses for initial accreditations. - Strategic decisions regarding which courses to target for accreditation, such as fashion marketing and visual merchandising. - Development of new accreditations to fill existing gaps, particularly in sustainability.
Financial Considerations	- Discussion on the cost per student for various accreditations. - Institutional coverage of student membership costs. - Financial strategies for managing accreditation fees and student memberships.
Student Engagement and Value	- Importance of accreditation for enhancing student CVs and professional recognition. - Student feedback on the value of accreditations, emphasising professional recognition over educational resources. - The role of digital certificates in increasing student recognition and value.
Sustainability in Education	- Exploration of options for sustainability-focused accreditation. - The gap in current accreditations regarding sustainability. - Potential for incorporating sustainability into course accreditations and student projects.
Operational and Strategic Planning	- Renewal processes for existing contracts and accreditations. - The necessity of clear communication strategies about the benefits of accreditation to students. - Planning for future meetings and discussions to review progress and next steps.
Professional Networking and Resources	- The impact of professional networking through memberships and accreditations.

	- Utilisation of resources from accrediting bodies and membership organisations. - The significance of associations like SBC and the Textile Institute in providing resources and networking opportunities.
Quality Assurance and Regulatory Bodies	- Complexities surrounding PSRBs and QA in the accreditation process. - The challenge of finding clear information on PSRBs and QA standards. - Considerations for aligning courses with external standards and criteria.

2.1.2 Full Transcript with HM at LCF

Speaker 1
Right. Can you give me an overview of how institutes and all membership bodies start, contracting with you at LCF?

Speaker 2
I think it's different for each one. what comes to mind immediately is we've got this, membership of the Charter Association of Business Schools. And we recently got the small business charter accreditation, but I'm not directly involved, but I know that it's been a real headache getting the contract sorted out for the help to grow management.
I believe it's been sorted out now, and I think most of the kind of headache was actually from the UAL lawyers not to do with the small business charter side of things. but I I don't know the details of it. but I suppose that one's a bit unusual and regarding the other memberships we've got, it has been our initiative to approach them. It's not them coming to us and saying, Look, we can accredit your courses or we can, you know, why don't you join our membership?
generally, it's been us seeking, approval or endorsement or acknowledgement or accreditation from, an appropriate body, depending on whether it's school wide or, course specific. Well, I think I'm drifting. What was the question again? Exactly.

Speaker 1
Can you give me an overview of how institutes on membership bodies start contracting with you? And you said it was You approached them. And what's your selection criteria, then? Is it sorry? Yeah. What is your Why? Why? Why would that be?

Speaker 2
Well, if it's to do with an accreditation, we focused on undergraduate courses to start with because they are bread and butter. When we first started doing accreditations, we were still growing the graduate school. And in some respects, if you look at it as a kind of recruitment aid, you know a good thing to have on the course web page?
It kind of made sense to target the undergraduate courses first. So we looked at our core undergraduate offer as it was back in 2014. 15 and then in subsequent years, And now, every time we create a new course, for example, the B a, fashion marketing, consumer behaviour, we do think and look and research and see if there's an appropriate accreditation.
Either one that we've already got that can be extended or if we need something new. so yeah, so primarily I suppose it was, being up there in line with other comparable, business schools. Now, if other institutions have it, we should have it as well. and making sure it's the right fit for us. And some of our courses are quite niche. So, like, for example, the visual merchandising There aren't many courses like that.
and only I suppose I think we're the leader anyway. But the only institute we could find that kind of fit it for that was the visual merchan, British Display Society, which is not fashion focused, but it was the

kind of the closest fit. So we look at what's out there with management. It's a much bigger pool to draw from. so we looked at the various, accrediting bodies that offer management related. Acknowledgment or recognition? I wasn't in post. Well, I was in post, but I was off at the time when we they were when they selected, the CM I out of other potential contenders. So I'm not exactly sure why. They, were considered the, you know, the one to deal with. but they are like, you know, they're recognised internationally as well as UK wide, which is important for international students.
so that's the sort of thing we look at and obviously cost is a, plays an important role as well. Some of them are quite expensive. we, you know, we pay for our student membership, and I think that's not universal. I think from what I understand from my key contacts in the accrediting bodies, they don't all pay for their students. They have the accreditation.
But some students are asked to pay a membership fee, and then they do the registration for them and that sort of thing, or they pay the students membership. But if the student wants to take an exam or get an extra qualification through it, then they pay their own fees for that. So I think we are, I don't I wouldn't like to say unique, but perhaps almost unique in that we pay everything for our students and I think it's something we need to bang on about a bit more to our students.
I don't think they hear it when we first tell them, and then they forget, like, just how lucky they are. Because it saves them quite a lot of money, and for some of them, they don't have to do anything. They just have to kind of, you know, accept that they've got this extra recognition. It's handed to them on the plate. so, yes, those were the criteria we started with.
So what would be the most benefit for undergraduate courses? What would the competitor have? What is the best one that's the best fit for our courses? Is there anything that's fashion focused? I mean, a lot of them are broad, like the Chartered Institute of Marketing that can go across a huge range of courses. and obviously we're a fashion marketing specialist, but there isn't a fashion marketing accrediting body.
So we do. We use, Chartered Institute of Marketing. We looked at cost and their kind of international focus as well. You know, if it's if it's gonna be recognised overseas as well. no and of value to our overseas students, too.

Speaker 1
And can you give me an example of, the cost per student like examples of what they charge? But then that you do pay for If you're If you're OK to say that I don't know. Yes.

Speaker 2
Yeah. I don't mind, sharing some of the costs. they vary considerably from institute to institute, some of them, like the textile Institute. it's effectively like a fee free for the students, I suppose, because we have an LCF membership of the Textile Institute. So we're like a sort of corporate member. I know corporate's not. Not the right word because we're not a business as such.
We I suppose we're a charitable status. Anyway, we have a corporate membership which LCF pay is not fashion business school. and they have looked at two of our courses which have text and institute recognition. So the, B a buying and merchandising and MA, fashion design management and those courses have been mapped to the, textile institute criteria. So, we can brief the students at the start of the academic year and say you have the opportunity to have this student
membership of Textile Institute. It won't cost you a penny. and we don't have to pay anything additional for students who sign up. we did have to pay for the mapping exercise, but it's not very much. It's only about 250 quid, I think. And then that lasts for five years. So they're one of the cheapest, 250 for the mapping of the course programme to the CM to the Textile Institute. criteria.

Speaker 1
Nothing further than that. And nothing to the students.

Speaker 2
No. And we pay the LCF membership anyway because it's beneficial for staff as well as students and for the college to have membership of the institute.

Speaker 1
Have you mentioned what the membership cost was?

Speaker 2

I don't raise that purchase order anymore because it's a college one. I could find out. I can't remember off the top of my head. I. I don't think it's a huge amount, though, I think I mean, it's oh, I I'd have to look, I could find out under 1000. It's under 1000 a year.

Speaker 2, Speaker 1
Yeah, OK, All right, let's just say that for now.

Speaker 2
I mean, if you want me to find out, I can check, like, because Christian deals with that because it's college, not F BS budget. So I don't do that one anymore. But I would be able to find it somewhere. and it's certainly useful for staff as well, because they put on workshops and we've got a couple of staff who have membership of the Textile Institute.
So it's useful to get their newsletter, and I push those out through F BS Weekly and, and push them out and and move on to the A credit courses. and then I'd say CIM Charton Institute of Marketing. They're either them or the British Psychology Association. No, actually, yeah, It's a close call between those two British Psychological Society and the CIM, which is the most expensive, perhaps on paper, the British Psychological Society.
Because we have to pay about 2000 pounds a year. as a kind of, membership, I suppose you know, to maintain that membership, and then we pay a price per head per student. on top of that, but of course, the student numbers on those courses the MS C Applied psychology and the BS C, psychology of fashion are relatively low compared to some of our management courses.
so if we had, like, like BS C fashion management, we had 100 psychology students. It would be really expensive. I'm trying to remember what the course. The fee per head is, I. I think it's about 21 pounds a head per student. But there's this 2000 pounds that we pay on top of that for the institute kind of membership. And the CIM is comparable. Their kind of annual membership fee is about 1500 maybe slightly more Now, and then the price per head for student membership is it goes up year
on year, and it's about about 65 pounds a head. I think we paid this year. so for that one, we give students the membership from year two. So we pay it for year two and year three. Because if we pay from year one, it's super expensive to pay it for three years. yeah, yeah, and they don't all engage, you know, some of them are really sort of whatever about it.
And you think Well, you know, we're paying quite a lot of money here, so we have a, active. Like you need to opt in If you want to have this membership, we don't just dole it out, because if they're not interested, we don't want to spend 65 pounds a head money down the drain if it doesn't mean anything to them. So we brief them as we do with all of them, and then they opt in, CM I and B DS we have a negotiated rate.
B DS have just changed their, membership structure. And they've introduced a flat fee of £980 a year. And that will cover all students in the cohort. So, you know, 123 or four if they're returning students, so whether you whether to register or, you know, 40 in each year, it's the same fee for each institution. We used to pay £20 a head, so it's slightly more slightly cheaper for us now that they've changed the structure.
that will be effective from September, 22 and CM. I, we have a negotiated contract with them, which is on a five year term. we renegotiated last year because we've just come to the end of the term and the F. The first year of the new contract started last September. So we enrolled year one students right through that. So you you pay one fee, and then they've got membership for their time at LCF. You know, on the mapped course, they're quite expensive.
now, what was it? I think I think we pay around 23,000 a year for the undergrad. For the sorry. For the the level five. And then we also have the level seven because the Level seven is for the MS C and the MB A, so, Yeah, but that that includes, registration fees and, like, membership and access to resources and all the materials and so on. so that is a biggie. Definitely.

Speaker 1
Sorry. Not the most expensive currently, I think.

Speaker 2
Yeah, yeah, but we have a lot of students that we register. So, you know, we we've When we set up the new contract, we were estimating around 100 a year of undergrad level five BS C students and about 50 a year for Postgrad. So MS, C and MB a students, and then we'll kind of level up the numbers. When we get towards the end of the five years, we have a separate contract for MA F ER A. Because they have one unit that's matched for the coaching. and that one is like a sort of flat fee, but not as much, because it's just one unit. It's not the whole, raft of It's not an award, but rather a

diploma, That's what The CM I, sorry. The BS, C and MS C students graduate with a diploma for a dual award, But the MA FE I students get an award, which is like in a lower kind of certificate, just a recognition for the one certificate. I'm trying to remember what their fears, and I think it's around 3 4000, something like that. That's again. It's a five year one that we're approaching the end of that contract. I think this coming year is the last year of that contract. So we have to look at renewing that, you know, continuing at, which No doubt we will do. I must remember to put that on my to do list contract renewal because we normally do it at least six months. Advance. Yeah.

Speaker 1
the next go. Go on. Sorry. Is that Is that all of them, I think. Is it no,

Speaker 2
B DS V PSO C AC. I MA, They charge £50 a head flat fee. There's no, like, membership fee. we normally register students in year one. and the 50 pounds sees them through for the whole of their time here, so it's not, like 50 pounds a year. You register them in the in year one, and they they stay registered for the duration of their studies. However, on principle, they don't map all the units.
So if a student wants to get a certificate from S A, we have three maps units, which is the maximum they'll map, and then they have to take an additional unit. the B, a four unit if they want to get the sea certificate. and the fees for that are 100 and five, I think like a registration fee. which we will pay for students. Or rather, we will reimburse them because we can't physically pay it.
They have to register themselves to sit the exam and then claim a reimbursement. so we have. It's not for everyone on that course. So we don't We never expect the full cohort to do it because they're not all gonna go into accountancy type roles. but we maybe have about a dozen a year, something like that that will try for the B a for award, and then we'll reimburse them if they claim on time. so that's that's like an overview of cost per head.
I think that's all of them. Same as CIMB. DS B, BS textile. Yeah, and the new one we've got coming on, that's quite expensive. The MA, marketing Research Society. But we haven't yet got that recognition. I'm waiting for the final version of the handbook so I can send it through to be a creditor. We've done all the paperwork. We just We should get it this summer.

Speaker 2, Speaker 1
But, yeah, that's something we've put in the budget allocation for next year on the assumption that we will be approved, OK, and then in terms of, the the institute that this research is looking at, which is to do with sustainability and accrediting students with a relevant, documentation or badge of honour or whatever we're gonna call it.

Speaker 1
you know, whatever it is that they get, to say that they have participated within sustain, you know, engaged with sustainable development goals. it's been reflected within their project work. and they have, engaged with understanding, their own values and the values of, sustainable development. you've got currently, I think. And you can You can help me understand this. Nothing similar, to that. I mean, the closest I imagine would be the Textiles institute. is that right? And why do you think that is? And are you looking for something that is, filling that gap?

Speaker 2
I think it would be great to have something to fill that gap. we I suppose we've got the prime UN prime membership, and we do put in, of course, handbooks. You know, this unit links to the prime sustainable development goal, blah de blah. that's in the management handbooks. I don't know if it's just because they're the most organised and Angie's sort of the driving force behind our prime, membership. And so on.

Speaker 1
Just a side note. Guess who's getting prime handed over to them in when Angie leaves, Liz was like, you're going to become prime champion. And I was like, Am I? So she went, Yeah, cos it really aligns with what you want to do with your SF I So, be aware that it's gonna come and land on your desk. I was like, I don't even have a desk, but OK, so that's good.

Speaker 2, Speaker 1
I'll I'll find all about that then, so you think that's the closest in terms of in terms of, visibility, I suppose.

Speaker 2
And course handbooks and sort of, yes. Talking about sustainability. I suppose, raising consciousness of students in relation to curriculum. Then crime would be the best example of that. I think, there is also a a voluntary student group. One of the students in MS CS FM she fo founded a, sustainability society or something. I don't know if you know about her or about that.
I don't know much about it. I think I did hear about it on the grapevine. But I was shortlisting for, P a the P A post, the other earlier this week and one of the students from MS CS FM, applied for the post and on her application she put about, you know, having formed this society. And I checked with Liz because she was an MS CS FM student. I know Liz has done some teaching on that course, so I could quite easily find out who she is.
I've got I think I know who it is, but if I could find out for sure from Aisha or someone, because it might be a good person to speak to, You know, it's something that do you remember what their name is, who you think it is? We think it's Anna Volga or something. Her name is Anna, like WW wmu. But I think it's pronounced Volga or something like that. She used to be a, AC M. I, student ambassador, which is how I got to meet her when she was in year one or two or something.
But they don't do that. CM I ambassador role anymore. and they scrap that at CM. I so. But I do remember meeting her. And, but names are not visible. That's like restricted data when you're shortlisting. So I can't be sure, But if she was the driving force behind it, then I shouldn't know who it was or a and so we could quite easily find out.

Speaker 1
OK, I see.

Speaker 2
Interesting to speak to a student who's, you know, like, pushing for that. And I'm sure you could, and I'd be be useful to hook up with her.

Speaker 1
Definitely, definitely. Yeah. And then, in terms of mapping against courses, for you know who Who is it that looks at the mapping? Is it, course leaders and the institutes themselves, Or do you get involved? Do you check any of that? What's the processing like,

Speaker 2
it's all three. I suppose, if it's a new accreditation, they the accrediting bodies have, like, published criteria like, this is what we're looking for kind of thing. So, we would look at our curriculum. We're not gonna, like, do a kind of waste of time exercise. We look at it and say Yeah, we think we can align with that. if we're going through revalidation, or even validation, like the, consumer behaviour course. You know, we'll very much have it in mind that we want to achieve that recognition so units can be slightly tailored to make sure that they would meet that criteria. and then last year's whole raft of re approvals with CM I, for example, I think that was very much forefront, in their minds when they were looking at at, rejigging the units. But ultimately, it's the accrediting body which does the mapping.
It's, you know, they have to be comfortable and sure that what we offer will meet their criteria. So they say Yeah or nay, we've never yet been turned down or asked to tweak a unit a bit more. but that's that's how it works. And I normally support with, preparation of documentation, some of them, like the Textile Institute. it's a recent example that comes to mind when we applied for MA FDM. accreditation. I looked at the application form and then, like, filled in all the examples that I could and kind of put that together and did you know, maybe 75% of it, but it obviously needed the input of the course leader to, finesse it. And you know, somebody who would know the nuances of what's taught here and there and how that would kind of really align, and kind of bring it to life.
So it's not just dry course book handbook course handbook, language that I can copy and paste and add. So it has to be like a joint effort. and with CIM, for example, they're currently remapping our, courses that went through REAPPROVAL. So I should get the, remapping back any day now. They also update their own handbooks so that the units are mapped to CM I syllabus and their syllabus is updated.
It seems like every year I mean, I think they make small tweaks each year, and then they, they kind of unpicked and relaunched the syllabus in a big way a couple of years back. So if they if they do a big relaunch like that, they will voluntarily remap our units. So it's a bit of sometimes it's us, and sometimes it's them. And it's a nightmare keeping track of which, which version of the mapping as a student on, But it it's it's complicated with CM I but with other, accrediting bodies, it

seems straightforward, like CIM, you know, they haven't bothered us with that for a long time. and I think I understand from Tony that the reapproval, was fairly minimal for his course. So I don't think it's it's not a big deal. I'm waiting for the final hand, But then I can send it to them, in the next week or so hopefully and get them just to confirm there's no change to the mapping in terms.

Speaker 1
Oh, sorry. Your voice went in terms of the mapping. when you what? What? What level of detail does one need for this mapping? because I imagine in my head and this is probably where I need to start making more groundwork on the SF I and and certainly towards this MMB a, for the recommendations and my findings is that maybe the framework and standards need to be written first. Just be like chicken and egg, isn't it? You know that needs to be kind of written.
The the output, the the criteria, the benchmarking needs to be set first by the institute. The external before you guys can then go Well. Ah, actually, yes. This actually aligns to that. And this aligns to this. So that's that's how the mapping would go. It's institute first, then you because otherwise it was you. First, it would be you'd be creating your own thing. Hm? Yeah. And then on that, then Oh, go on. Were you gonna say something more?

Speaker 2
just you said creating your own thing. I was thinking about the British display society, and we've kind of fallen out of bed with them this year. I think you might have mentioned that before. and Ed, I think needs to Well, we're talking about doing something ourselves to to make a better accreditation for that course, the VM course, because we're not very happy
with B DS and that kind of it works. But it's not the best alignment, and we're not very happy with them. just some couple of instances this year that it's not ideal, so yeah.

Speaker 1
Yeah, why not? Yeah. and then so what do they need to do to be approved as in, like, you know, I know we've talked previously. Not in this capacity. where it's, you know, obviously been, captured. But, you mentioned the PR SBS P. I can't remember what they are now.

Speaker 2
Neither can I. No, I can't remember. I've got it in my notes. professional standards.

Speaker 2, Speaker 1
PS our body, isn't it?

Speaker 2
I think something like that. I got PR SB. I think it is. Let me have a look.

Speaker 1
Professional statutory and regulatory bodies. Yeah. So it's PSRB now does, this is a bit of again the chicken and egg situation that I don't understand. Does all of these accreditation bodies have to be listed within this PR SR? Yeah, PR SBS before engaging with yourselves Or does it? Does it not matter?

Speaker 2
No, they don't have to be, and they aren't also, For example, the British Display Society isn't we did talk to them about them becoming registered there. but there was something around, how I don't know about the marking of student work and how they oversee. you know that students have met certain criteria or something like that that they didn't quite come up to standard because we did get them to do an application.
and the reason being, it's something to do with Central UAL where they can put, they all I don't know if they can or rather they have to put something around PR SB identified accreditations that we have. I think you know that. What's it called the, programme space? I think it has to be public in the programme spec If if you have an accreditation, that's, PR SB recognised something like that that I know it goes through the the UAL quality board.
but they don't all have to be. And if you think about it, we have memberships that are not, accreditations, like the Association of Suppliers, British clothing industry, prime. You know, we've had all those other memberships, and they're nothing to do with PR SB. But they are certainly valuable.

And we have them on the F BS, web pages. So it's not applicable for all of them. I suppose it's like a a sort of quality standard for an accreditation that if they are there then you know that they are now a key player. They've got muscle.

Speaker 2, Speaker 1
certainly be a goal to work towards that.

Speaker 1
That what I can't understand is who runs the P, PS RBS? Because when you put it into Google, there's plenty of documentation from the university saying who we work with and you know what? What are they? And But I don't understand what, as in like is Is there a central website? Is it a government thing?

Speaker 2, Speaker 1
Like if you type in PSRB just to do, it's to do with the, what's it called?

Speaker 2
The quality it QSS the quality standards? What do they call the overarching body that, a AQA Yeah, it's to do with the QA.A.

Speaker 2, Speaker 1
I can find a Web link to send you because, because it's always I don't know, I'm never noting what this Web link was, because when you google it, it's really hard to find. If you yeah, if you can send it to me, that'd be absolutely brilliant.

Speaker 1
I can never I've got this QA a website in front of me now, which looks like it possibly is the one. But I don't necessarily trust it. It just says QA A and then who? We work with professional statutory and regulatory bodies, but it's like a list of them. and it's talking about, forums and stuff like that and It doesn't It's not very clear on OK, so how do you engage in, you know, finding out about registering with them and whatnot, and what do you need and how?
Yeah, so anyway, that's fine. I think I've just got one more question. because I think that's really gonna help me anyway. Formulate some of my recommendations to this of whether you know it's going through the route of waiting to get it accredited or just going for it. You know, designing something, creating something, presenting it and hoping that the decision maker says yes, let's map some LCF courses to it, and see how it goes.

Speaker 2
it depends what you want to get out of it, doesn't it? Because if you want to be something like an association, like a S BC I you know, that's what we do. and you provide, you know, like you bring people together and provide materials and workshops and all that sort of thing. That's one thing. But whether you want to a credit courses and link student achievement to, you know or other students, work to maybe achieving certain sustainable goals and
getting a tick or certificate or whatever, then that would be more like an accreditation. But it depends how you want it to be, doesn't it? What you want it to be?

Speaker 1
Yeah, well, that's it. And I think there's, there's elements for both or testing or reiterating and allowing it to run. And I think giving it, you know, something small to begin with would be would be quite a good idea. Just, you know, the fact that I haven't even got it off the ground yet shows you know just how much this will take. especially a long time, you know, full time teaching.
But yeah, I think, in terms of just that, I'm trying to fit this real viability aspect together for this, MB a report, which is that you know, the costing we've talked about. there's nothing currently similar that we think of we know of, apart from prime, which is something slightly different. it doesn't matter whether it needs to be accredited by, the PS RBS on or not right now, in terms of what you think in your mind, the students, value will be because obviously you speak to a lot
of them anyway. When throughout the various ones, What is it you think they need? And I know you, I. I have been speaking to students as well, but what are the more sort of most common things that you hear from the students in terms of what they benefit from it, or or maybe even sometimes what they think they don't benefit?

Speaker 2
Yeah, that's interesting, because I'm doing my end of year student evaluation report at the moment about how they value their accreditations, which we try, and we survey them each year to get that. And it just struck me the other day that one of the things we bang on about for students Oh, great resources. You know, you can go into the CM I port and they've got tonnes of videos and, you know, just all sorts of, great resources to use.
It's like a a library, but all over again, just without the fashion focus. and we say that about all the accreditations. But when we get feedback, they very rarely say, Oh, I value my accreditation because there's fabulous resources. What they really like is, it's something to put on their CV. It makes them stand out from the crowd. So they think, and I think it will stand them in good stead to get a job because they can put I've got this diploma as well as my degree.
So I would say it's this the sort of professionalism, the external recognition I've got a list I can send you, actually, of the like key things that students please. I've kind of I categorised it because I thought, there's it. It varies slightly from accreditation to accreditation, the only one that says, Oh, it's good for networking.
That was B DS. Nobody else said that, or VM students, and even that is not great for networking, to be honest. But most of them it was about the professional recognition and the extra qualification and how great it looks on their CV. so I can put those things together for you.

Speaker 1
I can put that in a secondary, research in the paper, in my yeah paper. So that'd be great.

Speaker 2
Yeah. yeah, but I Yeah, I suppose it's I suppose I We we kind of think, Well, we're teaching them, and they must want to use the resources because it supports their units. But they never seem to get excited about the resources. I mean, textile Institute has really good resources, but they never approach the textile Institute to use them. To my knowledge, I think it's because they have to put in a bit of effort to do that. It's not like, forget about it.

Speaker 1
Yeah, it's not laid out on a platter, but yeah, that's very interesting, because that was from some of the feedback I got from the collaborative challenge was the same, which is that, you know, they come out of their degrees with all their masters with, you know, a qualification in women's wear or photo MA photography or fashion photography or something.
But it's not MA fashion photography. Oh, and then, you know, I did a lot on sustainability. there's no accreditation there. So you know that. You know, if they were to have something to say, yes, I did this. But also, I got a qualification with the sustainable Fashion Institute then and it means that they can put down their CV.

Speaker 2, Speaker 1
And hopefully, if they are going into that sort of area, they can, Yeah, The other thing they really like is they like, certificates.

Speaker 2
they love it because you're probably aware we we ran that collaboration with LIM again recently. And, we just do this certificate that's got Liz's signature on it and John Keane from LIM. And it just says certificate of completion or something. It's only like two afternoons, but one of them was chasing me for the certificate because I had to wait to get the template from LIM.
and I sent them out. I don't know, about a week or something after the collaboration, and I got quite a few. Oh, thank you. This is great. Just like a bit of completion of a two day master class and another student on, CM I they run these annual awards which don't quite fit with our academic year, which I keep pushing back to them and saying this doesn't really work because we want to link it to achievement through the, dissertation. Anyway, you can put a student forward and say we think the student should be recognised because they've done blah, blah. and then if they're shortlisted, they go on to get AC M I award, but just put in the person's name for they get this certificate of recognition or something. They call it And the student battery. Oh, I'm so pleased. You know, over the moon was his words. I've got the certificate of recognition, but it just means so much to them to have them.

Speaker 2, Speaker 1

and it's digital, isn't it?

Speaker 2
It's digital. Yeah, it's so easy to do. Yeah, it's put your crest on it or something and make it a PDF or a PowerPoint or whatever.

Speaker 2, Speaker 1
yeah, they just They seem to really value it, I suppose on LinkedIn stuff, don't they?

Speaker 2
Yeah, yeah, but it's just that I don't know. I suppose everyone likes to feel like like when you're at school, you know, you think Oh, I got a certificate for doing well in maths today or something that probably comes from that. But you've got this, like, somebody thinks I'm good.

Speaker 1
Really? Good idea. Thank you. I think that's it for all my questions. Thank you so much. is there anything further from yourself that you think you might have forgotten? You might wanna add?

Speaker 2
Yeah, I know. I don't think so. I'm happy to talk again, though. You know, it's especially over the summer when it's relatively quiet.

Speaker 1
Well, I'll stop the recording here.

2.2 Thematic analysis with the ToC Focus Group initial themes

1. **In your words, not mine, on the topic of this Institute for Sustainable Fashion and accreditations, what do you think the problem is that I am trying to solve?**	Accreditation of improved knowledge about sustainability-. - → Giving students a "badge" enhancing employability. - → Giving courses/institutions a "badge" enhancing credibility, appeal to students. Transparency of skills & knowledge acquired. Employability → Quality stamp of education within sustainability. For companies to better understand. Sustainability is a vague/generic term but is increasingly growing in importance when making business decisions. Focus: This sets a benchmark of professionalism and a unified approach to tackling this problem. Sustainability is a very broad, almost meaningless term. Students leave university saying they are experts in sustainability, but no one knows what this means or if it aligns with their expectations/needs. Brands Want to Do Good: - Brands want to do good and embrace sustainability, but they just don't know how.
2. **"Who do you think the key**	Stakeholders: - University Academic Institutions: - Academic recognition: Academic institutions as stakeholders.

stakeholders are? **The key audiences?**	- Course demand/courses & joint modules. - Fashion professionals – Retraining/Upgrading new skills. - Graduates – Quality of education. - Businesses – For employees, networking in the industry.
3. "What is the entry point to reaching those audiences?	Junior Employees of large firms looking to authenticate based on career growth/passion, employers. Fashion Employers: Brands, design studios, manufacturers. Industry Collaborators: Designers and others in fields who want to work in fashion. - Students. - Courses: CLs, Deans, Universities. Others: - Music? - Industrial design? - Tech? - Fashion week? - Universities? - Think tanks? - Research centres? - Cultural centres? All Brands: - From fashion to food and everything in between. Entry Point: 4. Membership: a. Should it stand alone or be partnered with a Fashion Council or certification bodies (e.g., Higg Index, B-Corp)? b. Could it align with something already established to ensure a framework for what it covers? c. Alternatively, through education, or should it operate completely separate from the ground up? d. Platform: Website, network, etc. Online Application: Sponsored by employer/part-time course for validation. Application may include submission of portfolio/essay to demonstrate more.
5. "Thinking of the essence of this membership and this accreditation, what's the entry point for reaching	Key Components: - Accreditation Modules: - Academic/industry staff could sign up for accreditation modules delivered by academic institutions leading to accreditation. - "Executive education" model. - Accredited UG/PG Courses: - Students could enrol in accredited UG/PG courses. - Institutions would pay SFI a membership & accreditation fees.

the audience?	- CIPD model → L5/L7 diploma accredited modules into UG/PG academic curriculum. Validation: you'll need to ensure a way to validate the skills/knowledge. ○ Connect with a course(s), but also how does it respond directly to the skills – Will you need to break down the skills areas? Working Closely with Employers: a. Benefit: So a foundational name on board, i.e., partnership with ASOS. b. Value: This will give prospective students validation that this can progress their career because it is recognised by employers. c. Expansion: Also partnership with manufacturers, etc.
6. What steps are needed to bring about this change for the SFI to get off the ground?	Steps: 1. Formation of SFI: - → Industry to join/invest in... 2. Promotion of Benefits: - → Knowledge of "funds/organisers." 3. --Gradually recognised industry standards of recognition or cost? 4. Membership? Persuasion into Many Large Companies: a. Vision: Every fashion board member has at least one director who is SFI accredited. b. Goal: Or comparison of SFI to complete grievance scheme, or each member of the supply chain is SFI accredited employee. c. Strategy: Add paragraph of performance to financial report.
7. "What is the measurable effect that could come out of this?	Measurables: - Number of accreditations awarded. - --Does not guarantee charge? Any answers or return to charge?-- Benefits for Leadership Opportunities: a. Impact: Leads to greater funding/sponsorship. Benefit - Wider Benefit: ● Reputation for the Brand: ○ Mindset Change: In the industry.

	○ Levelling Out the Approach/Competition: ■ Point: Can't say we didn't know → Membership ensures that we do know Measurable Change: ● Shift in Knowledge: Focus: Measuring change in shift in knowledge in the industry..
8. What is the long-term change that you think, in your opinion, do you see as the goal for the SFI organisation ?	Improved Education: a. Focus: Educating individuals who then drive change from the inside out. b. Goal: Spread practices and purpose to become leaders of a future with accredited awareness of sustainability. c. Need to Overcome Objections: i. Continuous Professional Development (CPD). ii. Ongoing fellowship/membership levels. d. Need to "Channel" graduates. Long-Term Change: ● Creating a Standard: ○ Goal: Creating a standard for the industry. ○ Focus: Changing processes & approaches of businesses. ○ Standardising/Educating: ■ Target: What sustainability means in the fashion industry & for people skills.
9. "What could hinder the progress of this? What assumptions am I possibly making that might hinder the progress of this? And who are my enablers?	Enablers: ● Resources and Partnerships: ○ Funding: You need a backer for funding! ○ Investment: Investment of time to promote, devise syllabus, etc. ○ Support: LCF/FBS will support the launch (if I ask them!). ■ Question: Under CSF Exclusivity? Plan for funding? ○ Considerations: ■ Should CSF be approached? What if they fail to support ■ Technology & Support: Advisory boards could help with this?!

	○ Consultation: Contact Paloma Wool Consultancy. Enable It: ● Coverage: ○ Action: You will need to ensure it covers what both businesses require but also pushes for change. ○ Potential Strategy: I think it could make sense if it shows similarity with either auditing for sustainability (Higg). ○ Considerations: Institutions might view this quite differently - as well as job roles (design, supply chain, marketing, buying, etc.). ○ Challenge: Will there be a one-size-fits-all? Challenge to define the key elements. - Students Using Their Knowledge: - Studying in fashion. - Support for This: - Give admin support, sales. - Help with mapping, analysis. - Give them brand names.
10. "How can I gain support? What factors might be outside of my control in order for that to happen?	Assumptions: ● Validity of the Proposal: ○ Testing Assumptions: Need to talk to brands to see if this is valued by them. ○ Risks: What if it does not enhance anyone's employability? Students would not want it for this reason. ○ Market Advantage: Provide institutions with competitive advantages in recruitment to courses. Needs to have longevity. - Long-Term Vision: You need to be clearly offering something - framework can't just be a badge for anyone. Needs to be more than a future vision, needs early adopters and a workload of doing the accreditation.

2.2.1 Hand written notes from participants in the ToC Focus Group

2.2.2 Transcripts from the hand written notes from the ToC focus group

LG - Transcription of handwritten notes:
1. Problem to be Solved:
Accreditation of improved knowledge about sustainability-.
- → Giving students a "badge" enhancing employability.
- → Giving courses/institutions a "badge" enhancing credibility, appeal to students.

2. Stakeholders:
- University Academic Institutions:
- Academic recognition: Academic institutions as stakeholders.
- Course demand/courses & joint modules.

3. Key Components:
- Accreditation Modules:
- Academic/industry staff could sign up for accreditation modules delivered by academic institutions leading to accreditation.
- "Executive education" model.

- Accredited UG/PG Courses--:
- Students could enrol in accredited UG/PG courses.
- Institutions would pay SFI a membership & accreditation fees.
- --CIPD model-- → L5/L7 diploma accredited modules into UG/PG academic curriculum.

4. Steps:
1. --Formation of SFI--:
- → Industry to join/invest in...
2. --Promotion of Benefits--:
- → Knowledge of "funds/organisers."
3. --Gradually recognised industry standards of recognition or cost?--
4. --Membership?--

5. Measurables:
- --Number of accreditations awarded.--
- --Does not guarantee charge? Any answers or return to charge?--
6. Main Benefits:
Benefits for Leadership Opportunities:
Impact: Leads to greater funding/sponsorship.
7. Long-Term Change - Goal:
Improved Education:
Focus: Educating individuals who then drive change from the inside out.
Goal: Spread practices and purpose to become leaders of a future with accredited awareness of sustainability.
Need to Overcome Objections:
Continuous Professional Development (CPD).
Ongoing fellowship/membership levels.
Need to "Channel" graduates.
8. Enablers:
Resources and Partnerships:
Funding: You need a backer for funding!
Investment: Investment of time to promote, devise syllabus, etc.
Support: LCF/FBS will support the launch (if I ask them!).

Question: Under CFG [CFG stands for some entity] group? Exclusivity? Plan for funding?
Considerations:
Should CFG be approached? What if they fail to support?
Approach Grant or Paygate?
Technology & Support: Advisory boards could help with this?!
Consultation: Contact Paloma Wool Consultancy.
9. Assumptions:
Validity of the Proposal:
Testing Assumptions: Need to talk to brands to see if this is valued by them.
Risks: What if it does not enhance anyone's employability? Students would not want it for this reason.
Market Advantage: Provide institutions with competitive advantages in recruitment to courses.
The findings outline the key aspects of the proposed accreditation system for sustainability knowledge in academic settings, involving the creation of a Sustainable Fashion Institute (SFI) and its role in enhancing both student employability and the credibility of academic courses and institutions. These seem to focus on the benefits, goals, enablers, and assumptions for a project related to sustainability education, with a specific focus on partnerships, funding, and strategic planning to overcome potential challenges and objections.

JL Transcription of handwritten notes:
1.
Transparency of skills & knowledge acquired.
Employability → Quality stamp of education within sustainability.
For companies to better understand.
2. Key Audience:
Fashion professionals – Retraining/Upgrading new skills.
Graduates – Quality of education.
Businesses – For employees, networking in the industry.
3. Entry Point:
Membership:
Should it stand alone or be partnered with a Fashion Council or certification bodies (e.g., Higg Index, B-Corp)?
Could it align with something already established to ensure a framework for what it covers?
Alternatively, through education, or should it operate completely separate from the ground up?
Platform: Website, network, etc.
4.Validation:
Covered a bit in the above. You'll need to ensure a way to validate the skills/knowledge.
Connect with a course(s), but also how does it respond directly to the skills – Will you need to break down the skills areas?
5. Measurable Effect:
Working with Targets:
For the change within the business.
Would it need to include work experience/case study for change?
Measurable effect of members might require...
5. Measurable Change:
Shift in Knowledge:
Focus: Measuring change in shift in knowledge in the industry.
5B. Benefit - Wider Benefit:
Reputation for the Brand:
Mindset Change: In the industry.

Levelling Out the Approach/Competition:
Point: Can't say we didn't know → Membership ensures that we do know.
6. Long-Term Change:
Creating a Standard:
Goal: Creating a standard for the industry.
Focus: Changing processes & approaches of businesses.
Standardising/Educating:
Target: What sustainability means in the fashion industry & for people skills.
7. Enable It:
Coverage:
Action: You will need to ensure it covers what both businesses require but also pushes for change.
Potential Strategy: I think it could make sense if it shows similarity with either auditing for sustainability (Higg).
Considerations: Institutions might view this quite differently - as well as job roles (design, supply chain, marketing, buying, etc.).
Challenge: Will there be a one-size-fits-all? Challenge to define the key elements.
These notes seem to focus on the need for transparency and validation in skills and knowledge related to sustainability in fashion, targeting key audiences such as professionals, graduates, and businesses. They also consider the strategic positioning of a membership model, either as a standalone entity or in partnership with established organisations, and the need for measurable outcomes to track the impact of the proposed changes.
These notes explore the broader benefits of implementing a membership model that focuses on sustainability education within the fashion industry. They discuss how this could shift knowledge and practices across the industry, enhance brand reputation, create industry standards, and consider the challenges in standardising these practices while addressing diverse business needs.

JWL Transcription of handwritten notes:
1.Sustainability is a vague/generic term but is increasingly growing in importance when making business decisions.
Focus: This sets a benchmark of professionalism and a unified approach to tackling this problem.
2.Junior Employees of large firms looking to authenticate based on career growth/passion, employers.
3.Online Application:
Sponsored by employer/part-time course for validation. Application may include submission of portfolio/essay to demonstrate more.
4.Working Closely with Employers:
Benefit: So a foundational name on board, i.e., partnership with ASOS.
Value: This will give prospective students validation that this can progress their career because it is recognised by employers.
Expansion: Also partnership with manufacturers, etc.
5.Persuasion into Many Large Companies:
Vision: Every fashion board member has at least one director who is SFI accredited.
Goal: Or comparison of SFI to complete grievance scheme, or each member of supply chain is SFI accredited employee.
Strategy: Add paragraph of performance to financial report.
6.Entirely Principal Employees:
Leadership: Take leadership roles and influence from inside corporations - like having an employed pressure group member. This is better than protests from the outside.
7.Strict Definition of Sustainability:

Requirement: Employees have to sign off on to retain membership or write commentary as to why this has not been obtained, as signed off by sponsor (i.e., boss at company department).
8.Justifying the Language:
Benefits of SFI vs. Department Budgets for Subscription:
Mitigation: This could be mitigated by branding SFI as indispensable to any 'green' company or membership enables entire sponsor firm to get one free talk each year from sustainable leaders that anyone can attend.
Prestige: There needs to be some prestige attached to entry which may deter some people, but this will avoid 'greenwashing' by firms signing up.
These notes explore the importance of sustainability in business decision-making and the role of junior employees, online applications, and employer partnerships in advancing career growth. They emphasise the need for industry-wide recognition of SFI accreditation, particularly within large companies, and the strategic value of embedding sustainability advocates within corporate structures to drive change from within. Also, the importance of setting strict sustainability standards within the SFI membership model, including requiring employees to demonstrate their commitment to sustainability or explain why they haven't met certain criteria. Additionally, they suggest strategies for justifying the costs associated with SFI membership, such as branding it as essential for green companies and offering added value through exclusive events. The concept of attaching prestige to membership is highlighted as a way to avoid superficial engagement (greenwashing) by companies.

BG Transcription of handwritten notes:
Context:Sustainability-- is a very broad, almost meaningless term. Students leave university saying they are experts in sustainability, but no one knows what this means or if it aligns with their expectations/needs.
Key Audience/Stakeholders:
- --Fashion Employers--: Brands, design studios, manufacturers.
- --Industry Collaborators--: Designers and others in fields who want to work in fashion.
- --Students--.
- --Courses--: CLs, deans, universities.
- --Others--:
  - Music?
  - Industrial design?
  - Tech?
  - Fashion week?
  - Universities?
  - Think tanks?
  - Research centres?
  - Cultural centres?

Entry:
- --Networks and Personal Contacts--.
- --Endorsement--: From organisations like LCF (London College of Fashion) and other similar bodies.
- --Collaboration--: With a similar organisation in a different field - does this exist?
- --Conversations--: Flexible - what do they need?

Getting Off the Ground:
- --Pilot Course--: Map and test with stakeholder and user/student feedback.
- --Clarity of Offer--: Easily communicable - specifics.
- --Model--: How it works; blueprint? process map?
- --Contracts/Network--: Agreement and payment from decision makers.
- --Team/Board--: Who will mentor/admin support.

- --Promotion--: So people actually care - so it’s not meaningless.

Measurable Effect:
- --Clarity on Sustainability--:
  - Somehow categorised and quantified.
  - --Shared Model--: Brands and customers using a well-understood and defined definition of sustainability - reduces greenwashing. Words have to mean something.

- --Student Employment Rates--:
  - --Sustainability Accredited--: Brands and startups know you’re accredited.

Wider Benefits:
- --Student Community-- or like-minded peers.
- --UK Manufacturing Investment?--:
  - Broader supply chain links between graduates and universities.

Long-Term Change:
- --No Greenwashing--:
  - Sustainability replaced with widely understood terms and metrics.
  - Sustainable fashion being easier to do as students know, brands hire them; it's all mapped and communicated.

- --Students Using Their Knowledge--:
  - Staying in fashion.
  - --Support for This--:
    - Give admin support, sales.
    - Help with mapping, analysis.
    - Give them brand names.
- --Proof it Works--:
  - Needs to have longevity.
  - --Long-Term Vision--: You need to be clearly offering something - framework can’t just be a badge for anyone. Needs to be more than a future vision, needs early adopters and a workload of doing the accreditation.

These notes focus on the measurable impact and long-term changes that a clear and quantifiable model of sustainability could have in the fashion industry. The emphasis is on creating well-defined sustainability metrics to prevent greenwashing, improving student employability through accreditation, and fostering long-term changes in industry practices. The notes also touch on the importance of providing support and proof of success to ensure the longevity and credibility of the sustainability accreditation program.

On the challenges and strategies involved in making sustainability a meaningful concept within fashion education. They outline the key stakeholders, entry points for establishing the initiative, and steps for launching a pilot course and securing endorsements, partnerships, and clear communication to ensure the program's success.

AM Transcription of handwritten notes:

1.Brands Want to Do Good--:
  - Brands want to do good and embrace sustainability, but they just don’t know how.
2. All Brands--:
  - From fashion to food and everything in between.
3. Two-Fold Promotion--:
  - Promotion from us to them; from a bronze, silver, and gold standard.
4.Massive Re-Education:
  - There is huge ignorance out there.

5.Numbers of Members--:
- Members wanting to promote their membership and brands wanting to embrace involvement and collaboration.
- -I do think it should give people the opportunity to have letters after their name to be a voice.-
6.Increase Employability:
- Brands being seen in a positive light, particularly with consumers - marketers have the opportunity to promote involvement, "expert" status within a brand.
- -Leading to- a better world, better knowledge and understanding of sustainability, plus cascading this knowledge down to the wider consumer to a better appreciation for sustainability.
7. Buying In from the Powers That Be:
- The courses need to be tailored and be loose enough to be able to cater to different sectors, i.e., how sustainability can be embraced in a buying department or a finance department or a marketing department.
- -Big-name brands to promote their involvement.-
These notes reflect on the challenges and strategies for encouraging brands to embrace sustainability, highlighting the need for education, tailored courses, and the promotion of brand involvement. The idea of establishing tiered standards (bronze, silver, gold) and promoting sustainability as a means to improve employability and brand reputation is also emphasised. Additionally, there's a call for re-education and collaboration to drive the adoption of sustainable practices across various sectors.

3. Student participation form Template (all ticked electronically)

Participation Consent Form
Title of Study: Collaborative Development of the Sustainable Fashion Institute (SFI)

Researcher: Kelly Darcy
Institution: London College of Fashion
Contact Information: k.darcy@fashion.arts.ac.uk

Purpose of the Study
You are invited to participate in a research study aimed at understanding the collaborative efforts involved in developing the Sustainable Fashion Institute (SFI). Your involvement will include participation in workshops, focus groups, and/or interviews as part of the project. The data collected will help assess the viability, strategies, and outcomes of the SFI.

Participation Overview
Participation in this study is entirely voluntary. You are free to withdraw at any time without any penalty or loss of benefits. The information gathered will be used solely for the purposes of this research project and may be published in academic journals, reports, or presented in academic settings.

What Will Be Involved
As a participant, you may be asked to:
- Provide input during workshops and focus groups on topics related to sustainability and the development of the SFI.

- Contribute to brainstorming sessions and collaborative work related to the project's objectives.
- Share your insights, experiences, and reflections through interviews or questionnaires.

Confidentiality
All information gathered during this research will be kept strictly confidential. Any identifying information will be anonymised, and data will be securely stored and only accessible by the research team. Your contributions will not be attributed to you individually unless explicit consent is given.

Potential Risks
There are no significant risks anticipated from participating in this study. However, should you feel any discomfort, you are free to withdraw at any time.

Potential Benefits
Your participation will contribute to the development of the SFI and may enhance your understanding of sustainable practices in fashion. Furthermore, your insights will help shape a valuable educational and professional resource in the fashion industry.

Informed Consent Statement
I have read and understood the information provided above. I voluntarily agree to participate in this research project. I understand that I can withdraw from the study at any time and that my identity will remain confidential unless I give explicit consent otherwise.

Tick Here 

Social Business Model Canvas

TANDEMIC

Key Resources

Implementation Actions:

Platform Development: Build an online platform for courses, resources, and certification.

Accreditation Criteria: Develop standards for sustainability accreditation.

Event Hosting: Organise workshops and conferences.

What resources will you need to run your activities? People, finance, access?

Partners + Key Stakeholders

Collaborations: Universities, industry bodies, and sustainability organizations.

Key Partners:
Educational Institutions: Universities and fashion schools.
Industry Experts: Professionals and consultants in sustainable fashion.
Sustainability Organizations: NGOs and advocacy groups.

Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?

Key Activities

Increased Awareness:
Greater knowledge and understanding of sustainability among students and educators.
Curriculum Integration: Enhanced ability to integrate sustainability into existing curricula and practices.

Activities:
Workshops: Conducting training workshops and webinars.
Educational Resources: Developing and distributing teaching materials and guidelines.
Accreditation: Offering certification programs to validate sustainability competencies.

Engagement:
Workshops and Events: Participation in events and workshops.
Resource Utilisation: Using educational materials and tools provided by SFI.
Accreditation: Enrolling in certification programs and courses.

What programme and non-programme activities will your organisation be carrying out?

Type of Intervention 2

Accredited Programs: Providing high-quality, accredited sustainability courses.
Standards Setting: Establishing new industry standards for sustainability education and practices.

Implementation Actions:

Platform Development: Creating a comprehensive online platform for courses, resources, and certification.
Accreditation Criteria: Establishing clear, rigorous criteria for sustainability accreditation.
Event Hosting: Organizing events, workshops, and conferences to promote sustainability.

What is the format of your intervention? Is it a workshop? A service? A product?

Channels 6

Online Presence: Website, social media, email marketing, and online advertising.
Events and Workshops: Conferences, seminars, and hands-on workshops.
Partnerships and Collaborations: Educational institutions, industry organisations, and corporate sponsors.
Direct Outreach: Direct mail / email and phone outreach.
Content and Resources: Blog, articles, and educational materials. eg HEA
Community Engagement: Forums, discussion groups, and networking events.

How are you reaching your users and customers?

Segments 1

Target Groups

Fashion Students: Seeking accredited sustainability courses and practical training.

Educators: Needing resources and tools for curriculum integration.

Industry Professionals: Looking for continuous education and certification in sustainability.

Beneficiary

Who benefits from your intervention?

Customer 4

Students
Access to a wide range of courses and certifications specifically focused on sustainable fashion practices, from materials and processes to ethical design and production.
Educators
Access to a range of educational materials, tools, and resources to integrate sustainability into existing curricula.
Industry Professionals
Access to the latest research, trends, and innovations in sustainable fashion.
Partner Organizations and Sponsors
Contribute to meaningful projects

Who are the people or organisations who will pay to address this issue?

Value Proposition 3

Impact

Long-Term Goals:

Improved Education: Integrate comprehensive sustainability principles into fashion education.

Industry Standards: Set new benchmarks for sustainability in the fashion industry.

User Value Proposition

Impact Measures

Educational Impact

Career Progression and Placement Rates

Reduction in Carbon Footprint

Adoption of Sustainable Materials and Practices

How will you show that you are creating social impact?

Customer Value Proposition 5

Empowering the Fashion Industry with Sustainable Practices through Cutting-Edge Education and Certification

SFI provides comprehensive, industry-leading education and certification in sustainable fashion practices, designed to equip students, educators, and industry professionals with the knowledge and skills necessary to drive positive environmental and social change in the fashion industry.

What do your customers want to get out of this initiative?

Cost Structure

Initial Setup Costs
Office Space and Equipment
Office Rent (Annual): £24,000
Office Equipment (Furniture, Computers, etc.): £10,000
Renovation and Setup Costs: £5,000

Website and Platform Development: £20,000
Software Licenses (CRM, LMS, etc.): £5,000
Legal and Administrative Costs
Legal Fees (Incorporation, Contracts, IP Protection): £3,000
Administrative Costs (Initial Registration, Certifications): £2,000

What are your biggest expenditure areas? How do they change as you scale up?

Surplus

Program Expansion and Enhancement
Technology and Infrastructure
Research and Development
Marketing and Outreach
Capacity Building:
Financial Reserves and Stability
Social Impact Initiatives

Where do you plan to invest your profits?

Revenue

Revenue Generation: Platform subscriptions, course fees, and accreditation charges
Online Courses: £200 per course
Workshops and Seminars: £150 per workshop
Membership Subscriptions (For Access to Resources and Networking): £100 per member annually
Accreditation Fees
Institutional Accreditation: £2,000 per institution
Individual Certification Fees: £150 per certification

Break down your revenue sources by %

Inspired by The Business Model Canvas

Jeanne N.

①
- transparency of skills & knowledge aquired.
- Employability → Quality stamp of education within sustainability
- For Companies to better understand

② Key audience
- Fashion proffesionals – retraining / ~~re~~upskilling new skills, graduates – quality of education
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③ entry point
- ~~what is~~ Membership stand alone or partnered with a Fashion council, certifications Higg index, B-Corp ....? Could it align with something established to ensure a framework for what it covers? Alternatively, throug ~~education~~, or completely seperate form the ground up – Website, ~~networks~~ net work,

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5 measuring change in shift in knowledge in the industry

5B Benefit — wider benefit

Reputation for the brand, mindset change in the industry levelling out the approach / competion — can't say we didn't know? Membership ensures that we do know.

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(6) long time change

↳ Creating a standard for the industry. Changing processes & approaches of businesses

standardising ~~what~~ / educating what sustainability means in the fashion industry & for people skills.

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(7) Enable it: You will need to ensure it covers what both businesses require but also push for change. I think it could make sense if it shows similarity with either auditing for sustainability (things institutions might view this quite differently — as well as job roles (design, SC, marketing, buying etc) will there be a one size fits all? Challenge to define the key elements.

LC

① Problem to be Solved –

Accreditation of threshold knowledge about sustainability

→ giving students a 'badge' enhancing employability

→ giving courses / institutions a 'badge' enhancing course credibility & appeal to students.

② Stakeholders. – change from the inside

→ Industry recognition + Academic institutions re syllabus.

→ Create demand / customer ⇒ future students.

③ KPI thoughts.

- Assume industry staff could sign up for accredited modules delivered by academic institutions leading to accreditation. "executive education" model
- Students could enrol on accredited UG/PG courses.
- University would pay SEFI membership + accreditation fees

→ CPJ model. → L5/L7 diploma awarded embedded into UG/PG curriculum.

④ Steps

1. Formation of SEFI → fundraising to form / invest in...
2. Promotion of benefits → recruitment of "founder" signatories.
3. Backed by recognised industry eg Pargaic or CSR?!
4. Monetisation?

⑤ Measurables

↳ Number of accreditations awarded.

↑ doesn't guarantee change only awareness & intention to change.

① Wider benefits

- brought leadership opps.

↳ win grant funding / synergies.

② Long term change – Goal.

Improved education in individuals working for brands leads to change from the inside out. Brand practices & purpose → business leaders of the future with accredited awareness of sustainability

&

Need to include continued to CBS. Ongoing fellowship / membership levels.

⇓

Need to "Chevron" years.

③ Enablers.

You need a teacher EE! Investment of time to provide, devise syllabus etc

FBS / LCF will support / provide (if I am keen!) → under CFE Govn?

↳ ~~exclusivity~~? for EE

Consider CFE → Dilys talked to?

Approach Shane re Patagonia? Actually bookers could help win EE?!

Approach re Palma Wool consultancy.

Assumptions → need to talk to brands to see if this is valued by them. Would it if not how does it make employability, students would it want it / how this.

↳ Provide institutions with competitive advantage to Procurement to courses.

Anthony.

1) BRANDS WANT TO DO GOOD & EMBRACE SUSTAINABILITY BUT JUST DON'T KNOW HOW.

2) ALL INDIVIDUALS IN BRANDS FROM FASHION TO FOOD & EVERYTHING INBETWEEN.

3) TWO FOLD PROMOTION FROM US TO FROM A BRONZE, SILVER & GOLD STANDARD

4) MASSIVE RE-EDUCATION, THERE IS HUGE IGNORANCE OUT THERE

5) - NUMBERS OF MEMBERS - MEMBERS WANTING TO PROMOTE THEIR MEMBERSHIP & BRANDS WANTING TO EMBRACE INVOLVEMENT & COLLABORATION
* I DO THINK IT SHOULD GIVE PEOPLE THE OPPORTUNITY TO VALUE LETTERS AFTER THEIR NAME IE BA HONS OR MA.

6) - INCREASE EMPLOYABILITY, BRANDS BEING SEEN IN A POSITIVE LIGHT, PARTIC WITH CONSUMERS - MARKETERS THE OPPORTUNITY TO PROMOTE INVOLVEMENT ↑ AN INDIVIDUALS "EXPERT" STATUS WITHIN A BRAND.

7) - LEADING TO A BETTER WORLD - BETTER KNOWLEDGE & UNDERSTANDING OF SUSTAINABILITY - PLUS CASADE THIS KNOWLEDGE DOWN TO THE WIDER CONSUMER TO ↑ BETTER APPRECIATION FOR SUSTAINABILITY.

8) BUYING IN FROM THE POWERS THAT BE
THE COURSES NEED TO BE TAILORED & BE LOOSE
- ENOUGH TO BE ABLE TO CATER TO DIFFERENT SECTORS IE, HOW SUSTAINABILITY CAN BE EMBRACED IN A BUILDING DEPT OR A FINANCE DEPT OR A MARKETING DEPT.
- BIG NAME BRANDS TO PROMOTE THEIR INVOLVEMENT.

CONTEXT
'sustainability' is a v. broad almost meaningless term students leave uni saying they are experts in sustainability but no one knows what this means + if it aligns to their expectations / needs.

KEY AUD / STAKEHOLDERS
- fashion employers - brands, design studios, manufacturers.
- industry collaborators - fash designers + in other fields who want to work w/ fashion.
- students
- courses - CLs, deans, unis.
  - music? industrial des? tech?

ENTRY
- networks + personal contacts
- endorsement from org like LCF + other sim bodies
  - fashion week?
  - unis?
  - think tanks?
  - research centres?
  - cultural centres
- collab w/ a similar org in diff field — does this exist?
- conversations - flexible - what do they need.
- grad fashion week?

get off ground:
- pilot course? - map + test - stakeholder + user / student feedback.
- clarity of offer - easily communicated - specifics.
- model of how it works. blueprint? process map?
- contacts, network, agreement + payment from decision makers.
- a team / board who will run + admin support.
- promotion so people actually care - so it's not meaningless.

Beki (2)

measureable effect

- clarity on sustainability somehow categorised + quantified. SDGs - a shareable model
- brands + customers using a well understood + defined definition of sustainability. - reduced greenwashing - words have to mean something.
- student employment rates / sustainably accredited brands +/ startups that you've accredited

wider benefits

- student community w/ like minded peers.
- UK manufacturing investment? (shorter supply chains etc.)
- closer links between graduates + unis.

long term change

- a no greenwashing. 'sustainability' replaced with widely understood terms + metrics
- sust. fashion being easier to do as students know, brands hire them, it's all mapped + communicated.
  + more common.
- students using their sustainability knowledge & staying in fashion.

how could they support evolving?

- give admin support, 'sales'
- help w/ mapping, analysis,
- give their brand names
- 'proof' it works (eg. CIM is known, has weight)

you are very new → need early adopters.

needs to have longevity - they need to believe it will still be around in 5+ years.

Needs to be more than a Future Learn / MOOC free course, seen as/or take seriously.

you need to be clearly offering something - framework can't just be a badge for anyone who asks.

Workload of doing the accreditation.

Jones

1. Sustainability is a vague / glamourised term but is increasingly growing in importance when making business decisions. This sets a benchmark of professionalism and a unified approach to tackling this problem
2. Junior employees of large firms looking to outsource based on career growth / passion. & Employers.
3. Online application / sponsored by employer / part time course for validation. Application may include submission of portfolio / essay to demonstrate merit.
4. Working closely with employers - so a familiar name on board ie partnership w/ ASAS. This will give prospective students validation that this can progress your career. because it is recognised by employers.
   Also partnership w/ manufacturers etc.
5. Persuasion into many large companies - vision - every fashion board member has at least 1 director who is SFI qualified.
   OR completion of SFI to complete grievance scheme
   OR each member of apply chain is SFI qualified employee / add paragraph of performance & financial report
6. Ethically principled employees take leadership roles and influence from inside corporations - like having an employed pressure group member. This is better than protests from the outside.

7. Strict definition of sustainability that employees have to sign off on to retain membership OR write commentary as to why this has not be obtained as signed off by sponsor i.e. boss of company departments.

8. Justify longlore benefits of SFI vs. department budget for subscription. ^ cost

This could be mitigated by branding SFI as indisposible to any 'green' company OR membership enables entire sponsor firm to get one free talk each year from sustainable lecturer that anyone can attend.

There needs to be some 'charge' attached to every whom may deter some people, but this will avoid 'greenwashing' by firms signing up.

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Student name and contact details:	Kelly Darcy
Hosting Institution:	University of Wales Trinity St David

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FAQ's
How much time will be involved? Approx. 1 Hour

Where will the research be conducted? In a comfortable venue near the researchers place of work.

What will happen to the information collected? It will be stored on a password protected device and used as a basis to apply thematic analysis to a Theory of Change Model.

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Consent

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	Agree	Not Agree
I agree ~~/do not agree~~ to the interview being taped.	✓	
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Name: A. MCGRATH

Signed: _____ ***Date:*** 21/4/22.

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Signed: [signature]

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Signed: [signature]

Date: 21/4 - 2022

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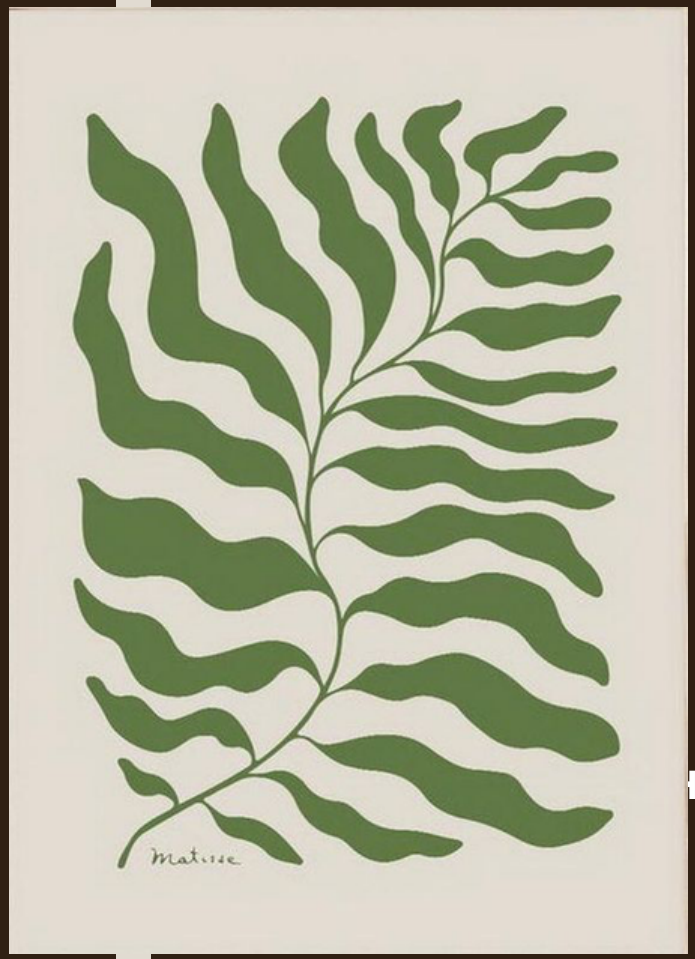
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	Agree	Not Agree
I agree/do not agree to the interview being taped.	✓	
My name can be mentioned in this research study	✓	
The name of the organisation I work for can be mentioned in this research study	✓	

I understand that I have the right to ask for the audio/video tape to be turned off at any time during the interview .I agree to participate in this study under the conditions set out in the Information Sheet.

Name: JAMES WATSON-LEE

Signed: James Lee ***Date:*** 2/04/2022



SUSTAINABLE FASHION INSTITUTE

BRIEF 2

TEAM 2

WHO ARE WE?

SUSTAINABLE FASHION INSTITUTE

A FASHION PROFESSIONALS MEMBERSHIP BODY THAT ACTS AS A FORCE FOR PLANETARY GOOD.

VISION

TO TRANSFORM THE WHOLE FASHION SYSTEM WITH RAISED STANDARDS & STANDARDISED BENCHMARKS FOR FASHION SUSTAINABILITY PRACTICES IN CIRCULARITY, REDISTRIBUTION, REGENERATION AND DECOLONISATION.

MISSION

THE SFI CONNECTS AND SUPPORTS FASHION PROFESSIONALS THAT RESPECT THE PLANET'S INHABITANTS, BOUNDARIES AND NEEDS, WHILST STILL ENABLING THE EXPRESSION OF CREATIVITY THROUGH THE MEDIUM OF FASHION.

VALUES

CREDIBILITY & INTEGRITY

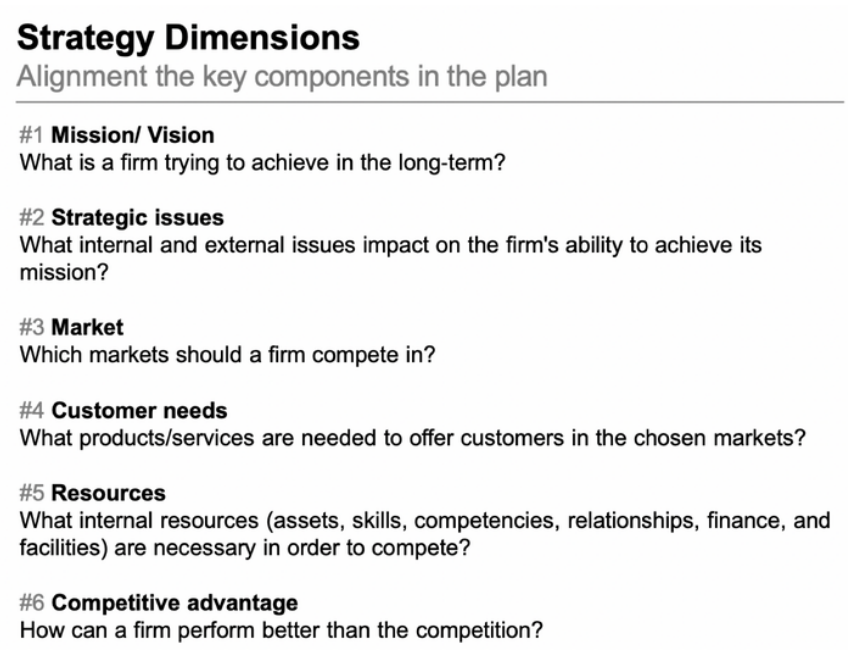
HONESTY & TRANSPARENCY

CREATIVITY & COLLABORATION

INNOVATION & SYSTEMIC SOLUTIONS

VALUES

STRATEGIC DIMENSIONS



OBJECTIVE -

MISSION/ VISION

Create a membership program that acts as a standardised benchmark for sustainable fashion, and create an accreditation system for sustainable experts or growing experts

STRATEGIC ISSUE

Creating and profit from an organisation created with a strong purpose is a challenge due to already existing government run associations, large amount novelty in the market.
Strong presence of greenwashing and inaccurate propaganda about sustainable practices
Difficulty in creating a community around something as multi-layered as fashion sustainability.
Slow growths and budgetary restrictions.

MARKET

Present in the fashion industry ranging from professionals to experts to students as we as people who are just interested in the cause.
Sustainability can be present in all aspects of the fashion industry and can take forms i several ways.

CUSTOMER NEEDS

Need to have a space for fashion professionals to to standardise their knowledge and goals for sustainability. Create a standing ground for people to look into in order to see where to start and how to adapt to sustainable fashion.
Create a way for profetionals to be marketed as sustainable experts or growing expert in order to show the need for change in the fashion industry

RESSOURCES

Creating a membership programme relies heavily on the assets gained u joining it, the honorary member the fluidity of the membership .
NEED - Sponsors, Partners, A Board, etc....

COMPETIVE ADVANTAGES
Accreditation and standardisation

BRANDING

LOGOS

COMPETITORS/FIELD LOGOS













LOGO TYPES

- Name and letter mark logos
- Clear bold and recognisable

or

- Sleek and sign/vignette centric

IMPORTANT

NAME IN THE LOGO
LOUD OR NEUTRUAL COLORS
GEOMETRIC
ADAPTABLE

OUR LOGOS



BOLD



RECOGNIZABLE



MINIMAL

BOLD
BOLD

SUSTAINABLE
FASHION INSTITUTE

OUR IDEA -

Something clear and bold,
Name centric since our program is young in order to stay recognisable.

Sustainable is in bigger wititng since it is our core value

Fashion is highlighted since it is the insitution that bring the institute all together.



Black and White - Competitors analysis showed logos work better in clear block colors that can be changed, adapted and are visible on multiple backgrounds

FONTS

OPEN SANS LIGHT - minimal, clear and caps lock, not bold, not agressive

MINIMAL

MINIMAL

SUSTAINABLE FASHION INSTITUTE

OUR IDEA -

Make something recognisable and clear.
Bold and sleeak that does not take away from our message. The logo is hear to present the band but not illusitrate the message .

Monogram logos or letter-marks are logos that consist of letters, usually brand initials - Memorable, easy to abbreviate.

SFI

SFI

BLACK AND WHITE
Clear, recongnizable, sleek,

FONTS

MONTSERRAT

- Sleak and bold
- Adaptable to vignette

RECONGIZABLE

RECONGIZABLE

SUSTAINABLE
FASHION
INSTITUTE

OUR IDEA -

Illustrate the key values of the brand through vignette - The logo includes aspects or unity (the world), Sustainability (leaf), Fashion (The needle)

Goal - A pictorial mark (sometimes called brand mark or logo symbol) is an icon—or graphic-based logo. It's probably the image that comes to mind when you think "logo"





BLACK AND BEIGE
Clear, recongnizable, sleek, soft, earth, tones

FONTS

OPEN SANS LIGHT
- Minimal - not take away from the picture mark which.
Bold capilization - push the idea of abriviation

MORE LOGOS

Sleek and elegant





Image centric





Letter/Bold





SUSTAINABLE FASHION INSTITUTE

Hi everyone! Here's a little questionnaire so that we can all be a little more clear about the direction for the presentation tomorrow :) Pls feel free to add anything options or questions !
:)

Your preferred logo :)

- logo 1



- Logo 2



- Logo 3



- Logo 4



- Logo 5



- Logo 6



- Other...

Name ideas other than SFI

- Institute for fashion and sustainability
- Ethical Fashion Institute
- Sustainable Institute for fashion
- Other...

Fonts for the presentation

- Option 1: Gatwick Bold
- Option 2: Kollektif
- Option 3: Times Neue Roman
- Option 4: Helveticish
- Option 5: Barlow SemiCondensed B

https://docs.google.com/forms/d/e/1FAIpQLSdFMfUzIwV6FH1LUM3F17g_2FF1YNC9Qe-R-gsf5WZVgiCH1Q/viewform

MISSION
SFA's mission is to prepare and equip apparel professionals with the knowledge and tools they need to embark on meaningful sustainable journeys while growing their businesses. Equipping leaders with the knowledge and tools needed to strengthen their businesses and transform the industry

PARTNERSHIPS
- The Swedish textile initiative for climate action
- H & M Group (Developed the H&M Fundamentals course)
- Eco Textile News
- Laudes Foundation, The Rylander Foundation, Tencel

MEMBERSHIP STRUCTURE
Not so much a membership programme than a programme/course business can adapt and follow
Clientele: H&M, Inditex, Kappa, Haglöfs, Peak Performance, byMilou, Circular Fashion Russia, etc

BRANDING & CAMPAIGNS
- Bold red colour
- Famous podcast: Big Closets small planet by Michael Schragger
- Swedish Textile Initiative for Climate Action
- SFA Learning & Innovation Network: 2022

CONSUMER EXPERIENCE
- No presence on social media platforms like instagram or facebook
- Website is easily navigational.
- Too many tabs describing the about section.
- Campaigns are not sufficiently highlighted on their webpage

COMPETITORS
COMPETITORS

SUSTAINABLE FASHION ACADEMY

SUSTAINABLE FASHION ACADEMY

COMPETITORS

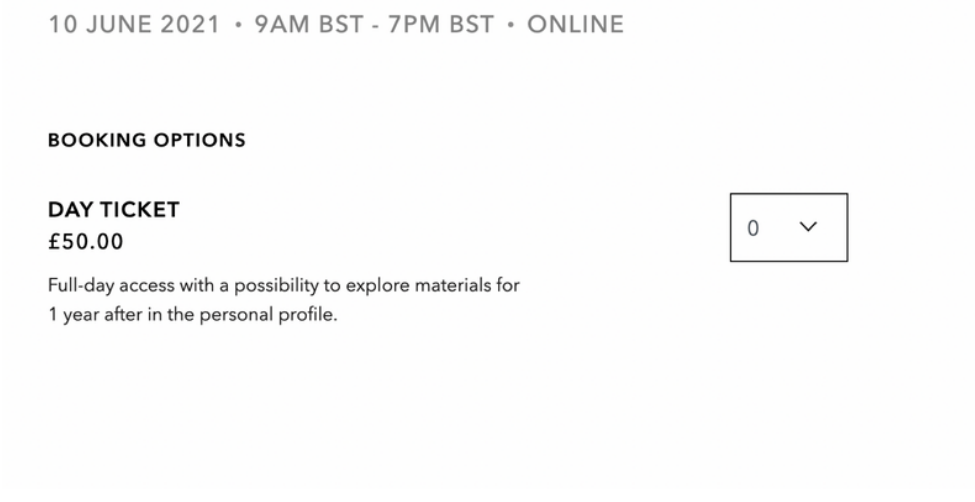
COMPETITORS

INSTITUTE FOR POSITIVE FASHION

The Institute of Positive Fashion (IPF) helps the British Fashion Industry lead in the goal to be more resilient and circular through global collaboration and local action.

Leveraging global expertise and resources we will adopt standards, develop and establish frameworks, to reset and create a new blueprint for the industry. Through identifying common challenges we will call for collective action and investment in innovation to make a difference. We want to bring our industry in tune with the needs of the planet by taking an holistic approach across environment, people, community & craftsmanship.

Established by the British Fashion Council, led by a steering committee of industry experts, supported by advisory groups comprising industry, government and academia.



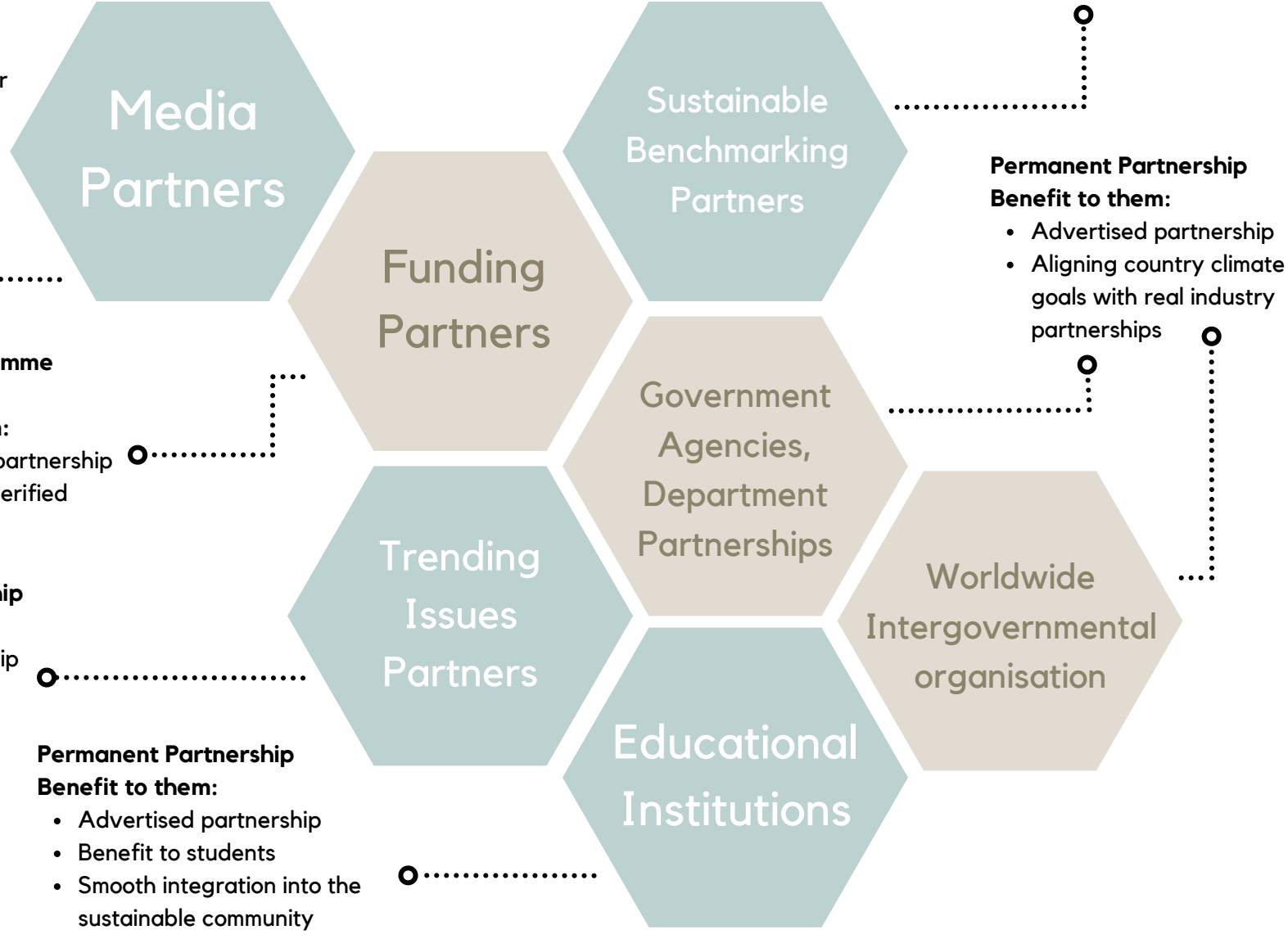
POSITIVE FASHION INSTITUTE OF POSITIVE FASHION

PARTNERSHIPS

PARTNERSHIPS

Permanent Partnership
Benefit to them:
- Advertised partnership
- Wider audience
- Smooth integration into the sustainable community

Permanent partnership
Benefit to them:
- First Media coverage for all our events & campaigns
- Advertised partnership



Permanent Partnership
Benefit to them:
- Advertised partnership
- Aligning country climate goals with real industry partnerships

Specific Programme Partnership
Benefit to them:
- Advertised partnership
- Funding to verified members

Specific Issue Partnership
Benefit to them:
- Advertised partnership
- Wider outreach
- Niche platform

Permanent Partnership
Benefit to them:
- Advertised partnership
- Benefit to students
- Smooth integration into the sustainable community

ALIGNING THE 3 YEAR PLAN WITH PARTNERSHIPS

YEAR 1

- Trending Issues partners
- Tying up with educational institutions
- Garnering Funding partners

MAIN AIM:

Gain popularity by targeting trending issues. Funding for nascent growth.

YEAR 2

- Media partners
- Collaborating with sustainable benchmarking partners to increase scope of offerings

MAIN AIM:

Expanding outreach and creating a strong media standing. Upgrading service offered

YEAR 3 Onwards

- Search spreads to potential government agencies tie-ups
- Organisations like WWF, Unicef, Peta, Wrap, UN, etc can be targeted for building global trust in SFI.

MAIN AIM:

Going global. Verification of authenticity and trust by established bodies in the relevant subjects.

PARTNERSHIPS

PARTNERSHIPS

EDUCATIONAL PARTNERS

ual: university of the arts london

fashion business school

CONDÉ NAST COLLEGE of FASHION & DESIGN

- Create loyalty with future fashion professionals

- More outreach

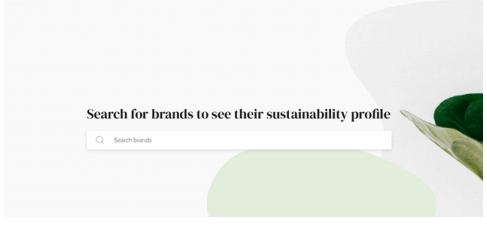
- Sense of community

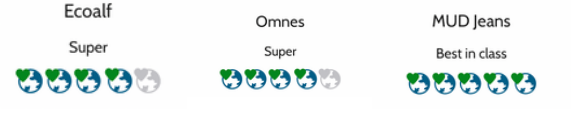
POTENTIAL PARTNERSHIPS

Promoting thier initiative by SFI and them conducting workshops and tutorials about best practices for our members

Finsu Beta
Find Sustainability

RATING/EVALUATING THE SUSTAINABILITY OF BRAND.





Fashion for Good - Innovation Platform –connect those working on sustainable innovation with brands, retailers and funders to bring new ideas and technologies from niche to norm.

FASHION FOR GOOD

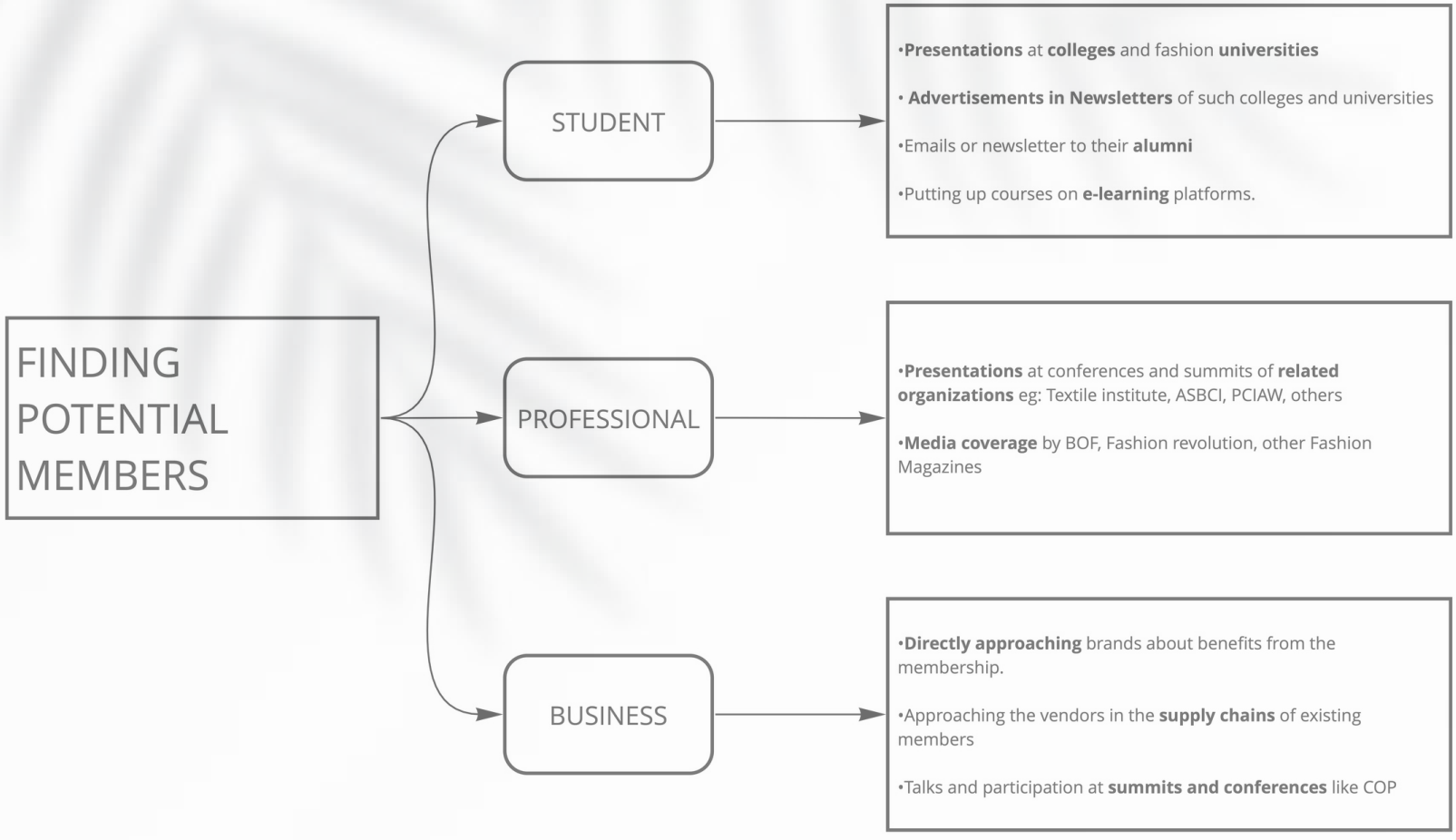
fiberlab

FIBERLAB - Create hyper localised fashion communities and provide consultancy services. The core purpose is to recycle fabrics in a new way.

H&M Group

The Circular Innovation Lab (CIL) co-funds proof of concept project to test and evaluate technologies' suitability for the H&M Group. They always have around 10 to 15 projects on the go at one time, all at different stages of development.

CONSUMER REACH



Association with SFI would lend Students/ Professionals/ business with a **unique identification mark** (on their LinkedIn and Website) which displays their proficiency in sustainable practices.

SOCIAL MEDIA REACH

SOCIAL MEDIA REACH

Social Media Channels

Meta

clubhouse

CONTENT

- Articles
- Links to blogs and talks
- Introduction of our members. Discussing their major achievements in the sustainability sector.
- Interesting student work
- Coverage of global conferences and events on sustainability practices (eg. COP26)
- Selecting relevant bloggers to collaborate with.

Podcast

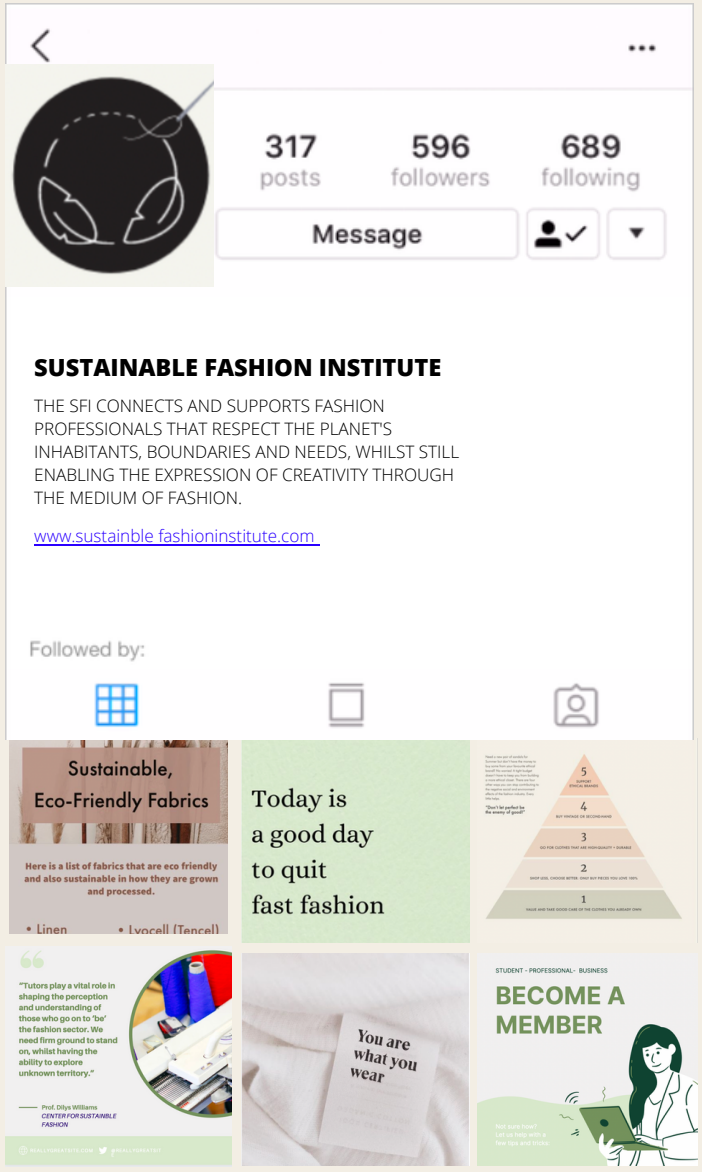
Fashion

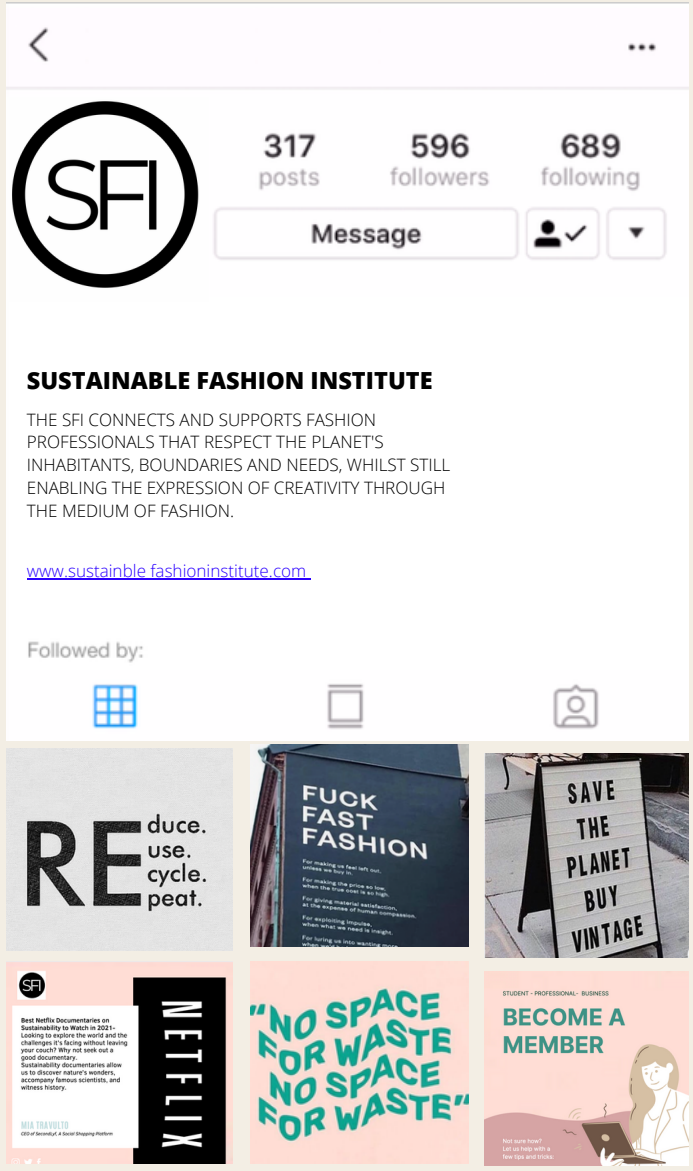


Environment



INSTAGRAM
INSTAGRAM





CREATE A COMUNITY

-Share information about our honorry members

-Share works from students

- Link articles

- General information
- Tied together with relevant picture and messages to make the page more welcoming

WEBSITE MOODBOARD

WEBSITE MOODBOARD

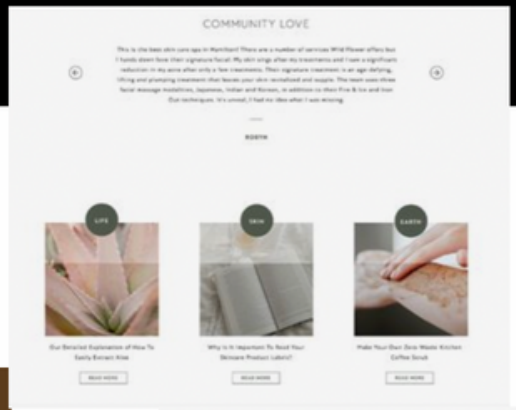
TABS

- Home
- Membership
- Qualification
- Training
- Partnerships
- Event
-Publications

SFI SUSTAINABLE FASHION INSTITUTE

ABOUT US | MEMBERSHIPS | CONTACT | KellyD | SIGN OUT





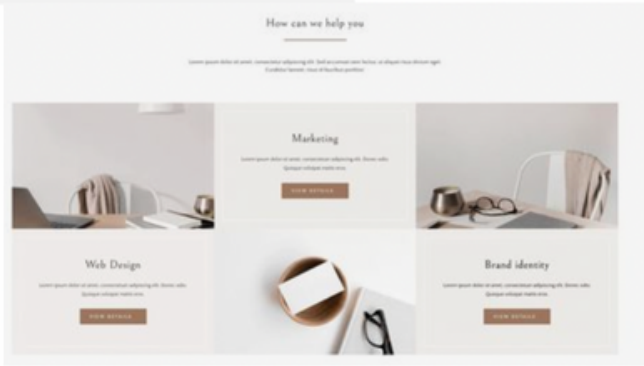
FONTS
FONTS
FONTS

HEADLINE

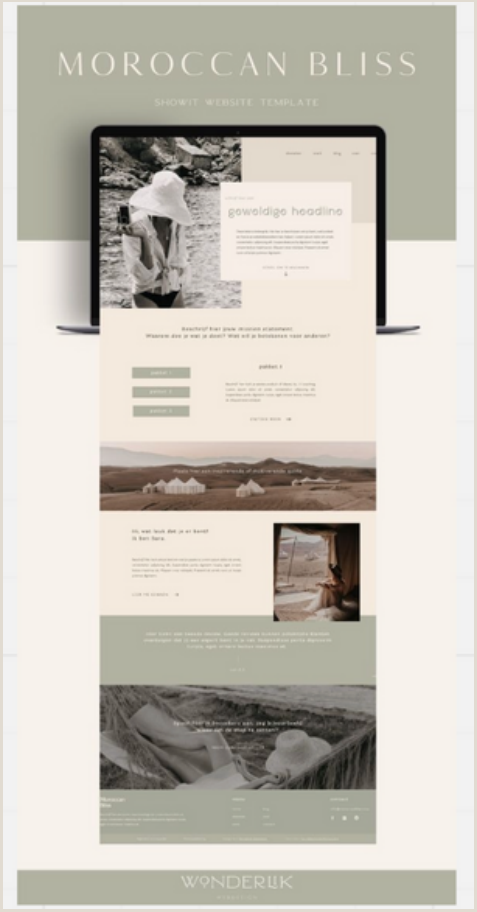
SUBHEAD

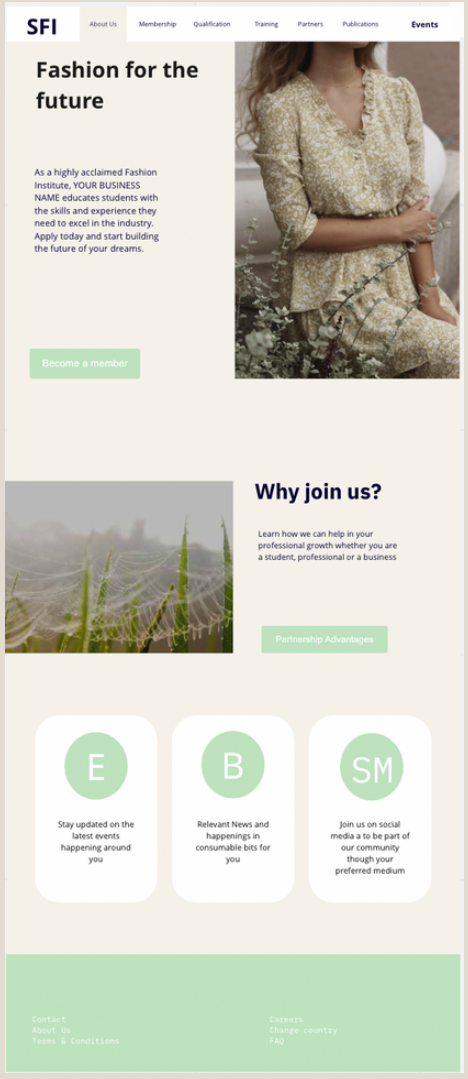
In by an appetite no humoured returned informed. Possession so comparison inquietude he he conviction no decisively. Marianne jointure attended she hastened surprise but she. Ever lady son yet you very paid form away. He advantage of exquisite resolving if on tolerably. Become sister on in garden it barton waited on.

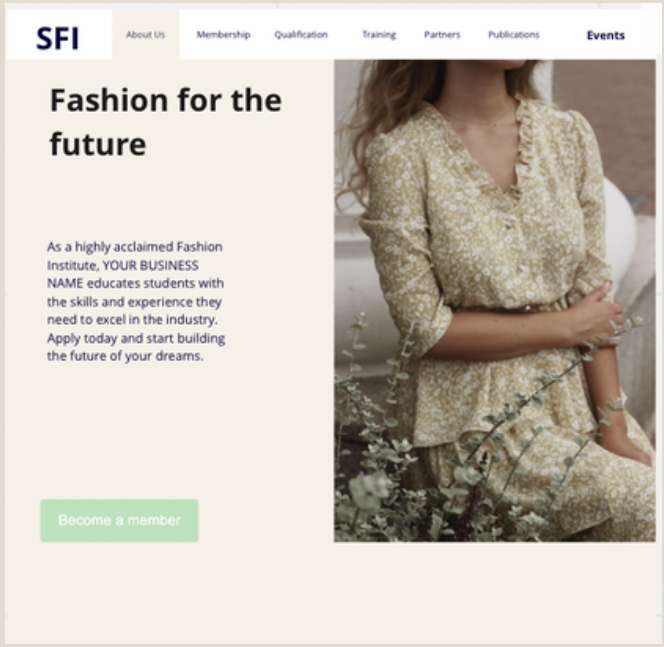
READ MORE

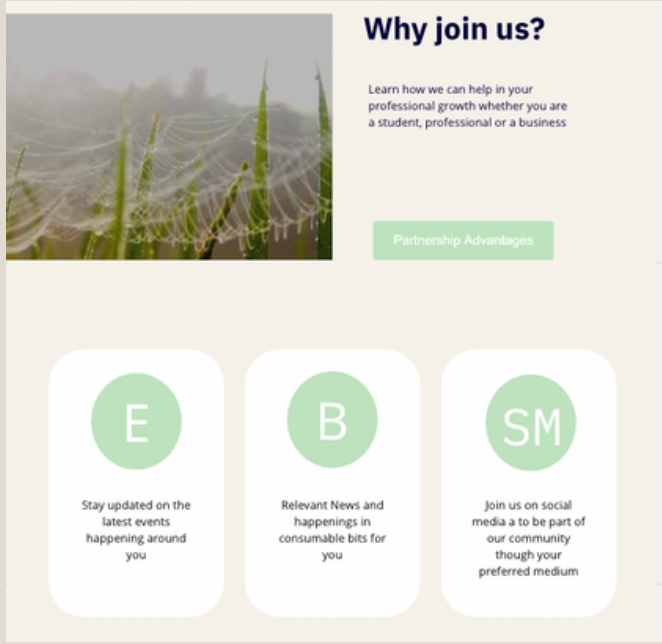


MOCK UP

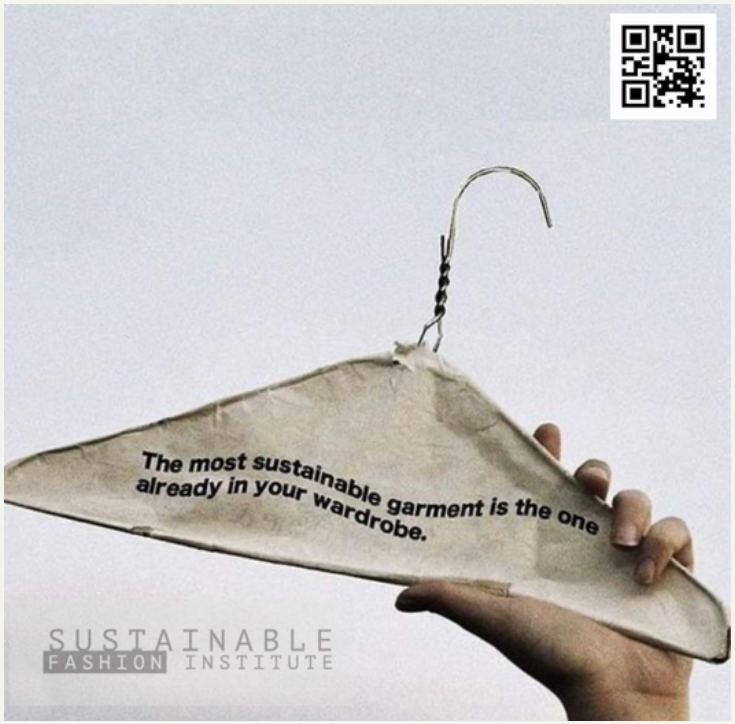

MOROCCAN BLISS
SHOWIT WEBSITE TEMPLATE
gewoldige headline
WONDERLIK


SFI
About Us
Membership
Qualification
Training
Partners
Publications
Events
Fashion for the future
As a highly acclaimed Fashion Institute, YOUR BUSINESS NAME educates students with the skills and experience they need to excel in the industry. Apply today and start building the future of your dreams.
Become a member
Why join us?
Learn how we can help in your professional growth whether you are a student, professional or a business
Partnership Advantages
E
Stay updated on the latest events happening around you
B
Relevant News and happenings in consumable bits for you
SM
Join us on social media a to be part of our community though your preferred medium
Contact
About Us
Terms & Conditions
Careers
Change country
FAQ


SFI
About Us
Membership
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Partners
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Partnership Advantages
E
Stay updated on the latest events happening around you
B
Relevant News and happenings in consumable bits for you
SM
Join us on social media a to be part of our community though your preferred medium

CAMPAIGNS







IDEA - Create vague imagery with sticking images and wordings to intrigue people in scanning the QR code Leads- the the website - filled with information on the memberships (e.g pieces, purpose, main ideas etc...)

GOAL/TARGET - This would be a great way to get the general public in forms of posters, flyers, online ads - target younger consumers, posting the posters in schools that would have student that could participate in the memberships

CAMPAIGNS
CAMPAIGNS







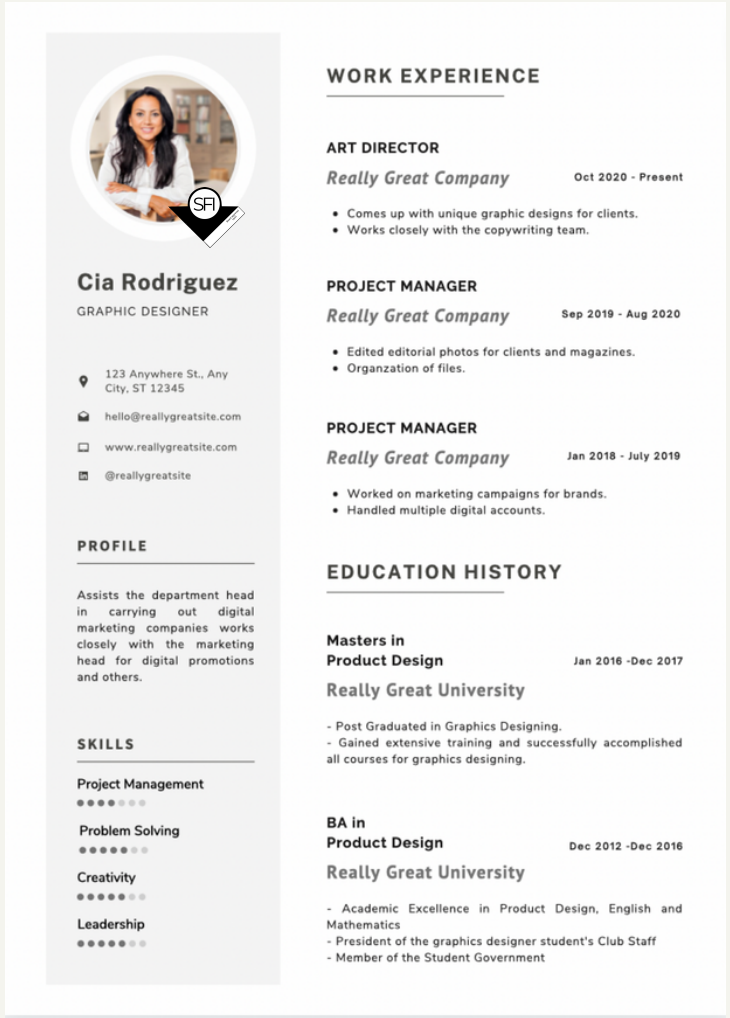
USP - UNIQUE SELLING POINT

ACCREDITATION
ACCREDITATION

PROMOTE THE "CHECK MARK"

This certification stamp is a way for professionals or business to show to customers, employers etc that that are a board approved certified member of the sustainable fashion institute which show they are know fir their standardised practices in fashion sustainability and references them as a expert and asset in sustainable development.

USE - CV's, Company websites, product labels etc...



Cia Rodriguez
GRAPHIC DESIGNER

123 Anywhere St., Any City, ST 12345
hello@reallygreatsite.com
www.reallygreatsite.com
@reallygreatsite

PROFILE

Assists the department head in carrying out digital marketing companies works closely with the marketing head for digital promotions and others.

SKILLS

Project Management
Problem Solving
Creativity
Leadership

WORK EXPERIENCE

ART DIRECTOR
Really Great Company Oct 2020 - Present
- Comes up with unique graphic designs for clients.
- Works closely with the copywriting team.

PROJECT MANAGER
Really Great Company Sep 2019 - Aug 2020
- Edited editorial photos for clients and magazines.
- Organzation of files.

PROJECT MANAGER
Really Great Company Jan 2018 - July 2019
- Worked on marketing campaigns for brands.
- Handled multiple digital accounts.

EDUCATION HISTORY

Masters in Product Design Jan 2016 -Dec 2017
Really Great University
- Post Graduated in Graphics Designing.
- Gained extensive training and successfully accomplished all courses for graphics designing.

BA in Product Design Dec 2012 -Dec 2016
Really Great University
- Academic Excellence in Product Design, English and Mathematics
- President of the graphics designer student's Club Staff
- Member of the Student Government

GLOBAL 1/2 YEAR PLAN

RESEARCH AND SET A GOAL

The first step in creating a three-year plan for growing membership is to research the overall size of the market and to set a goal :

Partner with schools - get student memberships flowing
Get sponsored by brands and other programs
Recruit honnorary members - become more respected
Survey members - Understand their needs

ENHANCE RECRUITMENT AND RETENTION EFFORTS

Push our consumer journey - have more events and attributes for members, once our name is more recongnizable we can put member benfits as a priority - Mouth to mouth

EXPEND SENSE OF COMMUNITY

Once our message and key values are well established and shared with our members we need to push the benefits of being part of out community.
Recognisable messaging, (check mark), value in the industry etc..

THANK YOU

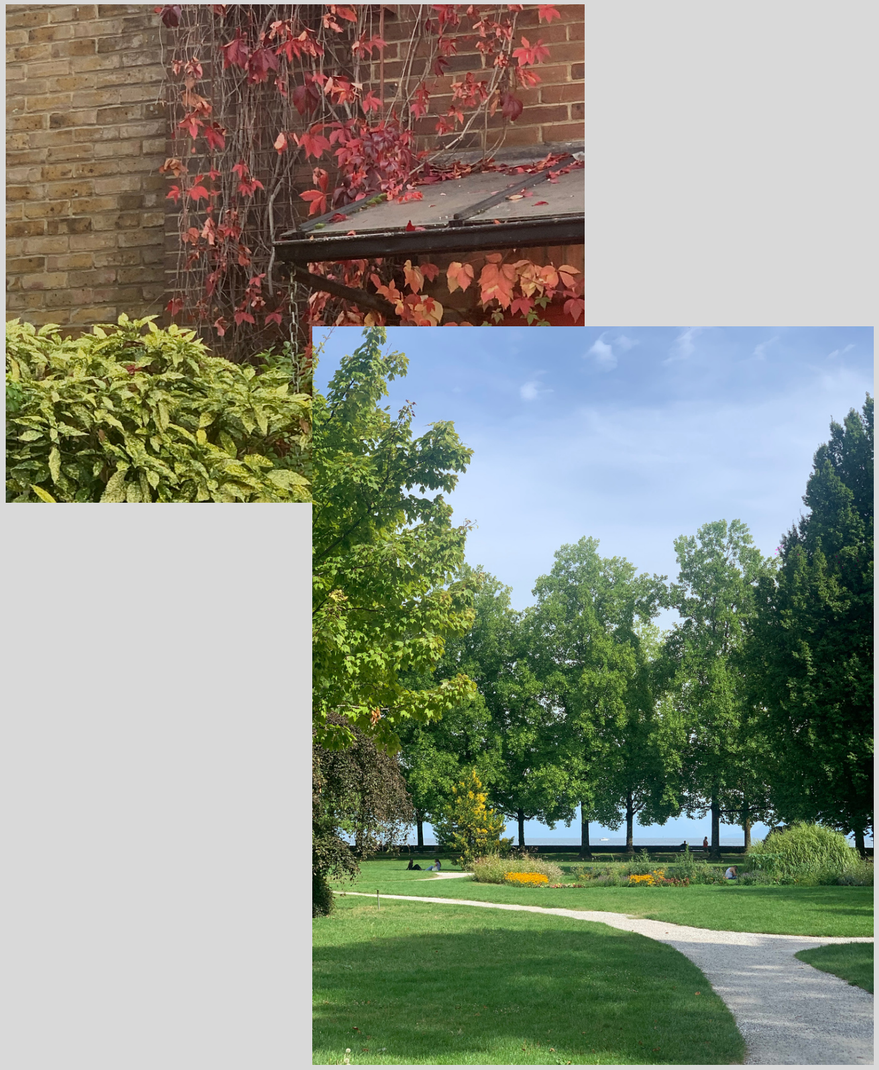


BRAND GUIDELINES

Conscious Fashion Network

WELCOME

Welcome to the Conscious Fashion Network guidelines. This document contains all you need to know about how our forum operates, ensuring its principles, vision & visual identity remains consistent throughout. Using our network correctly is extremely important to us, so we ask that the guide is always referred to and adhered to. We hope you enjoy getting to know CFN better.



BRAND STRATEGY

Our forum is more than our name or our logo. It’s the sum total of everything we say and do. At Conscious Fashion Network, we set and achieve ambitious goals. Our guidelines have been designed to ensure consistency within our system, helping to create strong, recognisable, and innovative communications. The following pages demonstrate the flexibility within the identity and should be used to inspire and motivate creative expression.

Brand STRATEGY

THE STORY

Our brand is more than our name or our logo. We believe that in this decisive decade there is no time to waste. For the fashion industry to meet its commitments and halve emissions by 2030 things need to start to change fast.

MISSION STATEMENT

Our supportive network is designed to provide you with mentorship, advice and skills that mean you really can make a difference.
An accessible forum that shares best practice, connects you to other sustainability organisations, campaigns for change and training resources.

HONESTY & INTEGRITY

We aim to accelerate change by building an inclusive multidisciplinary fashion community committed to working together and supporting each other to challenge the existing fashion paradigm.

OUR BELIEFS

To be a premier brand passionately known for its voice, service, and promoting sustainable fashion to the world with our identity, dreams, and values.

VISION STATEMENT

We are a membership orientated body focusing on creating awareness, building community, facilitating collaborations for the systemic changes needed to bring sustainable changes in the fashion industry.

PASSION & LEARNING

Driving change through inclusivity, open to anyone in the fashion community who's interested in sustainability and wants to be part of creating a sustainable future.
We believe that by uniting people we can forge alliances, exchange knowledge and build solutions to the climate crisis, and create an environment where we and the planet can thrive.

LOGO

The single most identifiable element of our identity is our logo. Consistent use of our logo is key to retaining brand strength through immediate recognition of who we are and what we stand for as a brand.

Logo

MASTER LOGO

Our logo is simple, clean, and stylish. It represents a conscious fashion system with a softer greener sustainable side. The logo is available for use in charcoal, white in all instances where the logo is used on its own. Overall style - modern and professional.



CONSCIOUS FASHION NETWORK

Logo MISUSE

Few rules are necessary for maintaining the integrity of the brand. Any changes to our logo can diminish our values and the overall look of our brand. The examples shown here are some specific “do not” for our logo. Please do not compromise the overall look of the logo by rotating, skewing, or distorting in any way - that includes adding unnecessary and unattractive text, decorative elements, shadows, and outlines.



Do not alter the logo’s colors in any way.



Do not lock up text to the logo.



Do not add elements or shadows.



Do not alter the logo’s shape in any way.

COLOUR

Our forum is underpinned with a colour palette designed to be fresh, modern and distinctive and also in relation to London city as it was born here. Different combinations of colour can dramatically change the tone and appearance of a document so it is important to consider how they work together. To help achieve greater brand recognition it is important that our colour palette is applied consistently.

Palette

BRAND COLOURS



Colours of London - Regents Park, Westminster

TYPOGRAPHY

Typography is a powerful brand tool when used consistently. This set of fonts best represents the minimal and elegant feel of the brand and should be used across all print and web applications. Brown Sugar & Alta Light are our core fonts and Belleza is our corporate typeface, it should be used in all body text where typography is required. It is a simple, clean, and legible typeface that compliments our logo.

Brown Sugar & Alta Light is our brand typeface, it should be used in all instances where typography is required. Typography shouldn’t be overlooked as a key element within our toolkit. It is important to adhere to the leading, tracking, and text arrangement specified in this document to achieve brand consistency throughout.

BROWN SUGAR

A

ALTA LIGHT

A

BELLEZA

A

THANK YOU

CONSCIOUSFASHIONNETWORK@GMAIL.COM

CONSCIOUSFASHIONNETWORK

Consultancy 3

Membership Type	Fees (Per Year)	Requirements / Information	Access to resources
Student	£15	Must be studying a BA or MA in a sustainable design field. Proof of academic study is required.	Limited
Academics/Analysts/ Researchers	£70	Must be completing a PhD/ or have a role as a researcher at an established sustainable design research facility. Practitioners with published works or journals will be considered. Proof of academic achievements or publishing must be required.	All
Beginner	£100	A person who wants to learn more about sustainability in fashion, doesn't matter their background, they could be young professionals in the fashion field, workers from other fields...	Limited
Honorary/Ambassadors	Fee Waived	For example someone who has done a great amount of work within sustainability such as Stella McCartney. The membership is “Awarded” to them at no cost - if they are willing to accept. Invite only.	All
Corporate	A- £500 B- £ 800 C- £ 1000	Allows a fashion company up to 5 members of staff to attend events run by the SFI. This can be used as the companies CPD (continued professional development) as they can relay the information back to the workplace to create a more sustainable environment. A- Companies with a yearly turnover of less than 15 Million EUR B -Companies with a yearly turnover between 15 Million EUR and 100 Million EUR C- Companies with a yearly turnover of more than 100 Million EUR	All
Sponsor	Contribution	Contribution fee = “investment”. This is where the institute will gain most of it’s funding, will allow investors exclusive access to events, credit given where due etc. Investors must apply, pitch and be interviewed.	All

Questions/Doubts:

- Possibility of purchasing only the CPD?
  - CFR wants their courses to be free
- Minimum contribution for the investors?
- Honorary/Ambassadors free to them if they agree to contribute to the organization (talks...)

Budget

First year income - Assumptions

	Price of subscription	Amount of subscritions	Revenue
Student	15	50	£ 65,00
Academic	70	10	£ 700,00
Begginer	100	5	£ 500,00
Corporate	500	1	£ 500,00
Investor	800	1	£ 800,00
			£ 2.565,00

*Funding?

First year costs

Opening event - around 1000

Website - around 200

Developing CPD content - around 200

Workshop 500

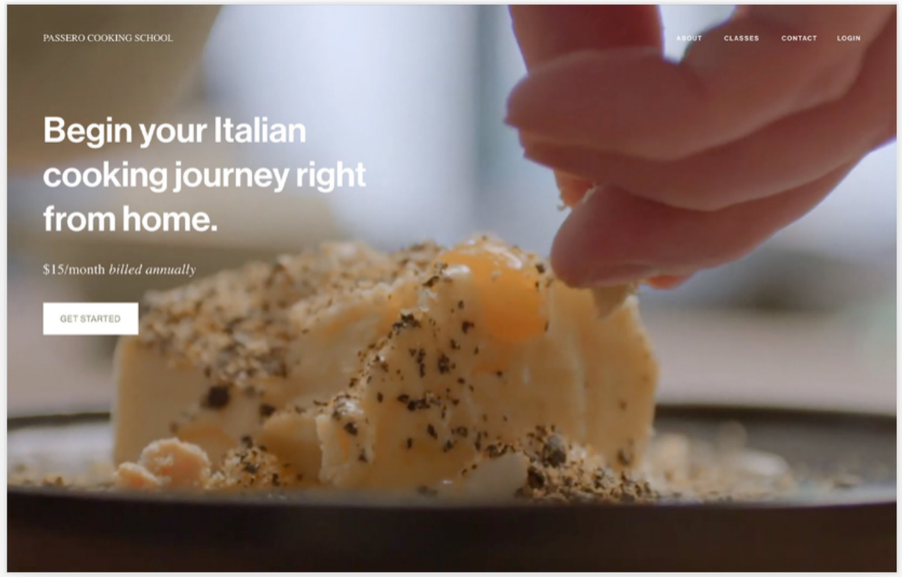
Workshop

Workshops would be a wonderful way to engage with members and welcome more people to our community. All of the workshops that were previously proposed are accessible to be undertaken in London with a variety of artists. We can work with them in accordance with budgets.

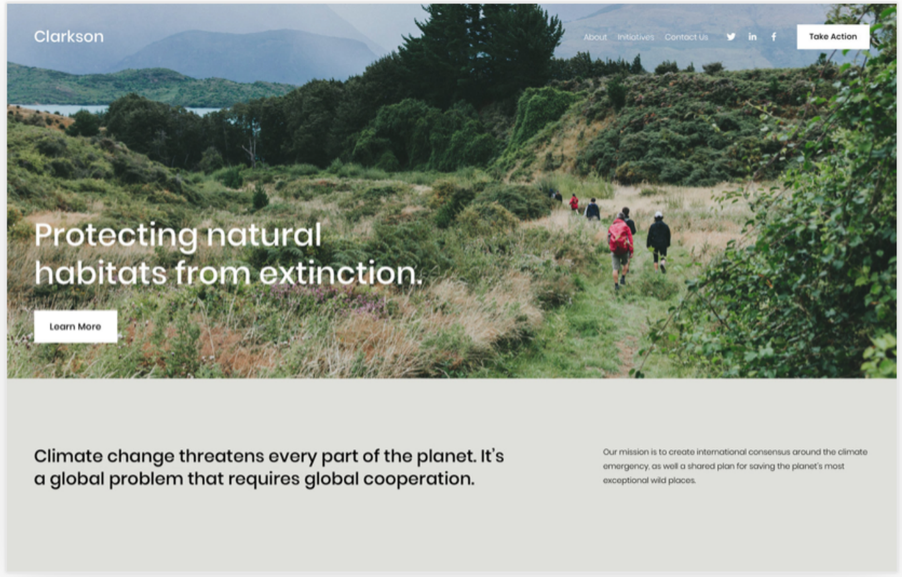
Some of the venues and artists whose names are listed below are responsible for leading most of these workshops.

Craft Courses, Class Bento, Meanwood Community Centre, FC Designer workspace, The Remakery, The Albatross, The Art House, Revive, Mala Siamptani, Re-considered, London Guild of Weavers.

Website creation



PASSERO



CLARKSON

The website will undergo a building phase before it is shared and published .
We will use Squarespace, the month trial is free, and the domain name is free for one year.
In order to start it we have to be sure about the name, to appose it to the website and secure the domain name.

Website pages will include :

- Front-page with news
- Newsletter subscription
- Membership subscription and member areas
- Online classes
- Workshop, lectures and event schedule and sign up
- Contact
- About Us
- Discussion page to share projects or ask questions

Deciding on a colour way

Collectively through the team voting on the Collaborative Challenge group chat we decided to go with this colour way out of personal preference.

It depicts the colours of London at Autumn time which provides a playful yet mature group of colours that represent the membership fairly.

The greens provide the essential colours that people would associate with the environment and the pinks/browns with a more human aspect.

Now that we have chosen the colours, the website building will be much easier.



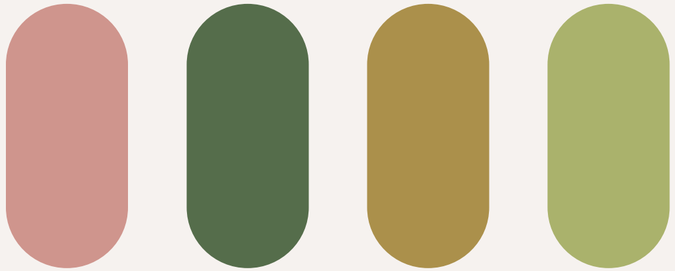
Colours of London - Regents Park, Westminster

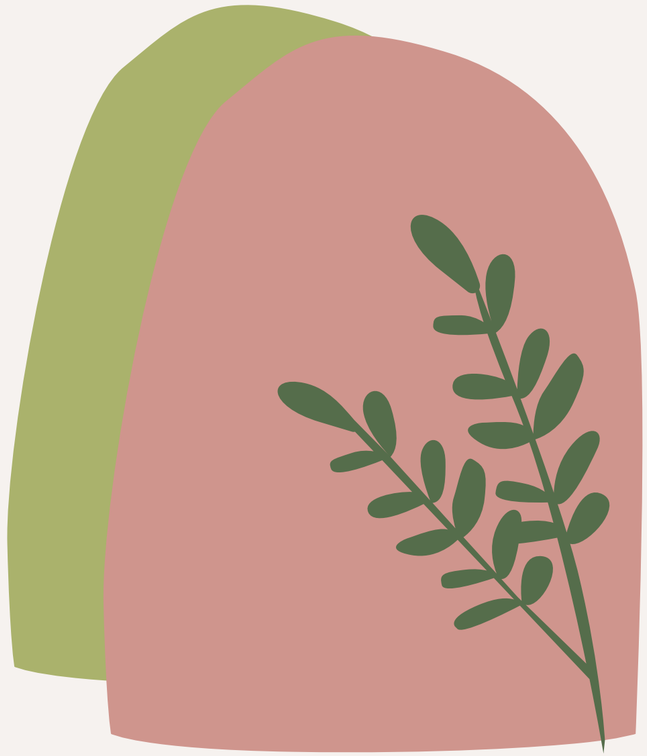
Website Building

Selecting the template and the color code

We made a pre-selection of 10 templates matching the project.
We need to select the final template.

The color code has been selected. It is the same as the one on this presentation. The 4 dominant colors are these ones :





Website templates to consult :

https://uk.squarespace.com/templates/almar-fluid-demo

https://uk.squarespace.com/templates/myhra-fluid-demo

https://uk.squarespace.com/templates/growwell-fluid-demo

https://uk.squarespace.com/templates/comet-fluid-demo

https://uk.squarespace.com/templates/passero-fluid-demo

https://uk.squarespace.com/templates/clarkson-fluid-demo

https://uk.squarespace.com/templates/lusaka-fluid-demo

https://uk.squarespace.com/templates/roseti-fluid-demo

Possible Logo ideas

Please note that the final membership name is not yet finalised and these are mocked up based on the current most popular name - Conscious Fashion Network.





Serif Fonts







Sans Serif Fonts

Events

The Royal College of Surgeons
The View

RCS has a 'Sustainability in Surgery Strategy' which outlines how they plan to embed financial, environmental and social sustainability with ethical purchasing into everything they do.
The View is one of the newest sustainable venues to open in 2021. Expect seasonal menus from Searcy's, which celebrate the best of British and sustainable produce, along with expertly crafted wine and champagne lists



Searcy's at The Gherkin

The most unusual, and sustainable building in the UK. Sustainable innovations in the building include a reduced wind load, and a cooling system within that draws air through panels in the façade. These have been made possible by the building’s sleek aerodynamic profile. Subsequently the Gherkin uses half as much energy as other comparable office buildings, with abundant natural light also a major feature.



Infos

The event will be for those who have a membership type of the following : Sponsor - Corporate - Honorary/Ambassadors - Beginner
The cost to join will depend on type of event and membership type (eg. Honorary/Ambassadors free if RSVP)
Events will be held mainly in London (central area) once a month with a 3 weeks notice) for events held outside London a 4 weeks notice will be given

Event agenda CFN

Friday 6:30-9:30

6:30-6:45 Welcome & Introduction
6:45-7:15 Guest speaker
7:15 -7:30 Insight on workshops
7:30-7:45 Q&A
7:45-8:00 Conclusion and Closing remarks
8:00-9:00 Networking cocktails

Website for networking/ interactive engagement



Profile
Name - Surname

Calendar

Workshops

Events

Messages

Post your ideas :

It can be a projects idea, a question a photo...
Anything that you want to share with other

- A mix of Facebook and Linkedin Profile for every member of the network
- Knowledge exchange and more sense of community

News Feed



Next steps

Student questionnaire

Instagram

Website: Creation and launch

Corporation name

CPD - do we use CSF and others or create our own?

Opening event?

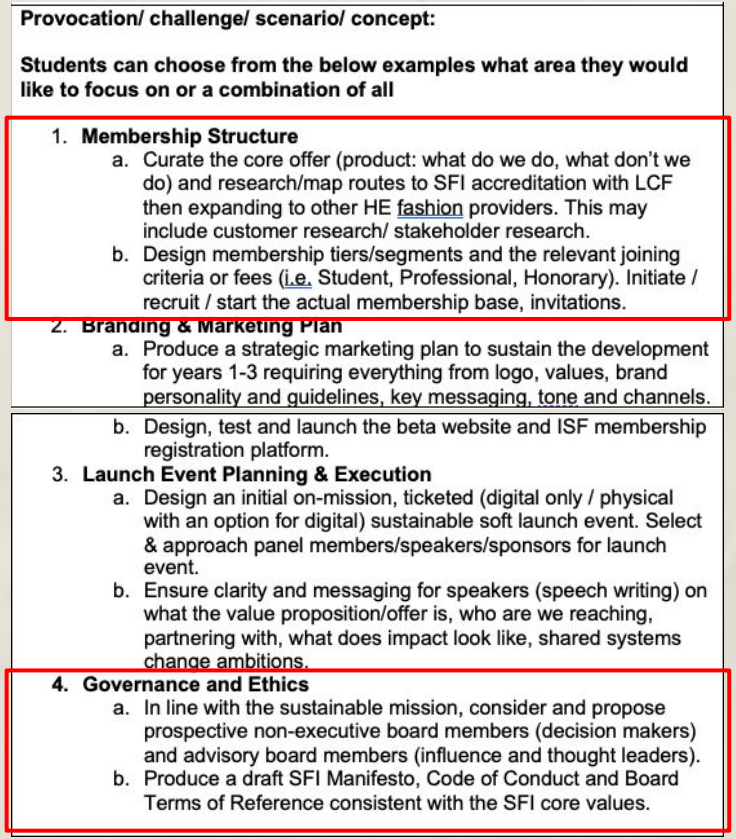
Brand personality and guidelines, key messaging, tone and channels

Conscious Fashion Network

Consultancy 5

The Brief

"How can we build a membership body that offers sustainable fashion accreditation, called the Sustainable Fashion Institute (SFI)? The SFI, founded by LCF lecturer Kelly Darcy, is similar to that of the CIM for Marketing or CMI for Leadership/Management, how can this kind of benchmarking enable sustainable fashion?"



Provocation/ challenge/ scenario/ concept:

Students can choose from the below examples what area they would like to focus on or a combination of all

1. **Membership Structure**
   a. Curate the core offer (product: what do we do, what don't we do) and research/map routes to SFI accreditation with LCF then expanding to other HE fashion providers. This may include customer research/ stakeholder research.
   b. Design membership tiers/segments and the relevant joining criteria or fees (i.e. Student, Professional, Honorary). Initiate / recruit / start the actual membership base, invitations.
2. **Branding & Marketing Plan**
   a. Produce a strategic marketing plan to sustain the development for years 1-3 requiring everything from logo, values, brand personality and guidelines, key messaging, tone and channels.
   b. Design, test and launch the beta website and ISF membership registration platform.
3. **Launch Event Planning & Execution**
   a. Design an initial on-mission, ticketed (digital only / physical with an option for digital) sustainable soft launch event. Select & approach panel members/speakers/sponsors for launch event.
   b. Ensure clarity and messaging for speakers (speech writing) on what the value proposition/offer is, who are we reaching, partnering with, what does impact look like, shared systems change ambitions.
4. **Governance and Ethics**
   a. In line with the sustainable mission, consider and propose prospective non-executive board members (decision makers) and advisory board members (influence and thought leaders).
   b. Produce a draft SFI Manifesto, Code of Conduct and Board Terms of Reference consistent with the SFI core values.

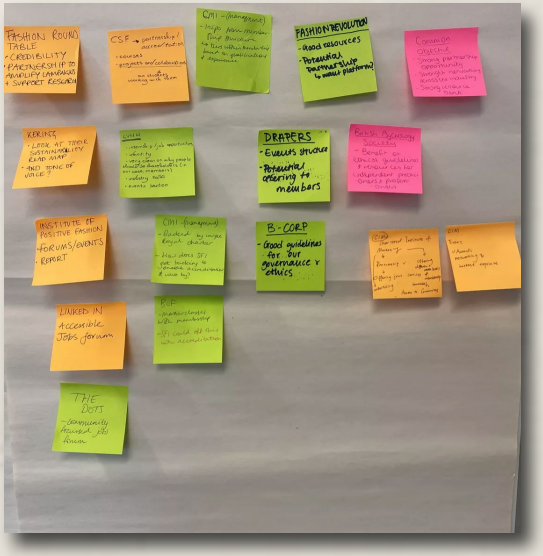
The Team

Gemma
Carol
Georgia
Marta
Maria
Carly





Consultancy Two Presentation



Our Values



Inclusivity

- Open to everyone
- The voice of many can create real impact



Accessibility

- Accessible by the widest range of people
- Simple, active, meaningful
- Could be our USP



Community

- Get involved, sense of belongings (Mentoring)
- Like The Dots - the more you contribute the more visible your profile is



Support

- Work together, share information and teach sustainable practices and find ways to be innovative

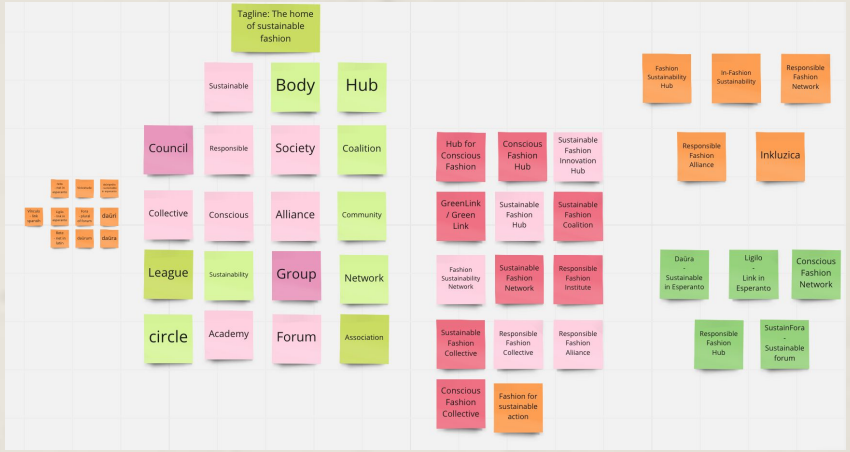
What We Do

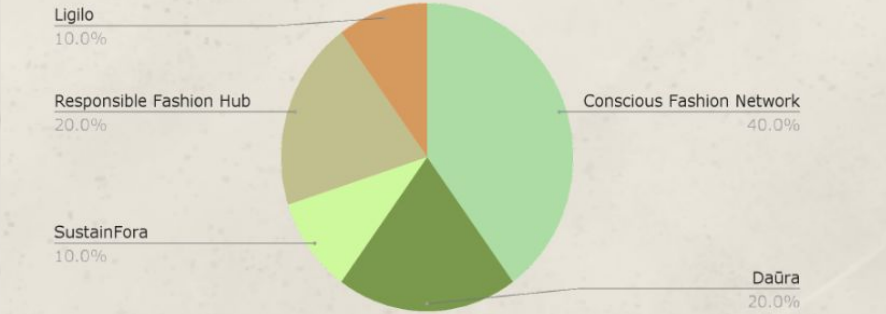
- We are a **beyond-profit social enterprise**
- An institution that provides **sustainable accreditation** across the fashion industry
- A body which provides sustainability focused **benchmarking** through CFN approved courses
- A **resource for businesses** on sustainable practices across all areas of the industry, from sourcing to manufacturing and sales
- A **network** that provides opportunities for professionals to **connect** and discover job opportunities
- A platform that offers **mentoring**, connecting students to professionals
- A network between HE institutions across the UK **championing** sustainability in education
- We partner with an industry-leading **research body** to provide a wealth of resources for our members and add **legitimacy** to our membership body
- A platform for **knowledge exchange** between businesses which empowers them
- A company which champions **awareness** and **involvement** with sustainability through collaboration with key industry partners

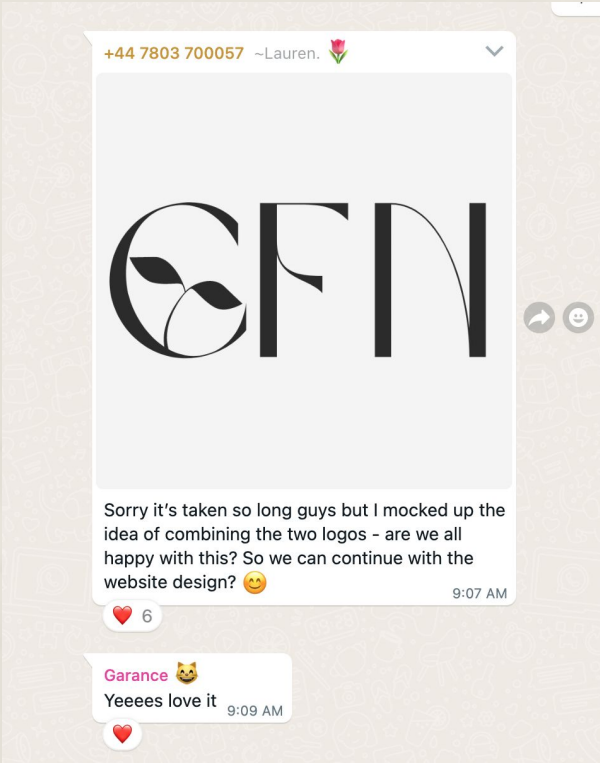
Agreeing Our Objectives

T2	T1
Budget Membership structure Events CPD Website (brand design) logo	Name Entry barriers (point of contact) the dots kindness as and algorithm / Jobs and profile infrastructure Values (governance/ethics) accreditation

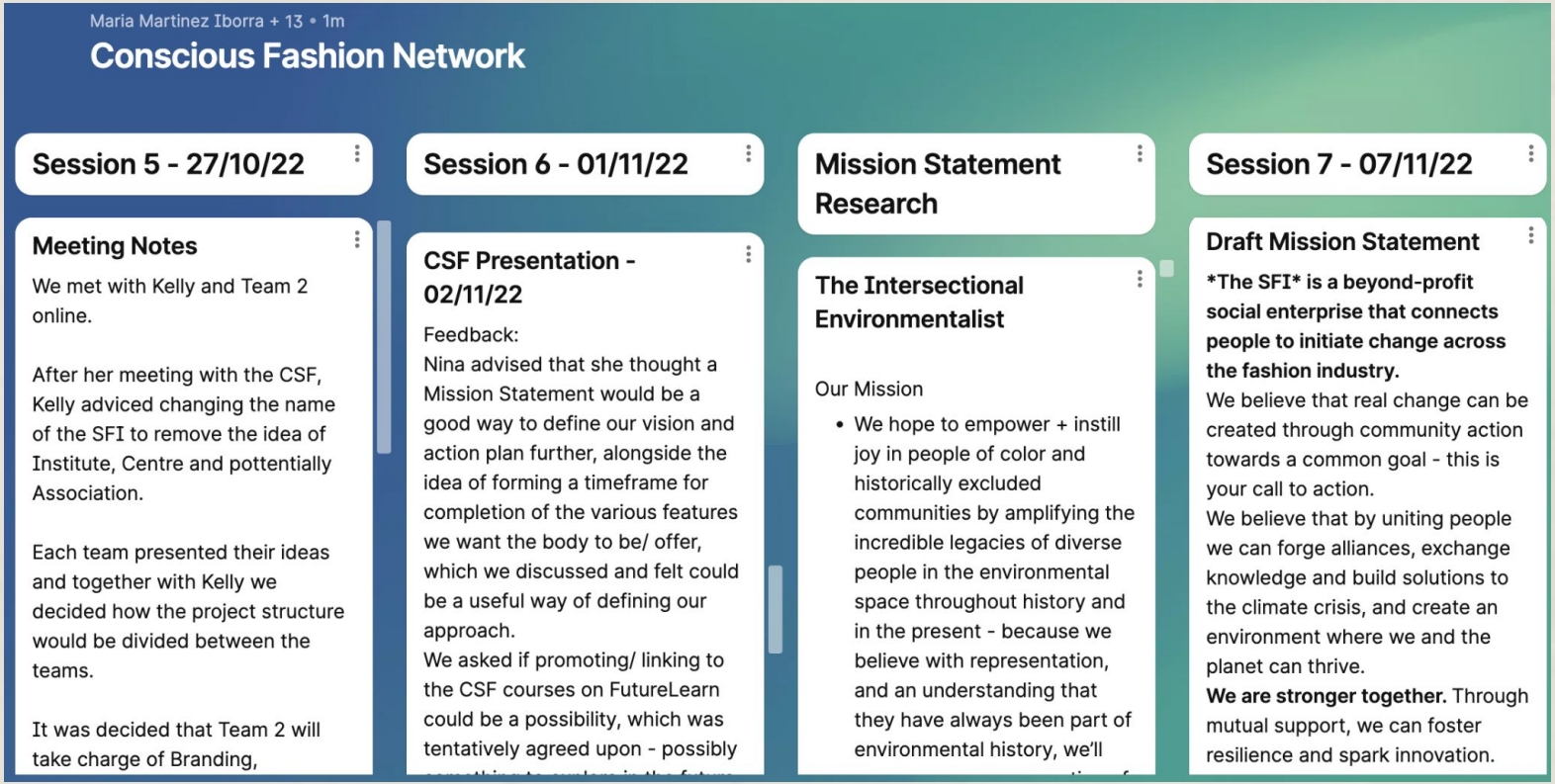
Collaborating With Team Two







CSF Interview and Mission Statement Research



Mission Statement

Collaborating to build a sustainable future, starting now. We are a beyond-profit social enterprise that connects people to initiate change across the fashion industry.

We believe that in this decisive decade there is no time to waste. For the fashion industry to meet its commitments and halve emissions by 2030 things need to start to change fast.

We aim to accelerate change by building an inclusive multidisciplinary fashion community committed to working together and supporting each other to challenge the existing fashion paradigm.

Our Guiding Principles

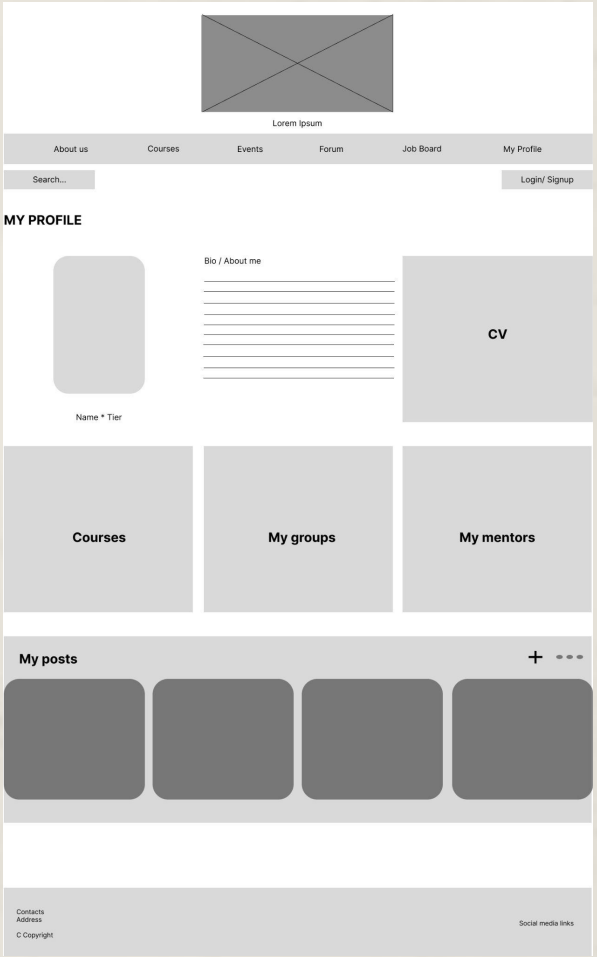
Driving change through **inclusivity**, open to anyone in the fashion community who's interested in sustainability and wants to be part of creating a sustainable future.

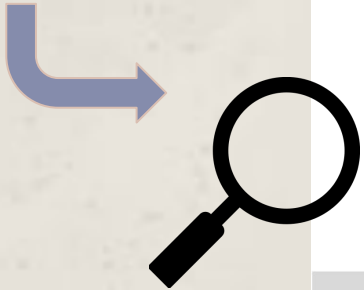
Building a collaborative **community** to support each other, ask the difficult questions and challenge the way things are. We believe that by uniting people we can forge alliances, exchange knowledge and build solutions to the climate crisis, and create an environment where we and the planet can thrive.

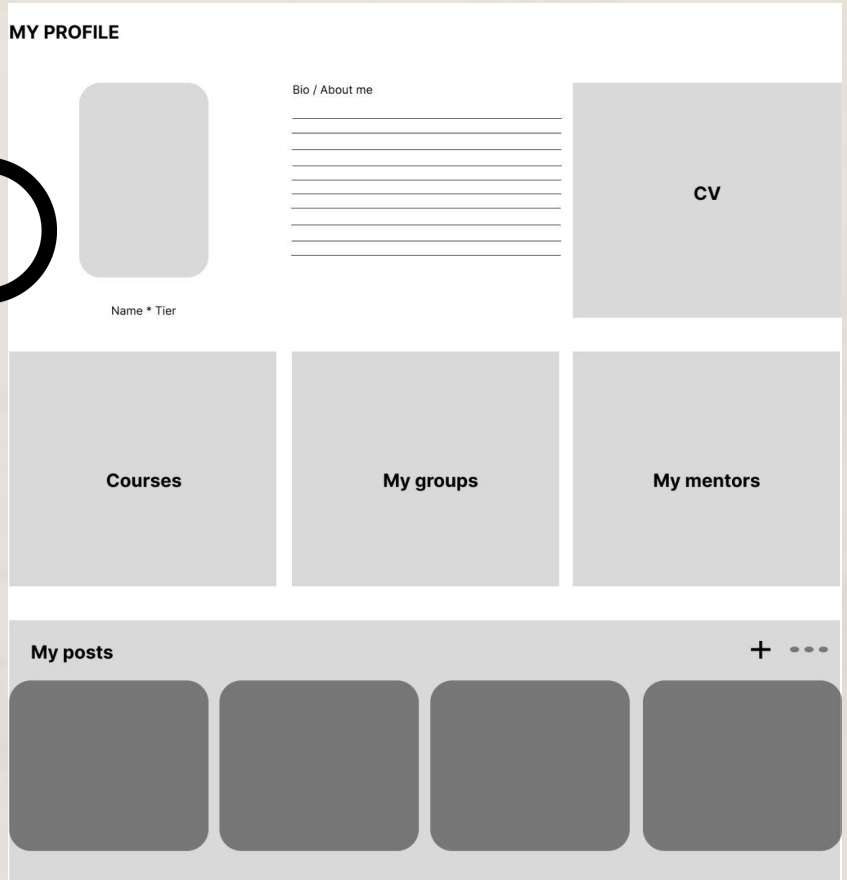
We know championing sustainability can be a lonely place. Our **supportive** network is designed to provide you with the mentorship, advice and skills that mean you really can make a difference.

An **accessible** forum that shares best practice, pulls together/connects you to other sustainability organisations, campaigns for change and training resources

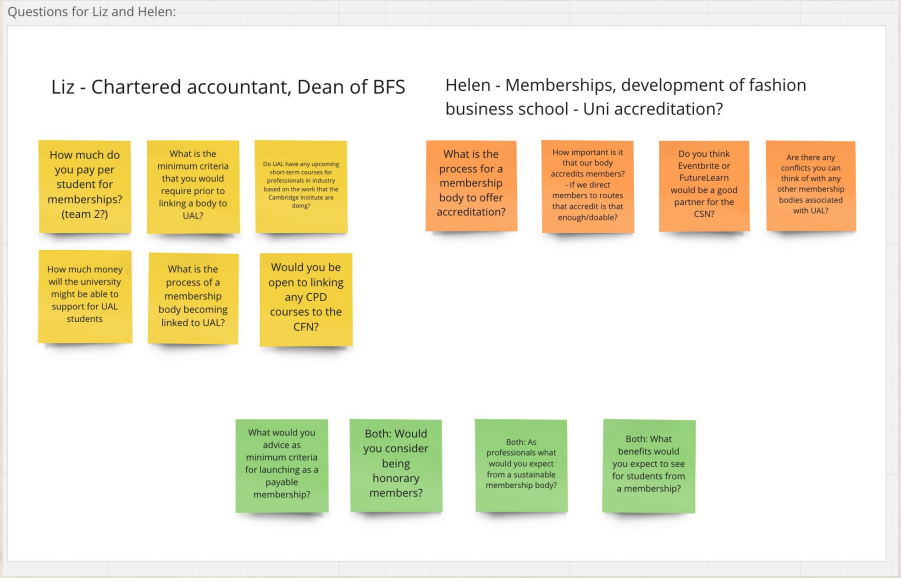
Profile framework draft







Accreditation Research



Areas identified for further investigation:

- A governing body/ operating board
- Establish partnerships
- Define how to benchmark qualifications & curating content on the site
- Refine the student membership tier - consider offering mentorship through competitions, limited memberships of 3 months on graduation
- Define CPD for accreditation levels

Code of Conduct

PEOPLE

Suppliers must treat all employees with respect and dignity, and provide conditions whereby employees feel safe at work. All employees within the operations of each member of the CFN have the right to decent, dignified work and a safe working environment.

CFN strongly prohibits all forms of modern slavery, including bonded and forced labour, indentured labour or prison labour. Suppliers and their subcontractors may not employ anyone below 15 years of age, or the local legal minimum age, or the age for completing compulsory education, whichever of the three is higher. Employees throughout the supply chain should have access to their personal documents at all times.

All workers have a right to collective bargaining and to form a union at their choice. Employees must treated with respect and equality regardless of gender, race, religion, caste, age, disability, sexual orientation, pregnancy, marital status, nationality. We do not tolerate any forms of discrimination, verbal, physical, sexual or psychological abuse or harrassment of any kind within our network. All members are required to comply with all local labour laws and policies.

The CFN will not tolerate any form of corruption or bribery within its network. All users of the CFN will treat other members with respect. The CFN requires all members to provide biannual audits for all operations within its supply chain. These must be conducted by an independent third party and will be reviewed upon submission to the CFN.
All members of the CFN must comply with all national and regional laws, administrative practices, and standards in the country they operate.

PLANET

Suppliers must adhere to all applicable regulations and laws regarding prohibition or restriction of specific substances including labelling laws and regulations for recycling and disposal. This must be in accordance with EU law, and includes the EU REACH declaration on harmful substances.
The CFN expects all suppliers to make reasonable efforts to transition to renewable energy use if not currently implemented. *We are committed to becoming net-zero by 2030 and expect where reasonably possible for all members to publish their carbon reduction commitments*. All network users must provide their sustainability policies and carbon footprint data upon request to the CFN.

Suggested Partnerships

We are the destination where you can access all things sustainable within fashion

How we'll for launch is through partnering with a number of known authorities and sharing their expertise to support our membership

1. CSF for Fashion Values Courses, accessed free through future learn
2. Common Objective to promote training credits and online seminars
3. The Dots for careers, we feel this is a crucial part of our offer
4. FutureLearn, to promote all their sustainable fashion courses
5. Eventbrite for promoting sustainable events
6. Fashion Roundtable to amplify campaigns

Suggested Advisory Board

1. Liz Gee
2. Helen Montgomery
3. Nina Van Volkinburg
4. Dilys Williams (CSF)
5. Tamsin Lejeune (Common Objective)
6. Pip Jamieson (The Dots)

Suggested Honorary Board

1. Christopher Raeburn
2. Stella McCartney
3. Bethany Williams
4. Claire Marie Devenue
5. Ellen MacArthur

Next Steps

1. Register name, logo, and site domain and social media handles
2. Create a pitch document that clearly states **WHY** the Conscious Fashion Network exists
3. Create business plan in conjunction with team 2 and look at minimum start up funding needs
4. Establish an initial operating board, and secure at least two advisory board members
5. Finalise membership tiers - should it include students, or just graduates and professionals
6. Create authentification/moderation processes for profiles and interactions
    - Agree where will qualifications will show on profile page
    - Agree minimum CPD requirements to maintain memberships
    - Who does this?
7. Initiate conversations with CSF, Future Learn, EventBrite, CO and The Dots to share the pitch document and discuss how collaborations/links/partnerships could work
    - How can these support our launch offer
8. Agree minimum viable launch offer
9. Pitch for investment/funding

Future Focuses

1. Review accreditation - create a roadmap of what will need to be in place to apply for this?
2. Create talks and networking events for membership (with partners?)
3. Create a mentoring offer
   - is this based on a competition for students/recent graduates?
   - is this a good way to promote what we do?
   - can it count as part of CPD requirements for professionals
4. Design a “subgroup” offer on the site where people can share sustainability questions/issues and advise and support each other
5. Create a news feed and encourage members to share content
6. Become the number one destination to find all things sustainable fashion
7. Investigate creating our own supportive algorithm that amplifies more active/supportive members
8. Actively promote jobs board to companies

CFN

CONSCIOUS FASHION NETWORK

FINAL PRESENTATION

SURVEY

We conducted a survey amongst students and professionals in London to understand our position with the ideas pertaining developing a platform for CFN.

The age group is 18-35 +

HERE IS WHAT WE LEARNED FROM IT

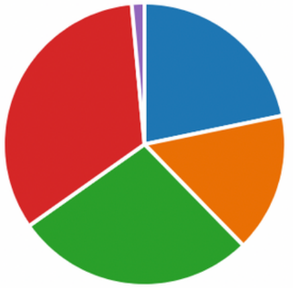
SURVEY RESULTS

- Most of them were aware of the adverse effects fashion industry causes to the environment.
- 96% were aware of the existing and rising environmental issues caused by the fashion industry.
- Most of the participants termed sustainable fashion as coming up with solutions that don't endanger environment and making the best possible use of the available resources to reduce waste.
- 33% of people stated that lifecycle of a garment is the most vital factor to tackle in order to maintain a sustainable future.
- 85% of the participants voted yes to be a member of CFN.
- 54% voted to pay less than £10 a month, 12% between £10-20 while 35% wished to join the forum for free.
- Stella McCartney, Dillys Williams, Sanyukta Shreshtha, and Bandana Tewari were some of the relevant names suggested by participants as speakers at the forum.

5. What according to you needs to be tackled by the fashion industry to maintain a sustainable future?

More Details

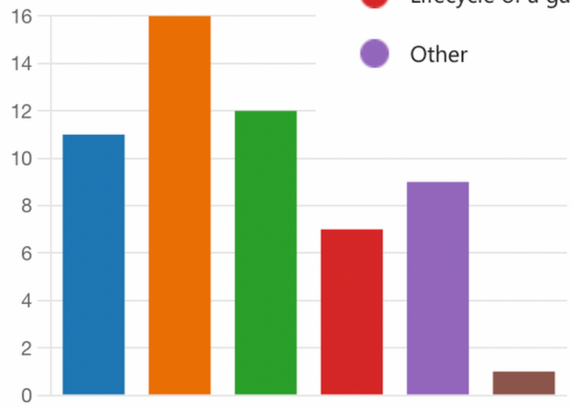
Fair Wages	15
Logistics	11
Materials	19
Lifecycle of a garment	23
Other	1



7. As a member of the forum would you sign up for any of the following?

More Details

Seminar / Talks by industry expe...	11
Workshops	16
Short courses on sustainability i...	12
A guided filter to sustainable res...	7
Mentorship and career support	9
Other	1

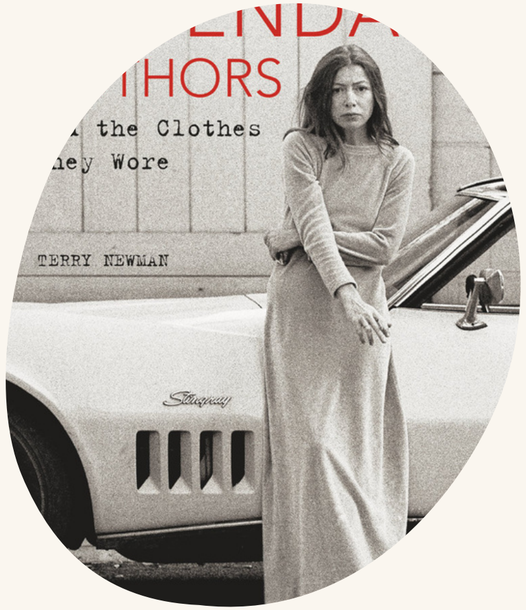




FINAL MEMBERSHIP STRUCTURE

Membership Type	Fees (Per Year)	Requirements / Information	Access to resources
Student	£15	Must be studying a BA or MA in a sustainable design field. Proof of academic study is required.	Limited
Academics/Analysts/ Researchers	£70	Must be completing a PhD/ or have a role as a researcher at an established sustainable design research facility. Practitioners with published works or journals will be considered. Proof of academic achievements or publishing must be required.	All
Beginner	£100	A person who wants to learn more about sustainability in fashion, doesn't matter their background, they could be young professionals in the fashion field, workers from other fields...	Limited
Honorary/Ambassadors	Fee Waived	For example someone who has done a great amount of work within sustainability such as Stella McCartney. The membership is “Awarded” to them at no cost - if they are willing to accept. Invite only.	All
Corporate	A- £500 B- £ 800 C- £ 1000	Allows a fashion company up to 5 members of staff to attend events run by the SFI. This can be used as the companies CPD (continued professional development) as they can relay the information back to the workplace to create a more sustainable environment. A- Companies with a yearly turnover of less than 15 Million EUR B -Companies with a yearly turnover between 15 Million EUR and 100 Million EUR C- Companies with a yearly turnover of more than 100 Million EUR	All
Sponsor	Contribution	Contribution fee = “investment”. This is where the institute will gain most of it’s funding, will allow investors exclusive access to events, credit given where due etc. Investors must apply, pitch and be interviewed.	All







Student

- Students: Undergrad/ Postgrad and PHD
- Fashion related studies, or already work within the industry
- Internship jobs, jobs within buying, marketing, retailing, design, merchandising..
- Most likely have a good (financial) background: some may see this as an investment (depending on high costs or not of membership) that they need to consider, while others would not mind paying the price if it brings what they want/need

Academic

- Already into the fashion and sustainability industries for a while
- Would like to become a possible guest speaker or run a workshop
- Learn from other experienced
- Most likely will want to run events/talks/ skills lab etc.
- Become more well known within industry
- Completing a PhD/ or have a role as a researcher at an established sustainable design research facility

Beginner

- Work within creative industries (or not)
- Have very keen interest for sustainability and fashion
- Would like to take their career a step further
- Interested in networking and creating connections with influences/knowledgeable individuals in the industry
- Would like to improve self-worth, feel better about doing better

Demographics

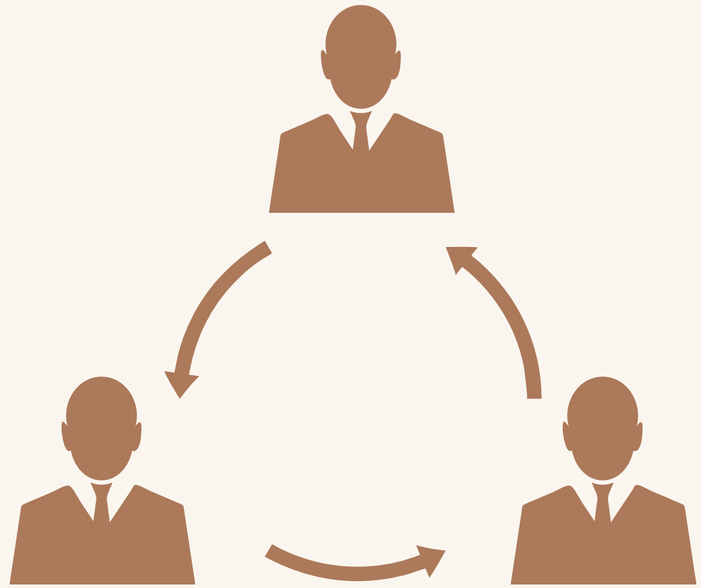
- Age: From 18+
- Mainly 20-50 years would be target customers;
  - But each age range will be seeking a bit distinct things from others;
  - Different membership type
- Location: All over the world? Or should this be European based/ UK based?
- Gender: all, mostly women
- Education level/ employment: high, good quality
- Value quality lifestyle and meaningful connections
- Care for the earth

Honorary/ambassadors

- Individuals who have done a great amount of work within sustainability such as Stella McCartney.
- Individuals who have a good record within the industry or any relevant areas
- Enjoy sharing knowledge

STAKEHOLDERS

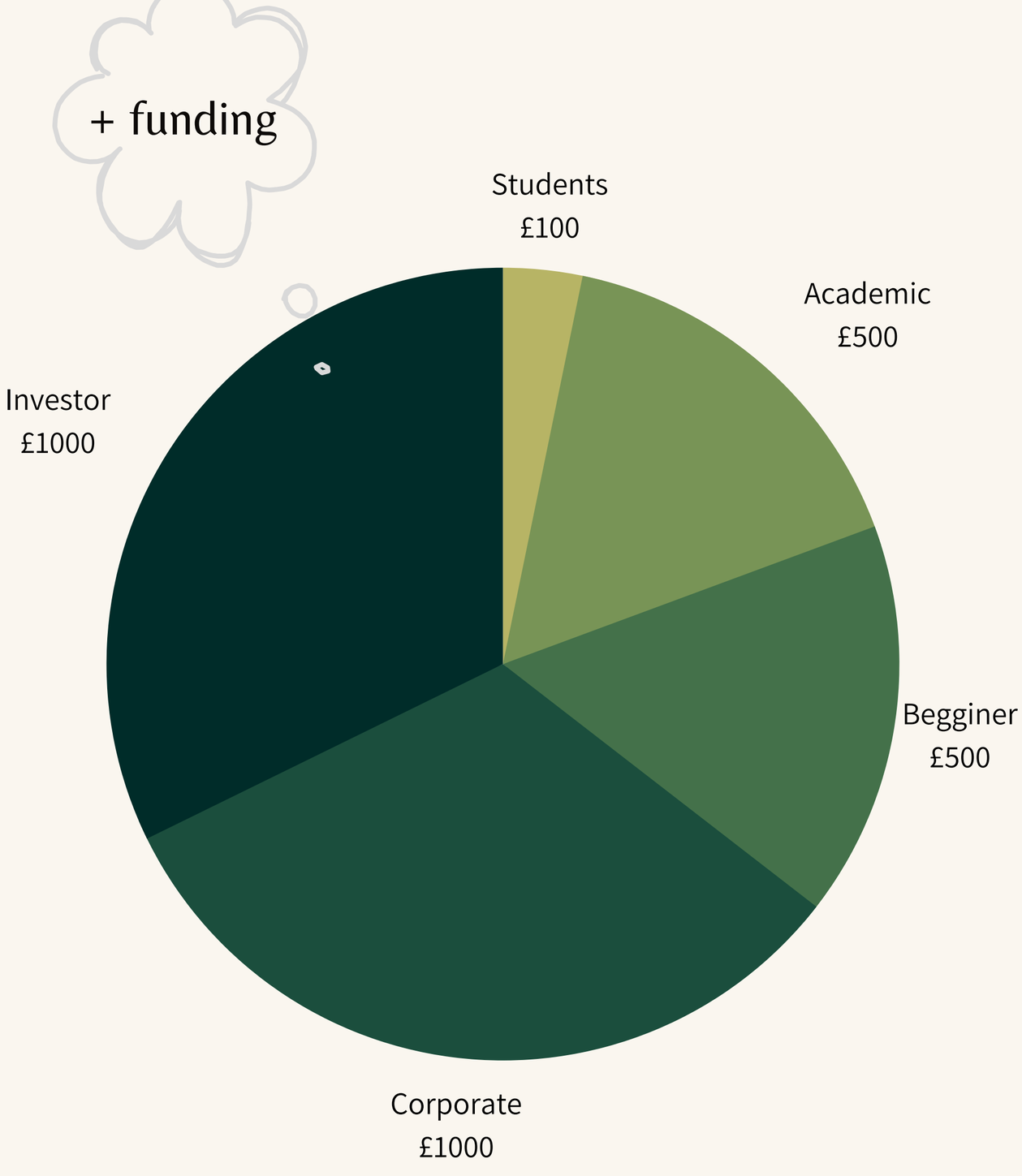
- Retailers
- Suppliers / The industry
- Professionals working in fashion
- The public
- NGOs
- The Government /Policymakers



BUDGETING

Our income will come mainly from corporate memberships and investors.
This will cover our expenses:

- Events
  - Food
  - Space
- Website
- CPD content creation
- Workshops
  - Experts and spaces
- Social media manager
- Staff wages (+ lawyer, accountant...)



IDEAS FOR CLASSES & CPD

CERTIFICATES	ONLINE CLASSES
A sustainable approach to fashion through emerging technologies	CLO 3D and material efficient garment making
Managing transparency throughout the supply chain and communication strategies	Prolonging the cycle - repair & reuse
Steps to convert an existing business into a sustainably led venture	Securing a job in sustainable fashion : what you need to know

WORKSHOPS

Workshops would be a wonderful way to engage with members and welcome more people to our community. All of the workshops that are proposed are accessible to be undertaken in London with a variety of artists.

- Re-cycle & Up-cycle your wardrobe
- Revive your Jumper with Teresa
- Clothes Swap

- Natural Dyeing
- Knitting Crochet
- Textile Printing

- Collaborative workshop for Blockchain, NFT's, Web3
- Beginner's guide for a sustainable business
- Clean up activity /maintain a sustainable wardrobe

Some of the venues and artists whose names are listed below are responsible for leading most of these workshops. We can also connect with professors at UAL who conduct workshops at a regular basis for their respective course modules.

Craft Courses, Class Bento, Meanwood Community Centre, FC Designer workspace, The Remakery, The Albatross, The Art House, Revive, Mala Siamptani, Re-considered, London Guild of Weavers.

EVENTS

EVENT AGENDA CFN

FRIDAY 6:30–9:30

6:30-6:45 Welcome & Introduction

6:45-7:15 Guest speaker

7:15 -7:30 Insight on workshops

7:30-7:45 Q&A

7:45-8:00 Conclusion and Closing remarks

8:00-9:00 Networking cocktails

THE ROYAL COLLEGE OF SURGEONS

THE VIEW

RCS has a 'Sustainability in Surgery Strategy' which outlines how they plan to embed financial, environmental and social sustainability with ethical purchasing into everything they do.

The View is one of the newest sustainable venues to open in 2021.

Expect seasonal menus from Searcy's, which celebrate the best of British and sustainable produce, along with expertly crafted wine and champagne lists



The event will be for those who have a membership type of the following : Sponsor - Corporate - Honorary/Ambassadors - Beginner

The cost to join will depend on type of event and membership type (eg. Honorary/Ambassadors free if RSVP)

Events will be held mainly in London (central area) once a trimester

WEBSITE DEVELOPMENT

CFN

Become a member

Welcome About CFN Services Membership



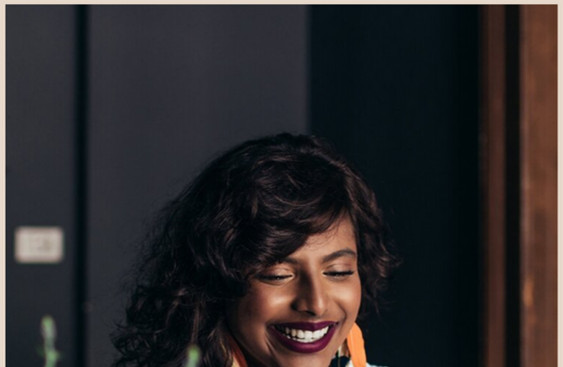
COLLABORATING TO BUILD A SUSTAINABLE FUTURE, STARTING NOW.

We are a beyond-profit social enterprise that connects people to initiate change across the fashion industry. We believe that in this decisive decade there is no time to waste. For the fashion industry to meet its commitments and halve emissions by 2030 things need to start to change fast.We aim to accelerate change by building an inclusive multidisciplinary fashion community committed to working together and supporting each other to challenge the existing fashion paradigm.

SERVICES

EVENTS

Each trimester, CFN organises an event for industry figures, creatives, sustainability activists, students and overall people that feel invested in making a more conscious fashion.



THE ROYAL COLLEGE OF SURGEON

JANUARY 28 - 6PM

SEARCY'S AT THE GHERKIN

APRIL 12 - 7PM

WEBSITE'S NEXT STEPS – 1

- Add the different memberships once the pricing and content access for each has been finalized
- Set up a monthly newsletter
- Stay active and interact with the community, post weekly, on instagram and on the website (prepare posts in advance)
- Subscribe to Adobe Stock or another platform where you can get very high resolution images
- Have at least one or two classes and workshops ready before launching.

WEBSITE'S NEXT STEPS – 2

- Re-read every pages, making sure there is no spelling mistakes and evertyhing is expressed in the most effective way to deliver your message.
- Subscribe to Squarespace and secure the .com
- Verify each links and paths and make sure each buttons leads to the desired page.
- Verify that each photo is at its right place and none are from the demo template.
- Install the payment method for when you get subscribers.

GRAPHICS, TEXT AND LOGO



RESEARCH



DEVELOPING OUR OWN LOGO



DECISION MAKING



CONSCIOUS FASHION NETWORK

Keeping the team informed of the design process was a super important part of the design process. Continually asking for their opinions and suggestions made the process a lot easier and helped us come to considered outcomes.

FINALISING THE LOGO

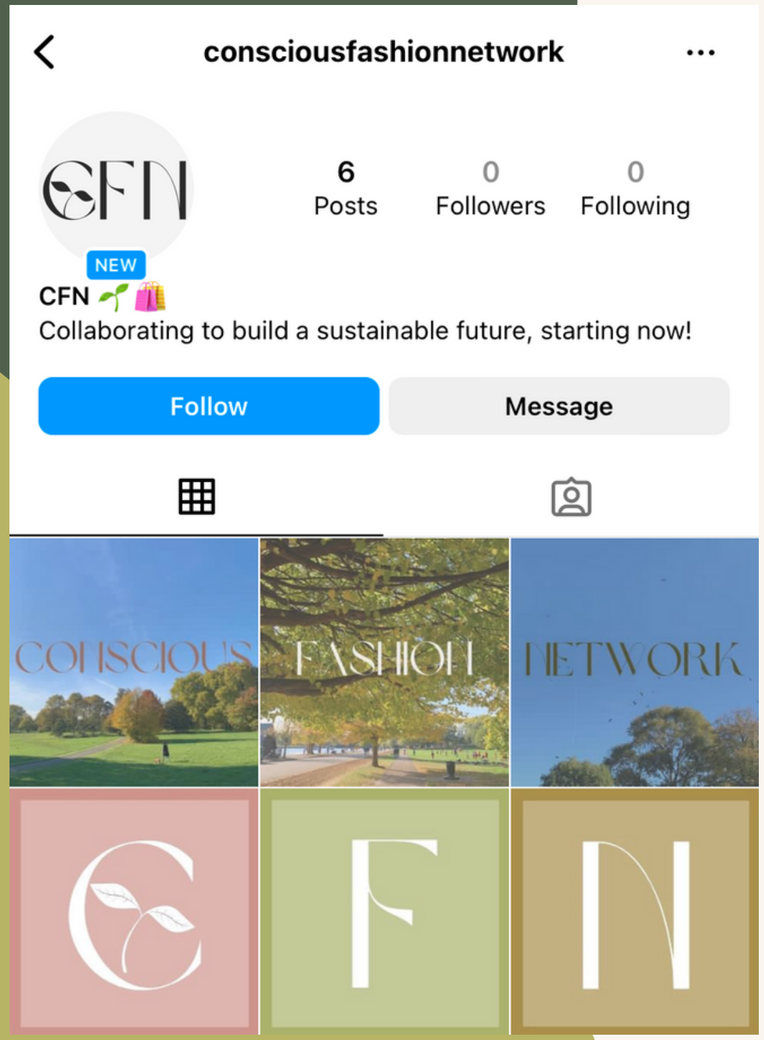


Brown Sugar Font

Alta Light Font

Secondary Text Font - Belleza

Our final logo represents the Conscious Fashion Network as a professional yet playful and fun brand. To capture this we went with a Serif Font, which is traditionally used for newspapers and important texts, with a leaf, adding a sleek twist to the logo which embodies the environment.



INSTAGRAM AND SOCIALS

We have created a few posts with our lettering, logo and basic information so the Instagram is not empty and there is already something to start building upon, we are yet to expand to more platforms, however that could be done over time with apps such as Linkedin or Facebook.

FUTURE DIRECTION

Tone: familiar but proffesional

Palette colours: the ones in our brand book

Fonts: Brown Sugar, Alta and Belleza

Consistent - Clean but colourful

Uploading reels as a way of growing

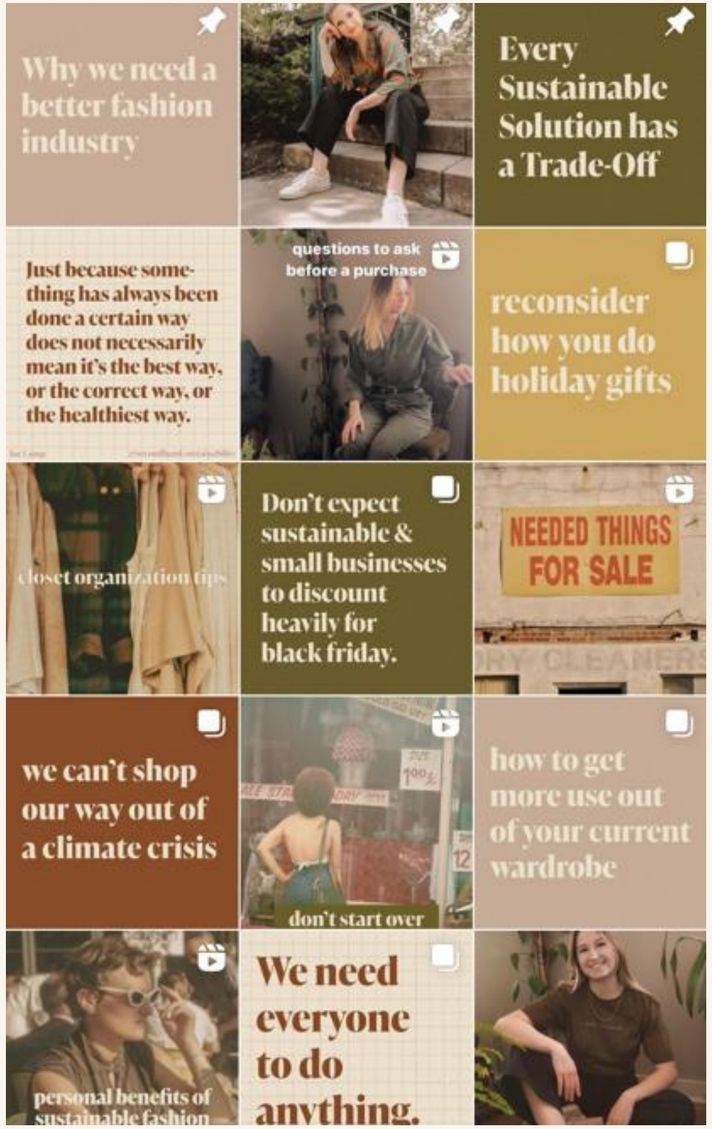
What does our Instagram provide?

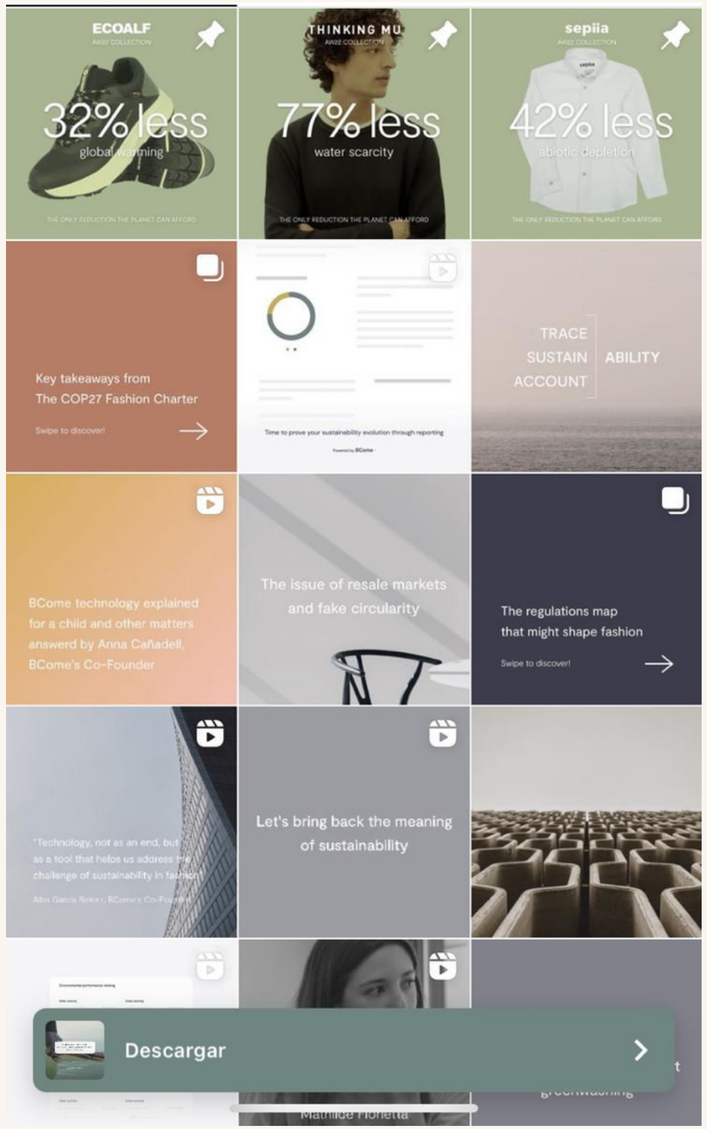
Information: about CFN, the industry and sustainability as a whole

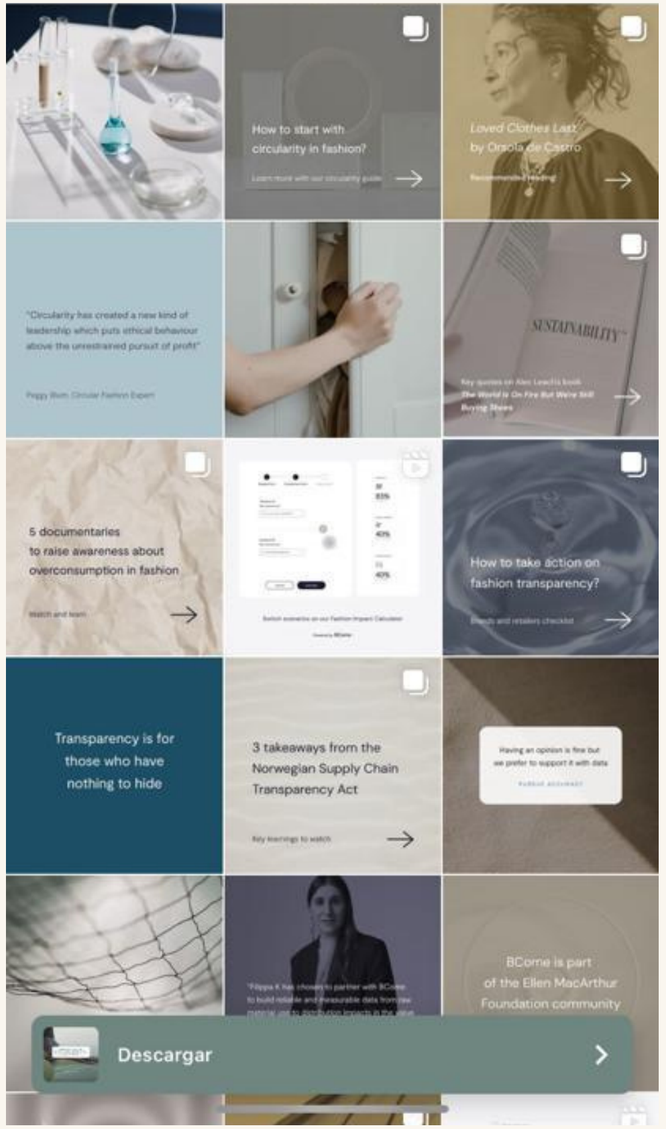
Educative posts: latest news, new sustainable topics, innovations...

Inspiration: always encouraging people to join our movement

INSPIRATION













FUTURE POSTS IDEAS









+ Instastories

+ Reels

SCHEDULE

M	T	W	T	F
ABOUT US		INFORMATIVE POST ABOUT SUSTAINABILITY IN THE FASHION INDUSTRY		PIECE OF NEWS ABOUT THE INDUSTRY
INSPIRATIONAL POST: WHAT CAN YOU DO AS A CONSUMER TO HELP THE SITUATION		INFO ABOUT A EVENT/WORKSHOP...		THOUGHT PROVOKING FACTS AND FIGURES ABOUT THE INDUSTRY
THE FUTURE OF THE INDUSTRY		LEARN ABOUT XX WITH US (MENDING, RECYCLING, UPCYCLING...)		PIECE OF NEWS ABOUT THE INDUSTY

THANK YOU SO MUCH !

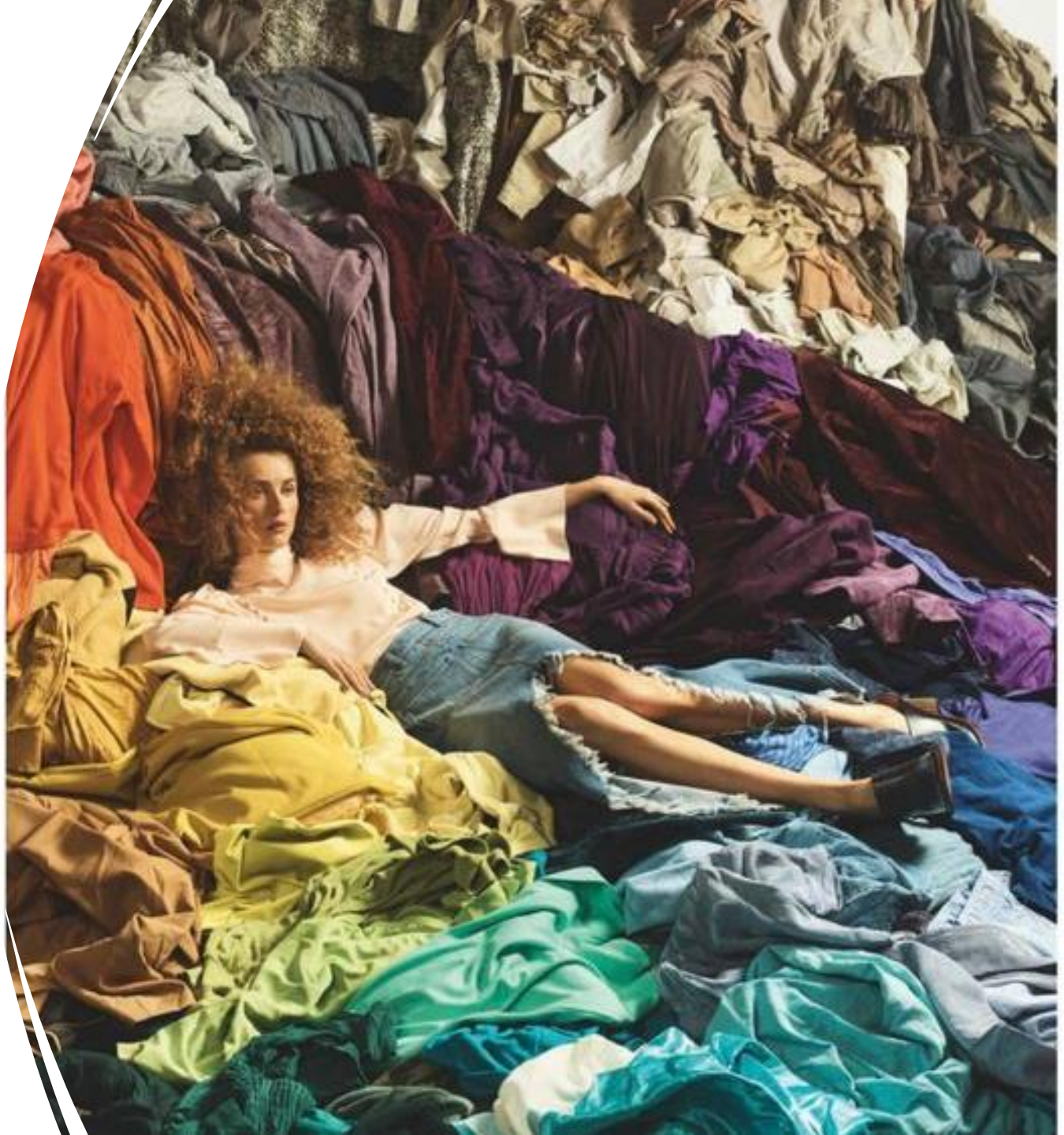
Governance and Ethics

Wenjia Sun, Yue Zong, Manqi Zhao, Ranyang Xu

SFI's purpose and goals

1. The purpose of SFI establishment

2. The reason for the establishment of SFI and its goals



The purpose of SFI establishment

- 1. A fashion professional membership organization, as the power of the earth's public welfare.

- 2. Transform the entire fashion system with higher standards and standardized benchmarks for fashion sustainability practices in terms of recycling, redistribution, regeneration and decolonization.

The reasons and goals of the establishment of SFI

- SFI connects and supports fashion professionals who respect the inhabitants, borders and needs of the planet, while still expressing creativity through the medium of fashion.



Review by the Board

- Decision makers' supervision of the SFI committee
- SFI Committee's supervision of decision makers

Community Interest Organization

We need to select which legal structure will work best for our organisation once we have at least three persons committed to operating it.

A CIO is a special type of organization which exists to benefit the community rather than private shareholders. CIOs shouldn't be confused with charities. CICs do not have charitable status.

To set up a CIO:

- a ‘community interest statement’
- an ‘asset lock’
- a constitution
- to get your company approved by the community interest company regulator

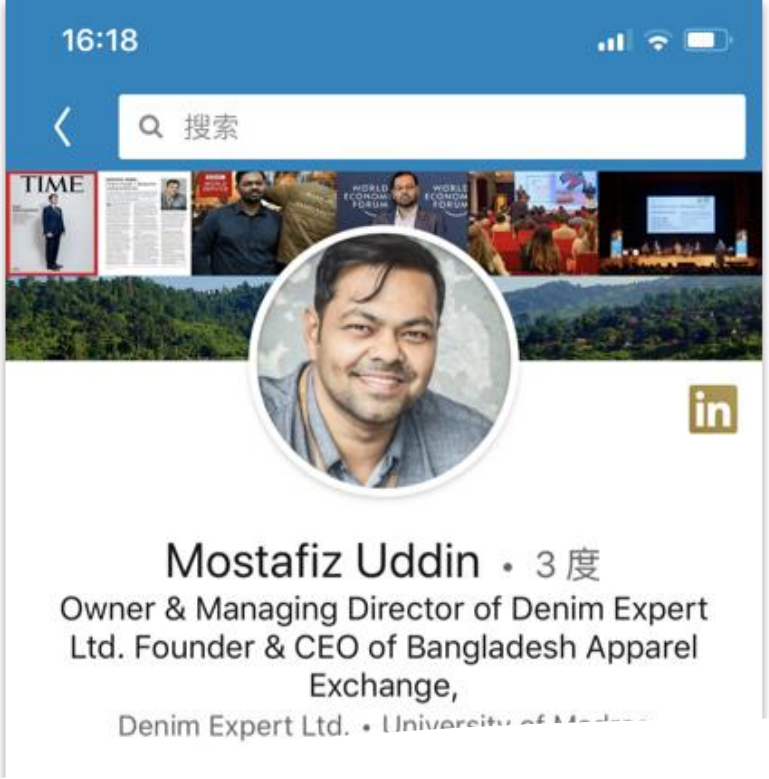
NON-EXECUTIVE MEMBERS

- A non-executive member is a board member without responsibilities for daily management or operations of the company or organisation.
- Non-executive directors are often chosen and appointed based on their personal characteristics, experience, and competence.
- We need to choose at least 4 non-executive directors which should be responsible for audit committee, risk committee, nomination committee, remuneration committee.

Institute Ambassador

The influence and thought leaders for the institute should be someone who works in the fashion or relevance industry and works for sustainable development as well.

Also, this person should be attractive to our target members, such as students who study the major which is relevant to fashion and design, and they are interested in sustainability as well.



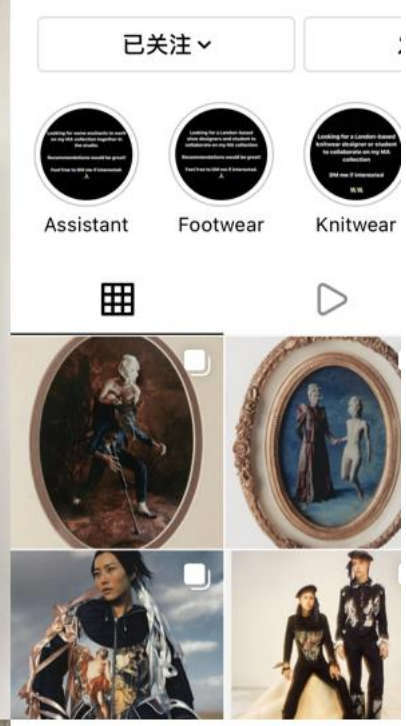




Ambassador 1 – Mostafiz Uddin

- Owner & Managing Director of Denim Expert Ltd. Founder & CEO of Bangladesh Apparel Exchange.
- A fashion show has been taken place in 2018 in this company which showed circular products on the very production floor. They made their factory workers as models, and those of them are all transgender and human trafficking survivors.
- Both positive and negative effects.









Ambassador 2 – Juntae Kim

- Central saint Martins MA Fashion Student
- In their project, he realized that shopping habits have an impact on planet.
- His project with Levi's is to follow this characteristic and put the concept of sustainability into his clothes.
- Interview video link:
- https://www.instagram.com/tv/CThJyRnBzjc/?utm_medium=copy_link

SFI MANIFESTO

- “A manifesto can take many forms:
- It can be a written statement, a list of principles or a code of conduct.
- It can be an object, garment or artefact.
- It can be spoken word, poetry, a song or a performance.
- It can be visual – a photograph, film, collage or poster.”

Values, Policies and People

- Approval of the LLP's Values.
- Approval of key policies related to people, risk, culture, values, independence and ethics.
- Approval of Inclusion and Diversity targets.

Purpose of the Board of Directors

- 1. Be honest and trustworthy
- 2. Transparency in all decision-making
- 3. Be creative and capable of unity and cooperation
- 4. Provide innovative and systematic solutions according to real-time development
- 5. The board of directors is a group appointed or elected by individuals and is fully responsible for the management of the organization.
- 6. The board of directors is usually the governing body of an organization and seeks to ensure that its best stakeholders are involved in all types of management decisions.
- Composition and appointment of the board of directors: the board of directors usually includes key personnel involved in the management of the organization. Other individuals may be appointed or elected on the basis of their expertise and experience in the field of management of the organization. The board of directors usually consists of internal and external trustees.
- The board of directors is similar to the board of directors and can act in some organizations. Boards are more common in private organizations. Entities with boards of directors include mutual savings banks, universities, university endowment funds, art museums and associations.
- The term of office of the chairman of the board of directors: once a year
- Responsibilities and powers of the board of directors:
- 1. Organization of interim meetings
- 2. Attending board meetings
- 3. Voting rights
- 4. Exercise powers through the board of directors

Board Membership

STRUCTURE OF BOARD MEMBERS

5-10
people

BOARD MEMBERSHIP STRUCTURE:

- 1 CHAIR
- 1 DEPUTY CHAIR
- 1 MANAGING PARTNER
- 4-8 ELECTED BOARD MEMBERS FROM INSTITUTE
- 1 STUDENT REPRESENTATIVE（ MUST JOIN SUSTAINABLE FASHION INSTITUTE OVER 2 YEARS）

CHAIR SELECTION

Decided by secret ballot among all board members, all board members vote should vote and socre for the chairman candidates.

Score is based on leadership, creativity, cooperation ability, etc. the one with the highest comprehensive score and votes is elected as the chairman. The chairman must be a senior partner and have more than three years of working experience in the field of sustainable fashion.

BOARD TEARMS OF REFERENCE

'AS THE MEMBERS OF THE INSTITUTE, ALL BOARD MEMBERS SHOULD BE ACCOUNTABLE TO THE PARTNER GROUP AS A WHOLE.'

Regular meetings

The members of the board should attend the 40 minutes to 1 hour regular meeting once a month.
More than 60% of the members of the board of directors must attend.
Proposed by more than 3 board members, temporary emergency meetings can be held. The contents of each session of the meeting are recorded through online audio and video, and the recording committee is responsible for integrating, summarizing and sharing the contents and key points of the meeting in writing.

During the COVID period, online meetings are mainly used. Each meeting should be videotaped and shared with each board member and chairman



Oversees the management of colleagues

Fair Environment:

- Supporting the creation of an environment where people bring their whole selves to work in the knowledge they are treated and rewarded fairly.

Magnet For Talent:

- Make sure that our institute would become the example of ‘Magnet for Talent’ providing opportunities for all colleagues to grow their capabilities and develop their careers.

Commercial Sense

- approving the distribution of responsibilities. human resources advising on sign-off of large projects or programs.



Regulators and Government

Sets and monitors high standards for quality, independence and responsible business that meet or exceed regulatory requirements and further our vision of having the public trust us.

Recognize the opportunity and responsibility that our convening power affords us – our footprint as a responsible business and voice in policy development for the good of business, society and environment as a whole.



Self-Criticism and introspection

Set up short term strategy and long-term objectives, and oversight of delivery of the strategy.



Finance and budgets

Approval of the annual budget (including operating budget and capital expenditure), and oversight of performance against plan.



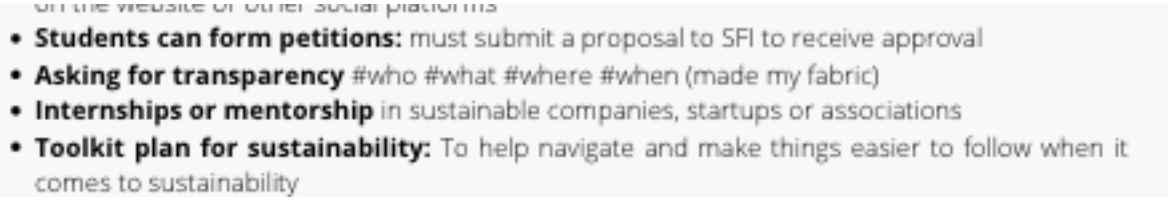
FEEDBACKS

SFI GROUP 1 : FEEDBACK

- Who else is going to be involved?
- Who are your competitors?
- What they are not doing that you as a fashion student would want to say?
- What is your selling point?

Student Membership:

- Is that enough for student member? What more can you provide?
- Create categories with sub categories
- Make at least 50-60 pants



- Who is doing the petition? Who can you partner with to make a difference?
- Who has a credible voice that you can partner with for the petition to make it more credible?



Whos managing the content? (podcasts& articles) (short-courses)
Whos driving it?

What are the best membership bodies out there?

Who are you presenting when you're building community groups?



- Why would you join this institute?
- Reason for small instate to join: insurance, support services
- Why would someone join this then? To build a community
- Certification professional? Statement of professional standing? In order to get the accreditation SPD continuing professional development

SPD
- How is it logged?
- How does it work?
- This will give you a SFI

Why would someone join SFI?
Because you provide….
1.SPD
2.Creating a community

UK OR WORLDWIDE?
- Start thinking of categories?
- What are the culture difference?
- What are the language difference?
- Is this for Europe or Uk only?
- Make your instate agile enough to be made in different countries

CULTURE
- What is the cultural differences?
- What is the legislation differences?
- How will I make my institute work in these regions?
- Dont only limit yourself to the UK.
- Think about what is your project?
- How will it be perceived and accepted around the world?
- Think about how will you sub brand the entities

ENGAGMENT
- How will you keep them engaged?

- How do you keep them on the journey that they will stay long term?
- How can you tier this (the so what factor) to keep going and contribute?
- 0 waste pattern making (an idea)

HONORARY

- Where are my benefits?
- At this time? Its not about you its about them?
- If someone gets to the honorary stage of their career; they would want to make a change.
- They want to know what they can do for the rest of the community
- They want to give back
- Its not about what you can offer its about what they can offer for us as honorary?
- They can mentor: revere mentoring: often people from the 50-70s they would like to learn from young people to understand what the young would want and do for this world?
- Build this membership category for people to get inspired to, so they can see themselves as leaders for honorary?

DONATIONS

- If you ask for the money you won't get it…It's not going to happen..
- You have to be clever when donating? Go look at models where the fundraiser instate who has given awards for people for campaigns.
- Look at behavior analytics, what makes people hit the donate button
- Look at models, behavior insights from academic documents.
- Start thinking about what raises money?
- What catches your attention on instagram? What makes you donate for the sick kids in Africa, if you ran a marathon?

FINAL TIPS

- TIERING/LAYERING
- WHY?
- WHO CARES?
- WHAT ARE PEOPLE BEHAVIOUR?

Group 2: FEEDBACK

- Have a co purpose
- More research on competitor analysis
- How it sits on the fashion industry
- Business sector
- Financial sector

- Exhibition stand - how will your brand sit within 60 other people of the brochure

- Say who you're
- Be proud of it
- Shout your values within your name

- If you're membership environment, members would want to log back into your website. How would you do that?

- Create something exclusive for them but not for others
- What do the consumers want? Experience

E.G boots that don't hurt my feet
What do the consumer want when they come to my front window? They want to try it

- How do you let people in?
- Focus on how you want to layer?

Always explain on how you got to A to B

E.g Business of Fashion charge professional member to view their content because they partner with Deloitte and McKinsey

How to look at 5-10 years plans, and new start up institutes then talk about it.

GROUP 3: FEEDBACK

PESTEL:
What that means
And what decisions will you make it on the right hand side

Start combining your PESTEL and SWOT analysis
E.g COMMUTING to net 0 - by 2025

- Average businesses cycle is 5-10years
- Accumulate change
- Give people a reason to join your event
- e.g - parachute dress that was created
- What do you make what do you do? And what do you do with what you make?
- Who do you bring in for media collaborative
- Think hashtags/ campaigns/

EQUALITY, DIVERSION , etc

- CODE OF CONDUCT:
- What makes someone accredited? Have a look at disciplinary procedures
- Code of conduct is important: relates to the practitioner
- What you as a designer commit to do?
- Sign it personally, held to account in the code of conduct
- What is your disciplinary procedure
- Is it self deprivation

Conscious Fashion Network

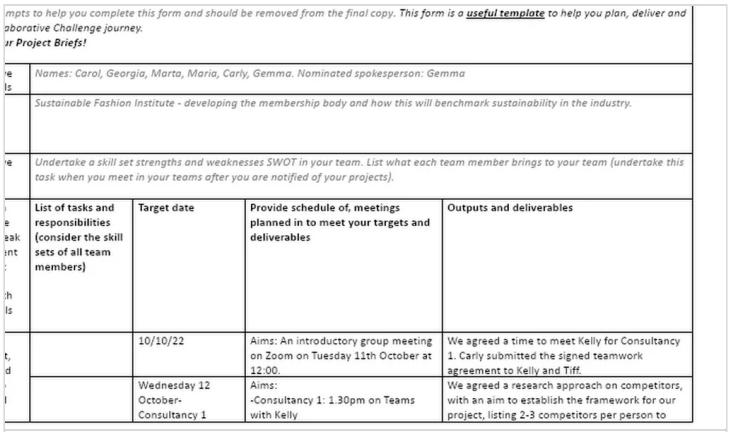
MARIA MARTINEZ IBORRA OCT 11, 2022 11:27AM UTC

ROLES

Gemma - Spokesperson
Marta - Graphic Design
Carly - Team Planner
Maria - Padlet
Georgia - Inter-group communication

Group Planner Link

https://docs.google.com/document/d/14aLRdKKffosZK42OLG4R9OolP1OOY1dj/edit



mpts to help you complete this form and should be removed from the final copy. **This form is a useful template to help you plan, deliver and** aborative Challenge journey.
ur Project Briefs!

Names: Carol, Georgia, Marta, Maria, Carly, Gemma. Nominated spokesperson: Gemma			
Sustainable Fashion Institute - developing the membership body and how this will benchmark sustainability in the industry.			
Undertake a skill set strengths and weaknesses SWOT in your team. List what each team member brings to your team (undertake this task when you meet in your teams after you are notified of your projects).			
List of tasks and responsibilities (consider the skill sets of all team members)	**Target date**	**Provide schedule of, meetings planned in to meet your targets and deliverables**	**Outputs and deliverables**
	10/10/22	Aims: An introductory group meeting on Zoom on Tuesday 11th October at 12:00.	We agreed a time to meet Kelly for Consultancy 1. Carly submitted the signed teamwork agreement to Kelly and Tiff.
	Wednesday 12 October- Consultancy 1	Aims: -Consultancy 1: 1.30pm on Teams with Kelly	We agreed a research approach on competitors, with an aim to establish the framework for our project, listing 2-3 competitors per person to

Group Planner.docx
by Carly Kelleher
GOOGLE DOCS

Miro Brainstorming Board Link

https://miro.com/app/board/uXjVPLYsSpw=/

Brainwriting
MIRO

Section 1

Questions

- Just like the LinkedIn profile, there's a website for the SFI. Is this about our project, or a different SFI?
- In case this is a different project, should we develop a website for the institute? Do we have access to those tools through UAL, or we'd have to do the programing from scratch?

Questions

Also wonder whether we should link with a site like Common Objective or CSF who could supply training/accreditation modules for members to work through?

Questions for consultancy one

- how will the institute be structured? Is the idea to use membership fees as an income stream to support its activities? Are you looking at other sources of funding/sponsorship?
- it's a big brief .. intrigued to know how it will divide up during the course of todays meeting!

Initial thoughts/ideas/questions...

- research and understand the CIM and CMI structures - How can we take inspiration from what they provide and use it for SFI
- Look into 'The Dots', as a community platform - encourages members to ask and answer each other's questions in their field and build credit badges (off the top of my head, need to look into how it works) - built on kindness, inclusivity and spreading knowledge and experience.
- A place where everything is all together in terms of sustainability information - the first port of call - new designers who want to practice sustainably but it's daunting for them, can come to the platform to learn and network.
- Networking events on a regular basis as a perk for members?
- will we need to team up with /reach out to sustainability accreditation companies...
quick google...

Certified B Corporation - EWG Verified™ - Fairtrade International - Climate Neutral - Forest Stewardship Council® - Global Organic Textile Standard (GOTS) - Leaping Bunny Program - PETA

- What will legally allow us to give accreditation to members?

Who are the current stakeholders?

How will the different areas covered in the brief be split between the groups?

Is the SFI already on LinkedIn? There appears to be a group with this name already on the platform

Can we cooperate with institutes/ organizations like Centre for Sustainable Fashion to recruit and start the actual membership base?

Session 1 - 11/10/22

We met on Zoom and introduced one another, we signed the Teamwork Agreement prior to the session with Kelly tomorrow and established some questions to ask in the session.

Agreed to meet at 3.30pm on Weds 12/10/22 after Consultancy 1 with Kelly, which will be hosted on Teams.

A Padlet was established to the progress of each stage of the project.

Session 2 - 12/10/22

Meeting and Team

We met in person at JPS campus.
Appointed our spokesperson: Gemma

Market Research

We agreed to take time to do research to lay the foundation for the membership format. Competition/collaborators already in the market.

Gemma - Fashion Roundtable & BFC & Kering & Institute of Positive Fashion
Maria - Fashion Revolution & Drapers & B Corporation
Marta - CSF & Inside LVMH
Georgia - Business of Fashion & CMI
Carly - Common Objective & BPS
Xiaowei - CIM & Chartered Institute of Account & Similar organisations in China/Internationally

Opportunities and Drawbacks of each type of membership for creating a sustainability profile.

We will present slides of our research on Wednesday 19th 15:00 - 17:00

Challenges to chose

Everyone will think of one of the example challenges on the brief we would like to elaborate on.

Fashion Roundtable Research

They describe themselves as a think tank reimagining a responsible, inclusive and sustainable fashion industry.
They are about research, thought leadership and influencing government policy through their direct role as secretariat for the only all party parliamentary group focused on fashion's transition to social justice and sustainability.
They have 3 pillars, Education, Representation and inclusion, social justice and Sustainabilty...
There is a team of industry experts and a board spanning industry experts, academics, educators, policy experts and economics, including Dilys Williams from LCF
They publish reports, run campaigns for change, there's a news letter and podcasts to watch and I get the sense companies could collaborate with them for change but it doesn't feel like you can get involved as an individual?

Conclusions

*feels like a very different type of organisation to our institute

* what can we learn from or leverage from the credibility they clearly have as influential experts?

*could we pitch ourselves to them as potential partners to facilitate their research and to share their reports and campaigns with a wider group of industry professionals and students?

Market research BFC Institute for Positive Fashion

It's main focuses are Environment, people, community and craftsmanship

It has a circular fashion advisory board and an Institute of Positive Fashion steering committee..

Businesses have the opportunity to become change partners and sponsor initiatives ... DHL and Vanish are doing this

Holds the IPF Forum and published the Circular Fashion Ecosystem Report (interesting reading)

You can subscribe to email updates and access resources but it feels quite static and again as an individual there is no way to get involved...

The BFC membership is for designer businesses and there

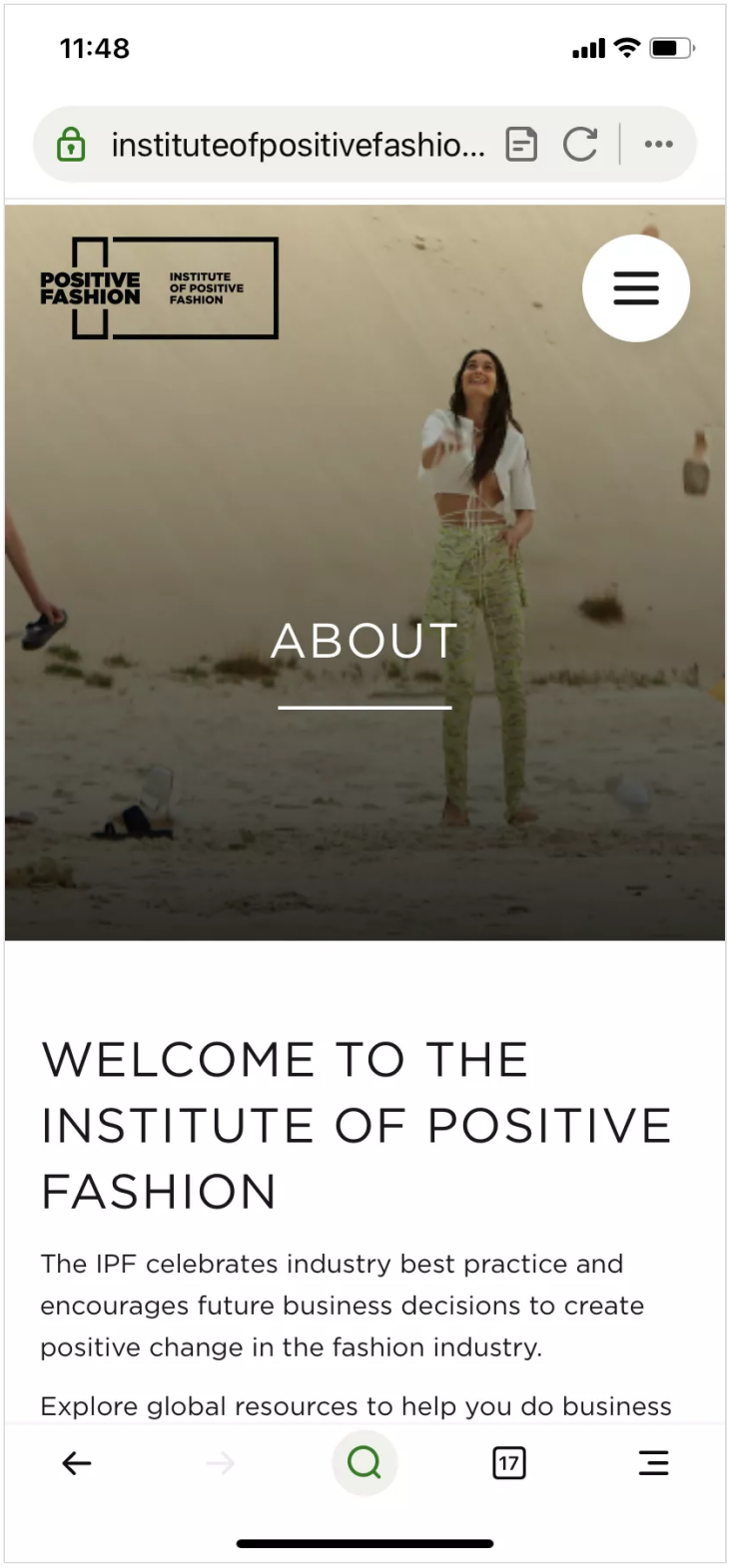
patrons scheme is for big business sponsors.

Other than the IPF the BFC doesn't seem to talk about Sustainabilty although I know they are very committed to it?

Fashion round table logo/homepage



BFC institute of positive fashion logo/homepage

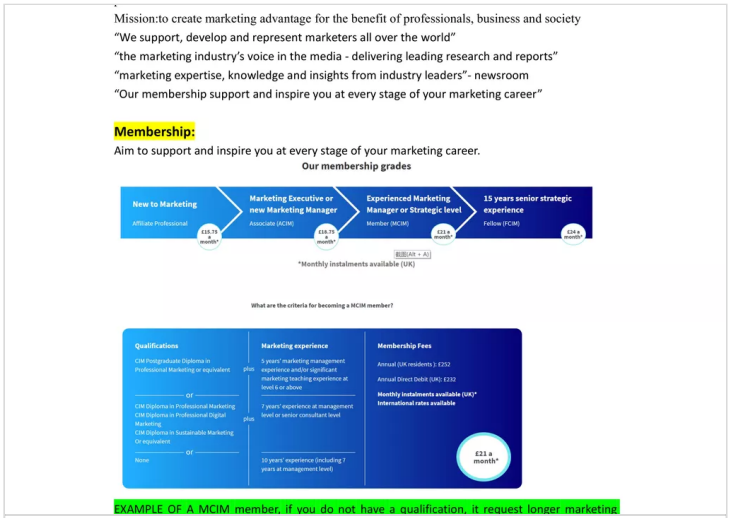


Kering Research

I struggled to find much on their website that was educational although I do remember them being part of the fashion values nature course.

They have a sustainability strategy, a regenerative fund for nature and a biodiversity strategy

There's a foundation and lots of projects they support but no way I can see to get involved?


Mission:to create marketing advantage for the benefit of professionals, business and society
"We support, develop and represent marketers all over the world"
"the marketing industry's voice in the media - delivering leading research and reports"
"marketing expertise, knowledge and insights from industry leaders"- newsroom
"Our membership support and inspire you at every stage of your marketing career"

Membership:
Aim to support and inspire you at every stage of your marketing career.
Our membership grades

New to Marketing | Marketing Executive or new Marketing Manager | Experienced Marketing Manager or Strategic level | 15 years senior strategic experience

*Monthly instalments available (UK)

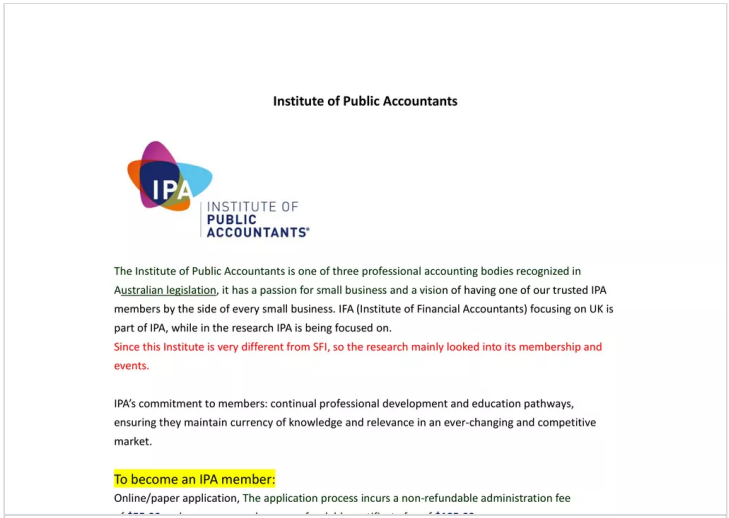
What are the criteria for becoming a MCIM member?

Qualifications | Marketing experience | Membership Fees

Annual (UK residents): £252
Annual Direct Debit (UK): £232
Monthly instalments available (UK)*
International rates available
£21 a month*

EXAMPLE OF A MCIM member, if you do not have a qualification, it request longer marketing

CIM The Chartered Institute of Marketing
PDF document
PADLET DRIVE


Institute of Public Accountants

IPA INSTITUTE OF PUBLIC ACCOUNTANTS

The Institute of Public Accountants is one of three professional accounting bodies recognized in Australian legislation, it has a passion for small business and a vision of having one of our trusted IPA members by the side of every small business. IFA (Institute of Financial Accountants) focusing on UK is part of IPA, while in the research IPA is being focused on.
Since this Institute is very different from SFI, so the research mainly looked into its membership and events.

IPA's commitment to members: continual professional development and education pathways, ensuring they maintain currency of knowledge and relevance in an ever-changing and competitive market.

To become an IPA member:
Online/paper application, The application process incurs a non-refundable administration fee

Institute of Public Accountants
PDF document
PADLET DRIVE

COMMON OBJECTIVE

A self-described "match.com for the fashion industry" which places connectivity at the heart of its mission, allowing fashion businesses to achieve their goals sustainably and faster.

It is a platform which rewards featured businesses that have higher sustainability rankings with greater visibility and connections. It also provides a section of resources to empower businesses with sustainable options.

CO began as the Ethical Fashion Forum in 2006, which developed into the company today: a not-for-profit company of which Common Objective is a new platform and the trading business name.

Four main aims:
-Connections
-Intelligence & Learning
-Matching
-Sustainability

Process: join -> create a profile -> set your preferences and determine your "sustainability weighting" -> learn, connect -> create -> increase your rankings through credits that can be gained through team training and demonstration of expertise. There is an option to upgrade for unlimited connection (same as LinkedIn Premium).

CO also have an events programme including the CO Expo, which is based online, and a leadership awards.

"Ethical Fashion Group Ltd
The Ethical Fashion Forum is a not for profit Company Ltd by Guarantee, and in order to raise equity investment to take our work to scale, we needed to set up a company limited by shares. We and our shareholders wanted this company to embody our origins and build on the legacy of the Ethical Fashion Forum. We therefore named this company the Ethical Fashion Group (EFG). The Ethical Fashion Group owns and operates the new platform, with Common Objective functioning as a trading name for EFG.
The Ethical Fashion Forum (EFF) will continue to operate and to have a website at www.ethicalfashionforum.com. The Ethical Fashion Forum objects are to reduce poverty, further education, and safeguard the environment. The organisation will continue to pursue these objects and to be governed by an independent board."

Limitations:
-CO are not an authority or auditing body to verify the claims made by the businesses that form part of their network therefore it may be open to greenwashing or falsification from certain brands. A uniformity is lacking over the definition of what it means to be sustainable.

Strengths:
-Membership provides over 300 resources & tools including strategy guidance, best practice case studies and market data.
-Seemingly sizeable database of suppliers & brands that are already on board, with an established catalogue of resources and data available for
-Individuals/ students can create a profile, with an option to update to PRO in order to access premium resources and features

https://www.commonobjective.co/

THE BRITISH PSYCHOLOGICAL SOCIETY

The BPS is a registered charity, dedicated to the "development, promotion and application of psychology for the public good" in the UK.

Their strategic framework is published and covers the following aims:
"

- We will promote and advocate for diversity and inclusion within the discipline and profession of psychology and work to eradicate discriminatory practice.
- We will strive to create a vibrant member-centred community with a meaningful membership identity.
- We will promote the value of and encourage collaboration in interdisciplinary development and engagement.
- We will be the home for all psychology and psychologists and uphold the highest standards of education and practice.
- We will increase our influence and impact and advance our work on policy and advocacy.
- We will strive to be more innovative, agile, adaptive and sustainable."

Several levels of membership available, depending on your personal level of certification, and are as follows:

- Chartered Membership (requires an under-grad degree and a post-grad degree along with teaching training, or studied to doctorate level. Cost is an annual charge of £141.60 p/year, with a non-refundable assessment fee of £41/ £78)
- -Graduate Membership (requires an under-grad degree of 2:2 or higher of a BPS accredited course. Cost: £38.04 + £37 assessment fee for those on BPS accredited qualifications, standard rate os £141.60)
- Student Membership (Requires: to be studying a BPS approved course. Cost: £27.48)
- Full Membership (Cost available upon application)
- -Associate Membership (Cost available upon application)

Criticisms: lots of different payment bands within one tier which can appear a little confusing

Benefits:
-The availability of a conversion course is something that can provide a bridge for a graduate to become a member from an alternative course of study
-There are a wide range of membership options which applies across the breadth of the industry for professionals to join across any stage of their career
-A wide range of ethical policies and guideline resources are easily accessible online

https://www.bps.org.uk/

Fashion Revolution

The world's largest fashion activism movement - they mobilise citizens, brands and policy makers through research, education and advocacy.

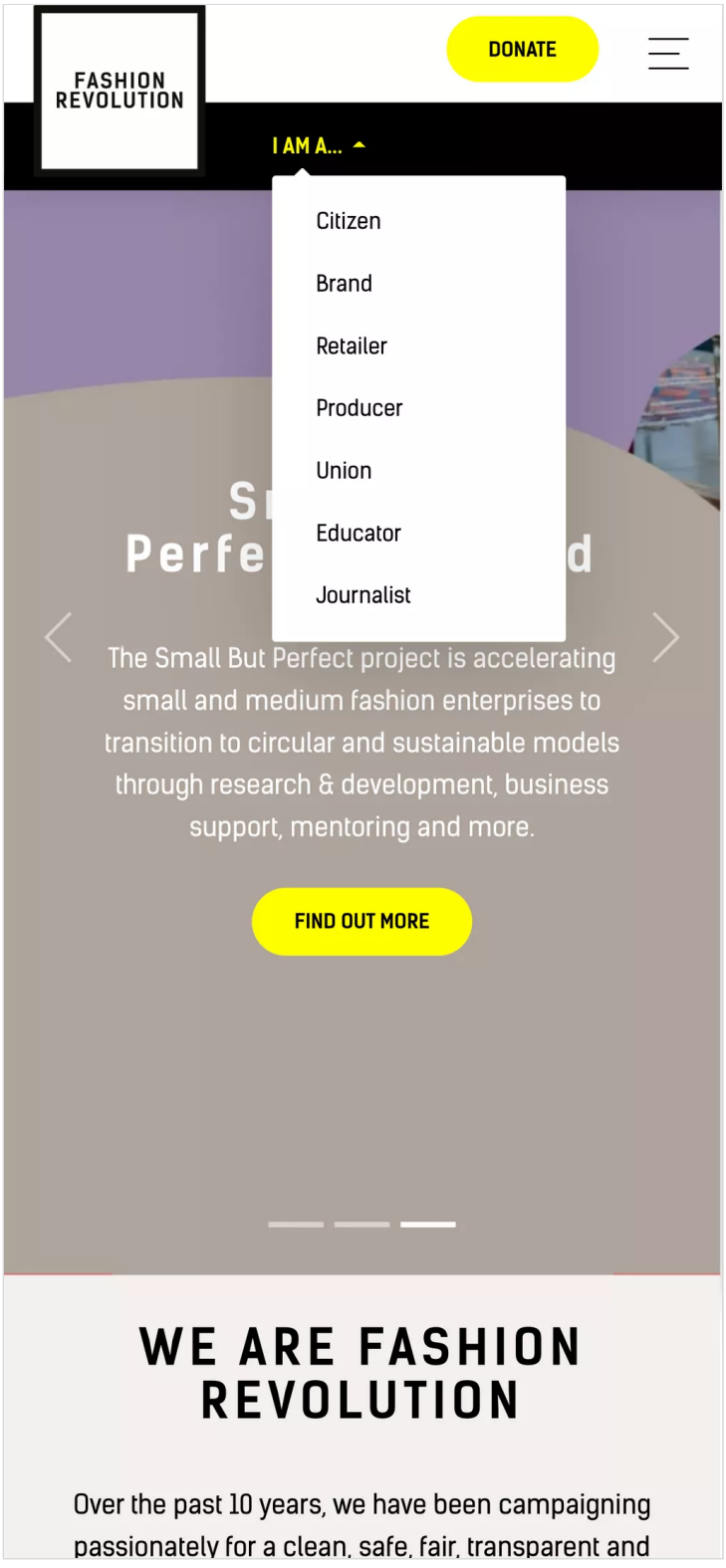
They provide free educational, digital resources for citizens, brands, retailers, producers, unions, educator and journalists (open to donations from brands and retailers - £5).

They have several campaigns runnign at once where people can sign to reivindicate different social issues involved in the fashion industry.

They organise events around the world ranging from talks, to conventions, to Haloween Costume Swaps!!

Membership style non-existent - this is an NGO, does not provide supporters with a membership badge or title.

Strengths:
- Can be used as an example of the types of resources members can utilise to learn more about sustainable and ethical practices int he fashion industry.
- Potential partnership - we can act as another platform where they share their resources, tools, campaigns etc.



17 Global Sustainable Development Goals from the United Nation





Green Carpet Fashion Awards
Provide suggestion and support to Chinese contributors to sustainable fashion development, they also invited celebrities to increase exposure,
With Copenhagen Fashion Summit
Invite Chinese brands to the summit to share their sustainable practices
Digital Sustainability Summit with WWD 2020
Discuss how the fashion industry practices the important issue of sustainable development
With Nowness
In Shanghai Strawberry Music Festival, YehYehYeh cooperated with nowness to create a film screening of "Nature in Motion"



YehYehYeh.pdf
PDF document
PADLET DRIVE

Centre for Sustainable Fashion

- Focused on research in order to question the status quo in fashion
- Strategy plan (2020 – 2025) -> create conditions for mutual learning and acting; share the knowledge mostly through the Centre's academic publications
- They share their aims and objectives but are not very specific on how to attain them
- The Centre already has several collaborations (Government, industry, charities and academic) that could make it easier for our institute to reach other people and establish partnerships
- **Education:** integration of education for sustainability in the curriculum at LCF; publications on the website + blog; monthly one to one tutorials with members of the CSF team to all UAL students (note: doesn't feel very inclusive); FashionSEEDS (transforming the education in order to change the fashion system); Fashion Values; Fashion Futures 2030 (four scenarios designed to make professionals and students think critically)
- **Projects**: can be visual arts projects or collaborations with brands and institutes that intend to educate their teams

Drapers

Sustainable Fashion Conference
How fashion retail can action change for a responsible future.

Very good opportunity to network with companies and people working towards sustainability in the fashion industry.

Sustainable Fashion Awards
The Drapers Sustainable Fashion Awards recognise the strides that are being made in reducing the industry's environmental impact and creating fairer working conditions across the supply chain.

Companies enter in one of the categories to be considered:

- Best Carbon Footprint Initiative
- Best Circularity Initiative
- Best Customer Engagement Campaign
- Best Supply Chain Initiative
- Best Use of Technology for Good
- Sustainable Textile Innovation
- Sustainable Store Design
- Sustainable Fashion Champion
- Retailer of the Year
- Recommerce Award
- Positive Change Award
- Ones to Watch
- **Graduate Award -** for students in our platform??
- Brand of the Year

It's judged by an independent panel of experts based on the UN's SDG

Opportunity
- The conference could be used as a potential reward for members of a certain tier - offer discounts for the conference - would have to partner with Drapers

B Corporation

> *Certified B Corporations are leaders in the global movement for an inclusive, equitable, and regenerative economy. Unlike other certifications for businesses, B Lab is unique in our ability to measure a company's entire social and environmental impact.*

Private certification of for-profit companies of their "social and environmental performance."

They provide tools to measure impact and SDG performance, and programmes for multinationals and startups (Pending B

Corp) alike to begin their journey towards the certification.

Their B Lab is their nonprofit body in charge of certifying companies it also creates standards, policies, tools, and programs that shift the behavior, culture, and structural underpinnings of the current system.

> *We mobilize the B Corp community towards collective action to address society's most critical challenges.*

In order to obtain the certification companies have to:
1. Complete the free and
confidential **B Impact Assessment** online - need at least 80 points in this assessment to continue and must be made public.
2. Amend their **corporate governing documents** or adopt a corporate form that explicitly requires the considerations of all stakeholders in their decision-making
3. **Disclosure Questionnaire**, which is an unweighted group of Yes/No questions
that allows a company to confidentially disclose any sensitive industries,
practices, fines, or sanctions related to its business or partnerships.

This is only the case for small to medium enterprises - large companies and multinationals have to go through a different process.

Weaknesses
- They act at company levels whereas we act on a more individual level - unsure what kind of partnership could be posed in a way that would benefit them too

Benefits
- use them to guide our governance and ethics

Inside LVMH

LVMH

- The group website begins by sharing a lot of information regarding the identity of the group and the houses it owns
- An entire section is dedicated to investors: outsiders have access to who they are, press releases, events, financial and non-financial indicators, etc. + why someone should become a shareholder and how to do it
- They also have a talents section: people have access to a description of all the professions involved in the group; reasons why one should work for the group; several testimonies of industry professionals that give outsiders a better understanding of their job - these are meant to inspire and challenge new professionals or students (craft the future)
- they are very focused on offering a career rather than a job (it's easy to move inside the group)
- LVMH has internship and apprenticeship offers to help people start their careers + graduate programs + inside lvmh + Institut des métiers d'excellence

Inside LVMH

> *By the end of 2022, the Group plans to recruit 25,000 people in the early stages of their career worldwide, including nearly 5,000 through internships or apprenticeships, as well as 2,500 through permanent employment contracts in France.*

- The program is exciting for students and young professionals but ends up being an employee pool for the group
- Offers a certificate
- The group partners with schools from all over Europe
- Inside this website, there are several posts showing industry talks, behind the scenes of product launches, and career talks, mostly through text but also through video - the posts show how many people have seen them
- the events section shows what conversations will happen next and when one can register for the certificate
- they also have a section redirecting to the main LVMH website where they show job offers

Final notes:

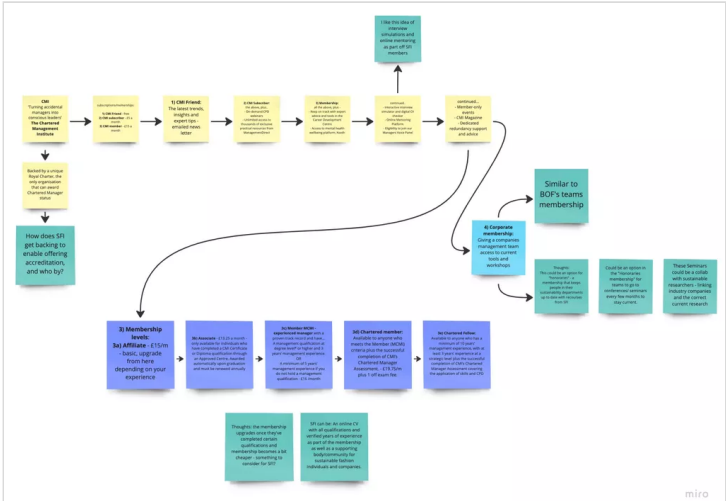
- Both sites are a bit overwhelming and the info is a bit repetitive
- It's amazing that they offer so many resources for free (including the certificate)
- they lack a community aspect

Kick start your career



Find your next internship, apprenticeship or VIE at one of our exceptional Maisons, and gain an enriching professional experience: * An extraordinary universe of over 75 Maisons spreading across 6 business sectors and 80 countries in which you can find an extensive variety of opportunities * Dedicated managers, following your

LVMH

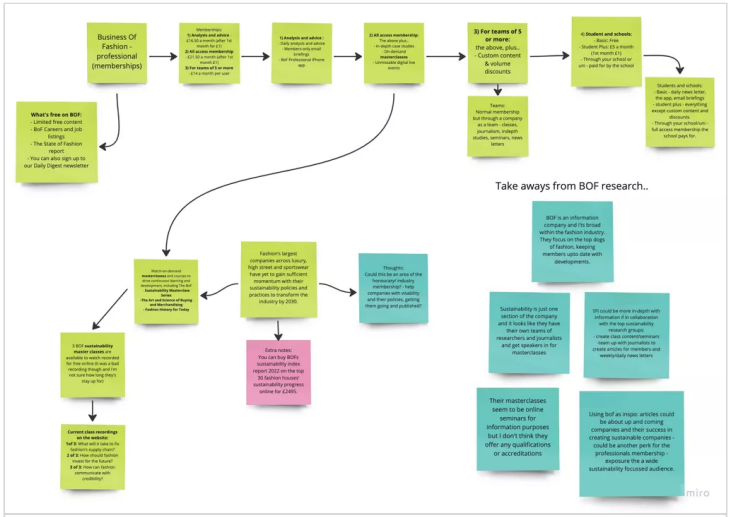


CMI chartered management institute board

PDF document

PADLET DRIVE

BOF research



BOF research board
PDF document
PADLET DRIVE

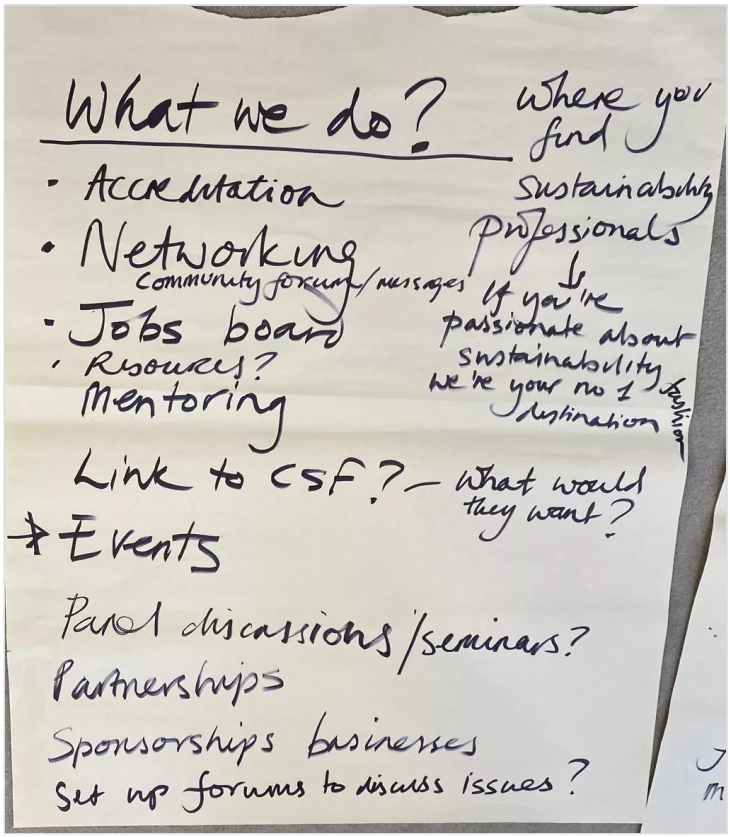


Session 3 - 19/10/22

Meeting and Team

We went over the research we had done throughout the week on different sustainable fashion bodies we can use for the creation of the SFI and its membership structure.

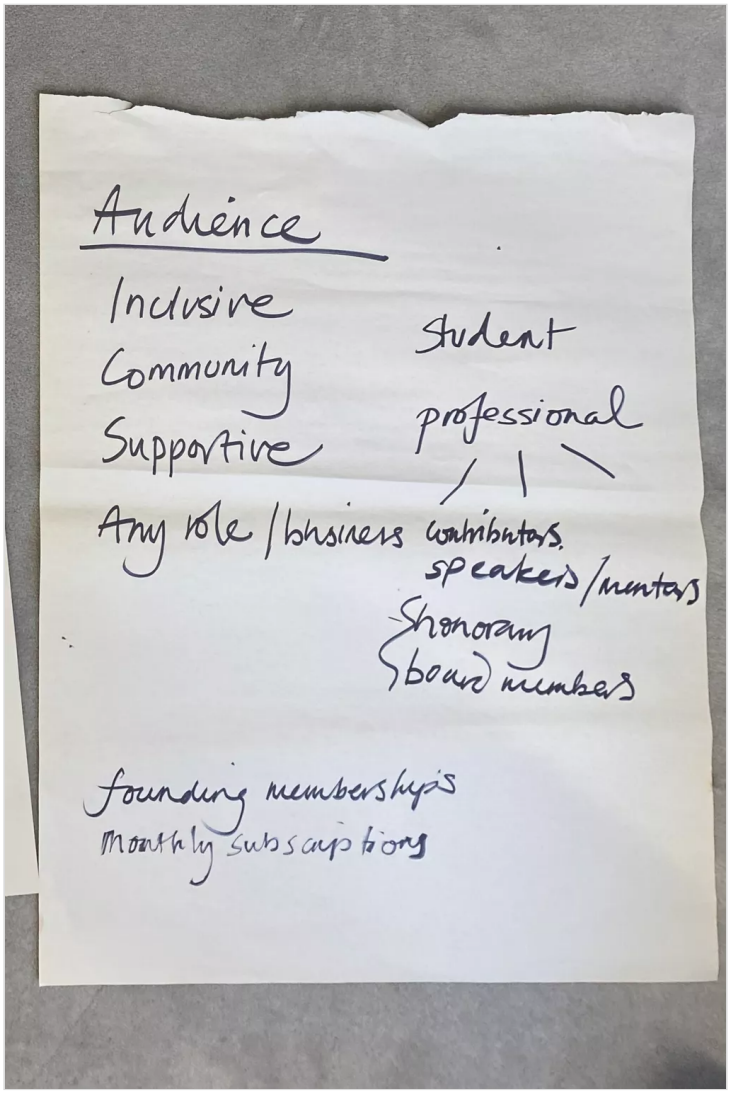
Talked about focusing more on the 4th point of the brief - Governance and Ethics.

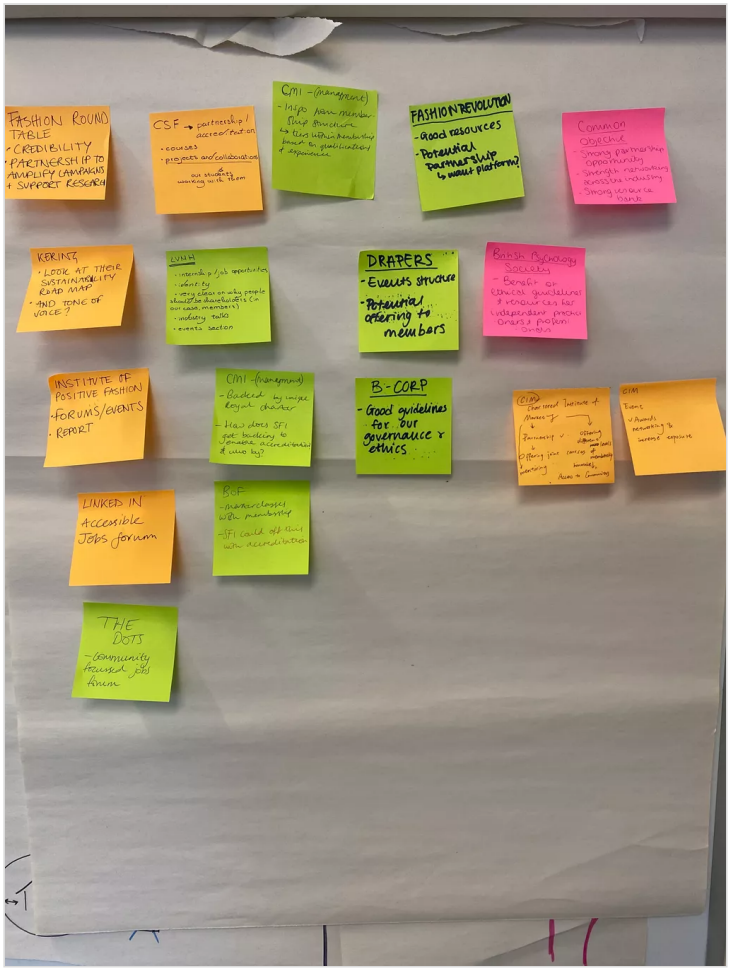


Key Questions

What do we do?
What makes us credible?
Who is our audience?
How are we funded?

Visual Evidence ❤️





Session 4 - 22/10/22 (Online)

Pitch Prep

We met over a Teams online call to discuss what we will include in the pitch and who will be in charge of each slide/topic.

Slide Deck Structure

Slide 1 - Cover
Slide 2 - Meet the team - picture of us all
Slide 3 - Research - Georgia
Slide 4 - Our Values - Carol
Slide 5 - What we do - Carly
Slide 6 - Membership Structure - Marta
Slide 7 - Potential outcomes - Maria
Slide 8 - Questions and next steps - Gemma

Outcomes

We agreed to finish the slides by Monday to be able to edit them as a team by Tuesday morning when Consultancy 2 has been set, to meet in person at JPS campus.

Miro Board for our Pitch in Consultancy 2

https://miro.com/app/board/uXjVPLYsSpw=/

Brainwriting
MIRO

Presentation for Consultancy 2 Pitch

https://docs.google.com/presentation/d/1z5rm5rcnBwhwL1slITjc_aSfkygzngcVI3ARtpAeDEd0/edit#slide=id.g14ca7694a6a_1_0



SFI Consultancy 2 Presentation
by Carly Kelleher
GOOGLE DOCS

Consultancy 2 - 25/10/22

Pitch

We pitch our plan and objectives for the project to Kelly

Presentation Feedback & Thoughts:

- Stakeholders confirmed as: Helen Montgomery, Liz Gee, Christopher Raeburn
- Discussed the idea of verifying sustainable claims made on the website through CPD through the SFI, which sits within the LCF education strategy, and aligns with the values of inclusivity and accessibility - this could be something we co-accredit?
- Discussed how to become the “gold standard” for finding jobs within the sustainable fashion field - how do we get access to the exclusive jobs? How do we break down barriers of certain job levels for students/ new professionals? Could this be done through an algorithm?
- The SFI name is something that could be revised, and we have agreed to brainstorm alternatives on Miro
- Kelly feels the honorary members would not be paying for membership, but would instead be part of the SFI to lend credibility to the body
- Defining a budget is key to advancing the SFI - this is something that will require further investigation. Kelly highlighted that funding could be sourced from fashion based accelerator programmes, such as the CISL or PRME however as she works for these institutions, she will need to check if our submission would be classed as a conflict of interest. A budget was something that was highlighted as being missing from the previous years proposals. Submitting a proposal to an accelerator could be a final outcome for this project?
- Mapping HE courses for their sustainability credentials is something that CSF are already looking into therefore we should steer clear.
- It was agreed that a “one-stop shop” for sustainability in the fashion industry is lacking and a holistic body, which covers and works with all aspects of fashion is needed.
- A possible outcome could be a panel discussion event with Kelly chairing the discussion on the vision for the SFI, along with other key stakeholders

Next steps:

- Further research at this stage could be conducted through interviews with key stakeholders in Consultancy 3, which Kelly has offered to set up - Helen Montgomery (Fashion Business School) and Liz Gee (Dean of Fashion Business School at LCF) / how to become accredited (PSRB)
- Kelly is to send a list of contacts for us to discuss/ research into further on possible collaboration/ discovering what their vision for the SFI could be & also to discuss with CSF on possible ways of working alongside one another without overlapping on aims
- Kelly is to establish if there is to be a split focus on outcomes between us and group 2 after her meeting with them later today - this is TBC tomorrow (Weds)
- We have agreed a Teams meeting at 2pm on Weds to outline the next steps (at this stage, primarily focused on questionnaire content and audience)
- Send Kelly our presentation from Consultancy 2 - Gemma has done this
- Agreed a time and date for Consultancy 3: Tuesday 1st November at 10:30, JPS

Consultancy 2 Presentation



SFI Consultancy 2 Presentation
Powerpoint presentation
PADLET DRIVE

Session 5 - 27/10/22

Meeting Notes

We met with Kelly and Team 2 online.

After her meeting with the CSF, Kelly adviced changing the name of the SFI to remove the idea of Institute, Centre and pottentially Association.

Each team presented their ideas and together with Kelly we decided how the project structure would be divided between the teams.

It was decided that Team 2 will take charge of Branding, Membership structure and Website. And we (Team 1) will be more focused on what the organisation stands for, its values, what it does, governance, getting accreditation and partnerships running.

Kelly's Notes

T1 - Partnerships

T2	T1
Budget Membership structure Events CPD Website (brand design) logo	Name Entry barriers (point of contact) the dots kindness as and algorithm / Jobs and profile infrastructure Values (governance/ethics) accreditation

CSF Tutorial

The opportunity to meet members of the Centre For Sustainable Fashion arose, and we collectively agreed that this would be a useful meeting to gain feedback. Carly booked a space for Weds 2nd November at 2.30pm. The team agreed a time and place to meet to discuss how to present this on Tuesday 1st Nov at 11am.

Session 6 - 01/11/22

Meeting Notes

Shared our concerns with how the merge with the other team meant for us. Agreed to use this meeting to set the specific tasks we have to do.

Our tasks:

- Name
- Accreditation
- Entry barriers
- Point of contact
- Algorythm
- Values and Ethics
- Partnerships

Next Steps For Consultancy 3

- Name - Collectively
- Questionnaire for industry partners, students, professionals - Collectively on Miro - Maria put together
- Meeting with CSF - Collectively
- Get Kelly's contacts and reach out to them
- Wireframe the Profile area of the website (just content) - Marta
- List of partners in order of priority - collectively

Next Steps for Session 7 - Team 1 only

- List of partnerships
- Presenting the profile
- Research into other company's ethics - Each will do the companies we did in our initial research
- Agree on name 100%
- Nudge for link to Hellen (BFS external partnerships)

Questions for the CSF

What do you feel is the most important function of a membership body?
How do you envision a sustainable fashion body to engage with users?
Do you think the CSF could partner with the sustainable membership body on a mentorship basis?

CSF Presentation - 02/11/22

Feedback:
Nina advised that she thought a Mission Statement would be a good way to define our vision and action plan further, alongside the idea of forming a timeframe for completion of the various features we want the body to be/ offer, which we discussed and felt could be a useful way of defining our approach.
We asked if promoting/ linking to the CSF courses on FutureLearn could be a possibility, which was tentatively agreed upon - possibly something to explore in the future.
We discussed the call to action "collaboration to initiate change in the industry"
Possible options to research further into included the civil rights movement, climate justice movement and grassroots campaigns on how to build a community and engage people

Questions for CSF

What would you want from a sustainable fashion body?
Could completing the fashion values courses be something we promote and allow members to add to their values?
We haven't found anything like this out there already... is there anything we've missed?

Mission Statement Research

The Intersectional Environmentalist

Our Mission

- We hope to empower + instill joy in people of color and historically excluded communities by amplifying the incredible legacies of diverse people in the environmental space throughout history and in the present - because we believe with representation, and an understanding that they have always been part of environmental history, we'll empower a new generation of environmentalists and reshape the future of environmentalism to one that is

rooted in equity and inclusion.

- We seek to bridge the understanding gap and provide accessible educational resources for those who want to learn and guidance and direction for organizations looking to shift their narrative. We are also movement connectors, leading people to initiatives and organizations they can support in their local community.

Our Guiding Framework

- Our work is rooted in intersectional environmentalism, an inclusive approach to environmentalism that advocates for the protection of both people + the planet. Through this framework, we believe social + environmental justice are intertwined and environmental advocacy that disregards this connection is harmful and incomplete. IE focuses on achieving climate justice, amplifying historically excluded voices + approaching environmental education, policy, and activism with equity, inclusion and restorative justice in mind.

- Intersectional environmentalism incorporates intersectional theory, created by Kimberlé Crenshaw, and is inspired by The 17 principles of environmental justice.

- The term 'Intersectional environmentalism' was coined by our founder Leah Thomas in 2020 with the intersectional environmentalist pledge that reached over 1 million people. This pledge led to the creation of Intersectional Environmentalist as an organization.

Our Impact

- **We serve:**

- anyone interested in learning more about climate justice and the intersections of culture, identity and environment

- organizations looking to infuse intersectional environmentalism into their missions, campaigns and initiatives

- educators + students (traditional and non-traditional)

- grassroots organizations, activists + initiatives in need of support, amplification + funding

- artists + creatives

How we serve them:

- connecting people to movements in their local communities

- sharing + curating thought provoking resources through our social media channels with an audience of over 400,000 people

- offering consulting + advising to non-profits, organizations and educational institutions

- wealth re-distribution to grassroots organizations, activists and movements

- empowering bipoc by highlighting bipoc environmentalists and their stories

Our Values & IE Pledge

I will stand in solidarity with BIPOC, LGBTQ2S+, and Disability communities and the planet.

I will not ignore the intersections of environmentalism and social justice.

I will use my privilege to advocate for Black and brown lives in spaces where their messages are often silenced.

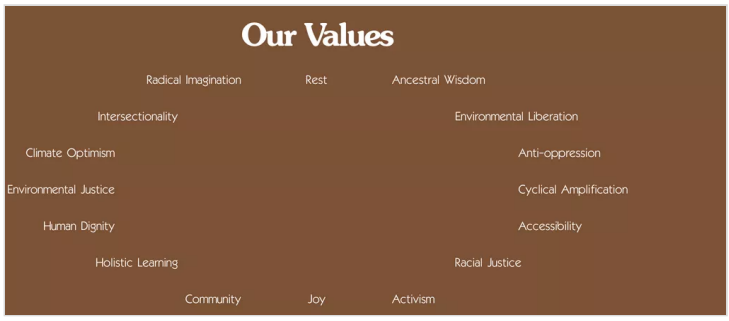
I will proactively do the work to learn about the environmental and social injustices these communities face without minimizing their voices.

I will respect the boundaries of BIPOC, LGBTQ2S+, and Disability friends and activists and not demand they perform emotional labor or do the work for me.

I will share my learnings with other environmentalists and my community.

I will amplify the messages of BIPOC, LGBTQ2S+, and Disability justice activists and environmental leaders.

I will not remain silent during pivotal political and cultural moments that impact targeted communities.



Earth Logic

Seven statements to summarise the purpose of Earth Logic

1. **Act on the science.** Science tells us we have less than a decade to shift to living within the means of our planet, with resources fairly shared across the globe. Acting on the science means taking steps commensurate with this challenge. Changes to products and even discrete systems are insufficient – change needs to be targeted at the very logic that drives the whole of society.

2. **Earth Logic is for us all.** Earth Logic puts the health and survival of our planet as the primary goal for all fashion activity. This is different from fashion directed by economic growth. A thriving planet with a stable climate will benefit us all and decentralises fashion from an industry-dominated activity, to one shaped and reshaped through genuine collaboration across industry, citizens, education, the media, policymakers and more.
3. **It's time for a paradigm shift.** We cannot solve our problems with the same thinking that created them. This is why we propose Earth Logic as a new paradigm for fashion that can also be applied to other sectors. This new way of thinking – like the turn of a kaleidoscope – makes it possible to see new patterns and relationships and take action for a fashion system that is a healthy and regenerative force in society and for the planet.
4. **Dare to change, even when it is difficult.** Three key themes for action are: Less – bring all fashion activities within the planet's limits. Local – ground action in the needs and creativity of local communities. Plural – nurture diversity and social justice to transform nature and society.
5. **Dare to learn, communicate and organise.** Activate transformation of the fashion sector by: Learning – use every opportunity to expand knowledge, share knowledge and innovate based on Earth Logic. Languaging – use words, stories and images that change mindsets from growth logic to Earth Logic. Governing – consider how we organise and regulate fashion as an important and underused driver for change.
6. **Move from production and consumption to care.** The maintenance, use and care of fashion systems are expressions of the Earth Logic. The feminist notion of care radically transforms how we act. Care brings action for climate, biodiversity and social justice from expert work to something everyone can do everywhere. It brings care for relationships, people and other species, into the foreground, paying attention to fashion practices instead of products.
7. **Stay with the trouble – our future prosperity depends on it.** Earth Logic is an uncompromisingly holistic approach to change. This means refusing to separate environmental, social and economic dimensions of sustainability. It also means addressing real challenges, like providing livelihoods in a world of less production and consumption.

Fashion Roundtable

Who We Are

Fashion Roundtable is the only think tank dedicated to reimagining a responsible, inclusive and sustainable industry. Fashion Roundtable delivers creative leadership to solve the world's pressing social, environmental and economic problems, with a focus on creative industry issues, heritage crafts, our industrial legacies, and innovation-led future, creating policy roadmaps to address these with social purpose-driven solutions. We face an exciting but challenging opportunity to rethink, reimagine and rebuild business models, based entirely on sustainable frameworks, which place the planet and people first. Now is the time for businesses, industries, investors and nations to design and implement new systems that decarbonise, transition to net zero, protect nature, nurture creative talent, and support collective progress.

In a world facing a climate emergency, well documented social justice issues in the fashion supply chain, and the need to embed regenerative business practices with future-facing innovation, our thought leadership helps to navigate these challenges to meet the growing demand for ethical and environmental solutions, through our well-respected data collation, events, roundtables and reports. Our focus away from linear business models to circular and inclusive business practices, shines a light on opportunities to support local economies, visionary SMEs, marginalised communities as well as businesses at scale, working toward a wellbeing economy.

We are the only organisation that works across all aspects of the fashion sector's complex global supply chain: from farming and clothing manufacture, all the way through to craft, design, marketing, fashion professionals, creative roles, education and retail. Our unique team drawn from fashion, industry, economics, academia and politics offer transformative strategies across the sector's complex value chain.

As the secretariat for the only All-Party Parliamentary Group focused on the fashion industry's transition towards social justice and sustainable ambitions, Fashion Roundtable is uniquely placed at the nexus of sector expertise and political insights, allowing us a pivotal and uniquely powerful role at the intersection between industry, creativity and policy.

From the sector's first diversity and inclusion report, through to a radical rethink of economic strategy with our work on the Wellbeing Economy, and policy objectives which incentivise sustainable businesses, Fashion Roundtable is at the forefront, creating analysis and solutions which offer a new vision, where planetary boundaries and regenerative practices are intrinsic to an innovative and inclusive creative economy.

We build active partnerships with industry experts, business leaders and partners, to improve and support the fashion industry, ensuring the voices of the workers and businesses are heard by developing independent evidence-based data insights, research, and reports.

Fashion Roundtable is a not-for-profit, non-partisan, independent voice.

Common Objective - Company Values

Our Values

Five things that really matter to CO...

1. Business for good

We believe that business, done well, can have a transformative impact for good.

2. Collaboration

We see collaboration as fundamental to good business. We are committed to working in partnership with other organisations to achieve our shared goal of a better fashion industry.

3. Leadership

For us this means having the courage to stand up for the things that really matter - and pursuing a vision for a better future, even when the going gets tough.

4. Solutions focused

We focus our time, energy, and creativity on developing practical, workable solutions to challenges - big and small.

5. Integrity

Integrity is fundamental in all that we do.

LVMH

Mission:

- quote from Chief Executive Officer
- "excellence of our products over time. Our products are designed to last from generation to generation, aligned with our vision of a truly timeless art de vivre"
- ethical behaviour and integrity; show leadership for French society and internationally

Values:

- Be creative and innovative
- Deliver excellence
- Cultivate and entrepreneurial spirit
- Be commited to positive impact

They also explain each value more in depth

They explain their **business model**:

- decentralized organization
- organic growth
- vertical integration
- etc

Governance:
Board of directors + executive committee
* for the executive committee, each member has a picture and profile

Ethics and compliance -> code of conduct:

"...bringing together the rules that each employee must follow in the performance of their duties:

- acting responsibly and with social awareness;
- providing a fulfilling work environment and valuing talents;
- commitment to protect the environment;
- winning the trust of customers;
- winning the confidence of shareholders;
- acting with and commitment to integrity in the conduct of business.

The Code has been translated into more than 10 languages and is widely disseminated across the Group."



Buy Nothing - Mission Statement & About Us

https://buynothingproject.org/about

Buy Nothing 101
In a nutshell:
BuyNothing offers people a way to give and receive, share, lend, and express gratitude through a worldwide gift economy network in which the true wealth is the web of connections formed between people. We believe that communities are more resilient, sustainable, equitable, and joyful when they have functional gift economies.

Principles:

- We believe our hyper-local groups strengthen the social fabric of their communities, and ensure the health and vitality of each member.
- We come from a place of abundance ~ not scarcity.
- We believe in abundance, we give, we ask, we share, we lend and we express gratitude.
- We are a gift economy, not a charity. We see no difference between want and need, waste and treasure.
- We do not buy, sell, trade, barter, or otherwise exchange money for items or services.
- We measure wealth by the personal connections made and trust between people.
- We value people and their stories and narratives above the 'stuff.'
- We are inclusive at our core.
- We value honesty and integrity in all our interactions.
- We view all gifts as equal; the human connection is the value.
- We believe every community has the same wealth of generosity and abundance.

Buy Nothing have a really clear, easily accessible set of goals and an action plan for how they achieve this through their app, which is a little further down on the About Us page. Despite being a service, I think their values closely align with some goals for the SFI - a useful reference point!

BNProject | About Us

BuyNothing offers people a way to give and receive, share, lend, and express gratitude through a worldwide gift economy network in which the true wealth is the web of connections formed between people. We believe that communities are more resilient, sustainable, equitable, and joyful when they have functional gift economies.

BUYNOTHINGPROJECT

CSF

About us page:
* explain their work
* How they engage in research, knowledge exchange and education
* how they engage in policy change work and advocacy
* their commitments
* how to study with them
* meet the team

Policy and advocacy:

> *Taking a systemic approach to change, CSF engages in policy change work to support social and environmental justice, to recognise and incentivise sustainability led fashion design entrepreneurs, and to champion support for best practice at larger scales.*

They procede to explain how they support this change:
- Informing public debate and policy recommendations
- Challenging the dominant detrimental narratives of fashion
- Advocating for climate-related goal setting to commit to targets
- Being a trusted authority and recognised voice of expertise in Fashion Design for Sustainability

Their page also shows which groups they're involved with in order to support their mission:
* All-Party Parliamentary Group on Ethics and Sustainability in Fashion; Fashion Industry Charter for Climate Action; Sustainable Clothing Action Plan; etc.

Commitments:
* values
* the CSF strategy
* Climate justice

They share:
- short and long term aims, a delivery plan, and a framework of accountability
- set of core themes which they aim to address (Ecological Literacy, action in climate emergency, Post-Human Thinking, social justice,...)

Guiding principles (/ Values)
- We have integrity
- We practice cultures of care
- We are collaborative
- We are inquisitive
- We are rigorous
- We are committed to transforming the fashion system
- We are catalytic

* they also write it as active statements

* The CSF Strategy (2020 -2025) -> sets direction to achieve mission

Mission
- to engage in participatory design and transformation design practices to act on the climate, societal and personal health and equity crisis in and through fashion.
- to develop agency and capabilities in those involved in fashion to critically respond, adapt and transform fashion into restorative practices and cultures.

B CORP movement

The B Corporation movement's collection vision is one of an inclusive, equitable and regenerative economy.

About B Corps
Certified B Corps are companies verified by B Lab to meet high standards of social and environmental performance, transparency and accountability.
The B Corp community is a global movement of businesses that provide leadership by demonstrating their commitment to people and the planet.

Our Strategy
B Lab UK's strategy is rooted in the global theory of change, aiming to redefine the role of business within our economic system so that every business is a force for good.

Their theory of change looks at
- the problem
- the solution
- the outcome

What their work is focused on
1) Building a diverse, representative community of B Corps that are modelling the kind of business we need, and engaging that community to create evidence and inspire others
2) Making the case for these models to be adopted at scale and for changes to our economic system...
These 2 pillars of work create a powerful positive cycle, as the B corp grows, we are able to make our case for change more convincing and we can reach a wider audience.
The louder we celebrate our B Corps and demand change at scale, the more businesses - and people- we bring into the movement.

They have a board of and an advisory council

YehYehYeh & CIM

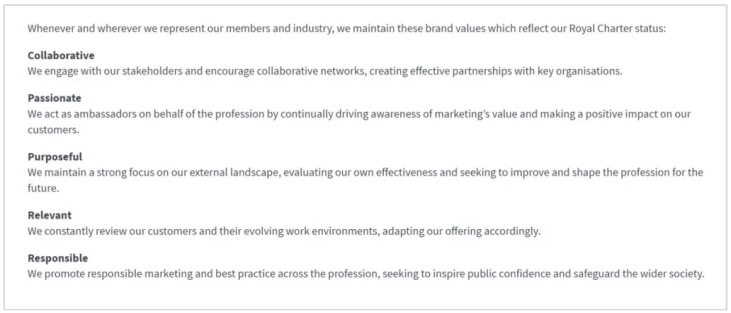
l yehyehyeh is an agency bringing together sustainability, creativity and innovation to instigate value-based change. It offers consultancy, strategies, creative solutions, product initiatives and communication services for forward-looking brands, clients and institutions.
Mission: they do not have a clear mission statement on social media/website, but environment is its main concern, including climate emergency, biodiversity, innovation of eco-friendly materials and so on

Sustainability: Bof & Mckinsey, 2021, p132

l **CIM**
Mission: CIM strives for business leaders and opinion formers to recognise the positive contribution professional marketing can bring to their organisations, the economy and wider society. We support, develop and represent marketers, organisations and the profession all over the world.



CIM Value



Extinction Rebellion

about us
decentralised, international and politically non partisan movement using non violent action and civil disobedience to persuade governments to act justly on climate change

our demands
1. tell the truth
2. act now
3. go beyond politics

our values
1. creating a world that is fit for the next 7 generations to live in
2. mobilising 3.5% of the populations to achieve system change - momentum driven organising
3. creating a culture that is healthy, resilient and adaptable
4. leaving our comfort zones to take action
5. learning from other movements and contexts as well as our own experiences
6. we welcome everyone and every part of everyone
7. breaking down hierarchies of power for more equitable participation
8. avoid blaming and shaming
9. non violent
10. autonomy and decentralisation

The time to take action is now

Join the rebellion
Get involved
Contact
Donate
Blog

Should a blog be part of what we do?

Very first thoughts ...

Mission statement
Collaborating to build a sustainable/responsible/positive future for the fashion industry, starting now.

We believe that in this the decisive decade there is no time to waste. For the fashion industry to meet it's commitments and halve emissions by 2030 things need to start to change fast.

We aim to accelerate change by building an inclusive multidisciplinary fashion community committed to working together and supporting each other to challenge the existing fashion paradigm.

Our guiding principles
Driving change through **inclusivity**, open to anyone in the fashion community who's interested in sustainability and wants to be part of creating a sustainable future
Building a collaborative **community** to support each other and ask the difficult questions and challenge the way things are.
We know championing sustainability can be a lonely place. Our **supportive** network is designed to provide you with the mentorship, advice and skills that mean you really can make a difference.
An **accessible** forum that shares best practice, pulls together/connects you to other sustainability organisations, campaigns for change and training resources

What we do...

- personal profiles designed to showcase your sustainability

credentials and experience
- links to industry/jobs boards
- links to courses and training - CSF/ CO/LVMH
- links to access information on key issues (fibres/fabrics/ethical sourcing/recycling)
- events?
- maybe we could create an a news area that highlights whats going on? Maybe links with eventbrite? future learn?

Board Members

Advisory Board

BOF and CMI missions, values and ethic

BOF values:

"Our journalism is rooted in **balanced reporting, fairness and integrity**."

Ethics Policy

The Business of Fashion's core mission is to open, inform and connect the global fashion industry.

- High-quality news independent of investor input
- Revenue from subscribers to BOF professional
- Revenue from users who pay for access to events
- Do not adjust editorial content for the wishes of stakeholders or partners
- Shareholders have signed an agreement for BOF's reporting independence
- All advertising has a disclaimer of "sponsored content"
- All sponsored content or other "native advertising" content created on behalf of commercial partners is done so by BoF's commercial team.
- BoF correspondents have no involvement in the creation of advertising content.
- BoF correspondents are governed by conflict-of-interest guidelines ensuring there is absolutely no overlap between their coverage and any personal financial activity
- BoF correspondents do not accept gifts in return for coverage.

"Serving members in more than 125 countries, BoF combines independent, agenda-setting journalism with practical business advice, online learning, career-building tools and immersive events and experiences, powering positive change in fashion and the wider world."

CMI:

Chartered Management Institute (CMI) CMI is the only chartered professional body in the UK dedicated to promoting the highest standards in management and leadership excellence. With a member community of over 113,000, CMI has been providing forward-thinking advice and support for more than 60 years. We continue to give managers and leaders, and the organisations they work in, the tools they need to improve their performance and make an impact. We are a UK awarding body for management and leadership qualifications, and the only body that awards Chartered Manager, the hallmark of any professional manager.

OUR VISION, MISSION AND VALUE
At the heart of everything we do at CMI is our mission, vision and values.

As a chartered body, these ensure we fulfil the aims set out in our Royal Carter. But equally important, they focus on the activities which will deliver real impact

Professional
To be authoritative and credible we have to be judged by the highest standards. In all things we say and do we are accountable and ethical, always adhering to our code of conduct and practice.
Progressive
We are committed to inclusivity and we look forward with an unshakeable belief that everyone can do better. Sometimes this means challenging the status quo and being controversial but always with the desire to create a better future.
Practical
Our knowledge and expertise makes us smart and quick to respond in a way that is grounded in the real world. This enables us to simplify complex issues to promote understanding and best practice.
Passionate
Our energy, enthusiasm and belief in making a positive difference to the skills of managers and leaders means we are always giving our best to deliver value to our stakeholders.

Fashion Revolution

About us page:
- Brief description of the organisation
- Vision
- Aims
    - *An end to human and environmental exploitation in the global fashion industry*
    - *Safe, dignified working conditions and living wages for all people in the supply chain*
    - *Redistributed and more equal balance of power across the global fashion industry*
    - *A bigger and stronger labour movement in the global fashion industry*
    - *A global fashion industry that works to conserve precious resources and regenerate ecosystems*
    - *A culture of transparency and accountability across the value chain*
    - *An end to throwaway culture and shift to a system where materials are used for much longer and nothing goes to waste*

        - *Heritage, craftsmanship and local wisdom are recognised and valued*
    - How they work to achieve change
        - Cultural
        - Industry
        - Policy
    - Their approach
    - Their structure - different branches of the organisation and where they opperate
    - Their Funding
    - Their Financial Statements

Their Manifesto:
"We are Fashion Revolution. We are designers, producers, makers, workers and consumers. We are academics, writers, business leaders, brands, retailers, trade unions and policymakers. We are the industry and the public. We are world citizens. We are a movement and a community. We are you.

We love fashion. But we don't want our clothes to exploit people or destroy our planet. We demand radical, revolutionary change. "

In their "Impact" page they show their impact reports for all the years they have opperated (2016-2021)

Values
- People and planet over profit and growth
- Transparency

Session 7 - 07/11/22

Meeting notes

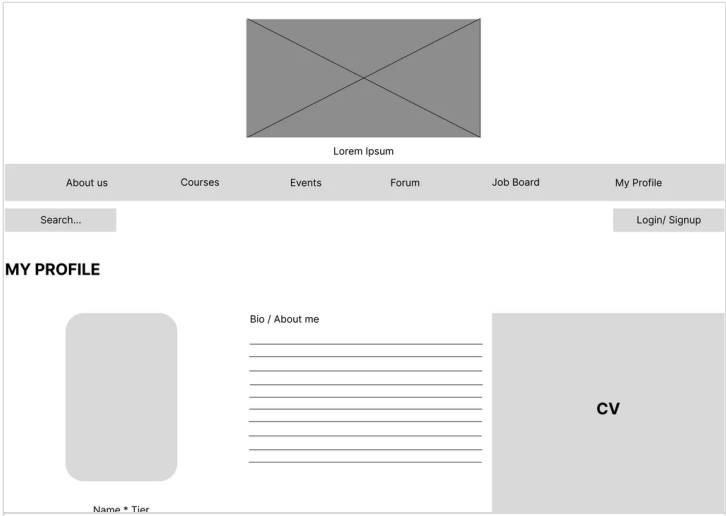
We met online and agreed on what to do for consultancy 3.

Carly put together a Slide deck with the advances done since consultancy 2. We collaborated in populating the slides with out mission statement and potential partners in order of priority.

Draft Mission Statement

***The SFI* is a beyond-profit social enterprise that connects people to initiate change across the fashion industry.**
We believe that real change can be created through community action towards a common goal - this is your call to action.
We believe that by uniting people we can forge alliances, exchange knowledge and build solutions to the climate crisis, and create an environment where we and the planet can thrive.
We are stronger together. Through mutual support, we can foster resilience and spark innovation. Our mentorship scheme unites the next generation of creatives with those leading businesses today, to collaborate and learn from each other.
We want to make sustainable solutions accessible for everyone. We offer a wealth of free resources that everyone can access to improve their practice, whether you are a designer, a marketer, a buyer, a technician, a quality control analyst... the list is endless.

Profile page - 1st draft



Wireframe - 1
PDF document
PADLET DRIVE

Consultancy 3 Presentation



Consultancy 3 Presentation
Powerpoint presentation
PADLET DRIVE

Consultancy 3 - 09/11/22

Meeting with Kelly - JPS, 5:30pm

We provided an update on the areas which were delegated to us from Consultancy 2, including the new name for the membership body, as voted for by both groups: The Conscious Fashion Network. We also shared the draft Mission Statement and Values that we had created together, in order to establish the foundations of the entity.
Feedback was largely positive - Kelly agreed that the move away from the use of 'sustainable' is desirable, due to the meaning being somewhat lost in today's discourse on the subject. The use of the words 'Conscious' and 'Network' were noted as being linked directly back to what we do and how we achieve it: through decisions that place sustainability at their heart, and through collaboration, we can make a difference.

We highlighted potential partnerships for the CFN, which initiated a discussion on key people to contact to further this idea, including Nina Van Volkinberg, Fran Sheldon, Christopher Raeburn and Nina Joyce. Potential contacts may be found through the Centre for Sustainable Fashion for Eventbrite and FutureLearn. We may reach out to Common Objective and The Dots for further advice on how to set up a partnership.

A time and place was agreed to meet Liz Gee and Helen Montgomery on 22nd November (4pm, JPS 105).

Group 2 shared a range of options for layout of the website, which we will vote together on as one team.

Session 8 - 14/11/22

Meeting Notes

We met online to discuss next steps after consultancy 3.

We briefly discussed the overall slide structure that we will include in the final presentation:

- Name
- Mision Statement
- Values
- Code of Conduct
- Partnerships
- Accreditation steps

We discussed available times for the final presentation to get back to Kelly with the timings that would work for everyone.

- Wednesday 30th - 17:30 - 18:30
- Monday 28th - 16:00 - 1700

Research on Hellen and Liz

Hellen Montgomery

Liz Gee

Questions for Helen & Liz

Both interviewees could provide insight into expectations for students and professionals given their role and experience within the field.

-What is the process for a membership body to become associated with UAL?
-What is the average cost per head for student membership to a professional body? Could you give us a ball park figure of what you'd expect to pay a new body such as the CFN?
-What benefits would you expect to see from a membership for students?
-Would you consider being an honorary member yourself?
-What would you personally expect/ want from a sustainable professional membership?
Carly

Questions For Session With Hellen and Liz

Liz

- Governance and code of conduct
- What kind of organisations will give it credibility
- Benefits, mission, purpose and values the they would expect

Is there a limit on how much funding UAL would cover for each student to be a member of an accredited institution?

BFC Diversity & Inclusion Policy

"Diversity, Equity & Inclusion
At the British Fashion Council, we value the differences that a diverse workforce brings to the organisation and are fully committed to the elimination of unlawful and unfair discrimination.

Our values are clear: We are forces for Change; We are United; We strive for Excellence and We are Innovative. Central to these values is the commitment to champion diversity, equity and inclusion and work together to deliver positive change.

We encourage a culture which empowers, values, nurtures, supports and rewards our employees and promotes a positive environment with a focus on team collaboration and open communication. We want our employees to bring their true self to work and we commit to developing their skills and advance their careers in a culture of creativity.

We celebrate and champion multiple approaches and points of view and believe diversity drives innovation.

Together we are building a culture based on meritocracy, openness, fairness and transparency, where difference and allyship are valued.

The British Fashion Council Diversity, Equity & Inclusion Policy applies to all employees, secondees, agency staff, clients, communities, suppliers and contractors, whether permanent or temporary. The policy applies to all processes relating to employment and training and to any dealings with members, customers and clients. It also applies to all applicants seeking employment with the British Fashion Council."

Lots of strong, action-focused words in this policy which are balanced with positive language which celebrates diversity. Within the BFC exists a Diversity & Inclusion Committee, who

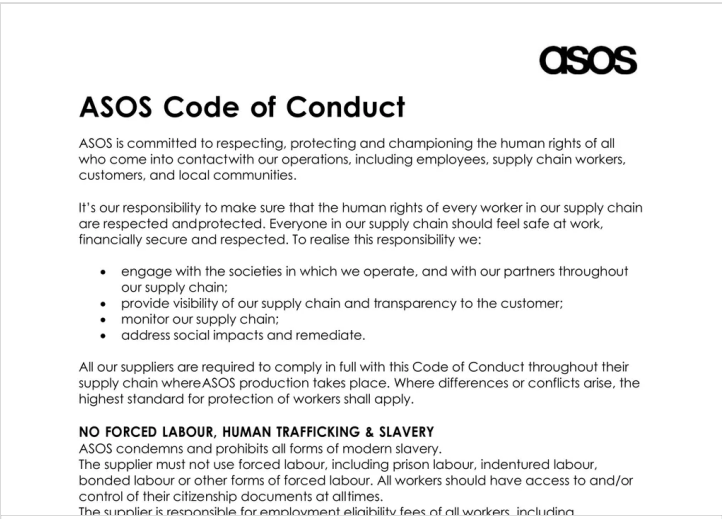
"work alongside the Institute for Positive Fashion" in order to benchmark accountability within the industry.



BFC_Diversity_Inclusion Policy
PDF document
PADLET DRIVE

ASOS Code of Conduct

Highlights issues within the supply chain including modern day slavery, discrimination and wage theft, but largely avoids stating how these are prohibited or monitored.


ASOS

ASOS Code of Conduct

ASOS is committed to respecting, protecting and championing the human rights of all who come into contactwith our operations, including employees, supply chain workers, customers, and local communities.

It's our responsibility to make sure that the human rights of every worker in our supply chain are respected andprotected. Everyone in our supply chain should feel safe at work, financially secure and respected. To realise this responsibility we:

- engage with the societies in which we operate, and with our partners throughout our supply chain;
- provide visibility of our supply chain and transparency to the customer;
- monitor our supply chain;
- address social impacts and remediate.

All our suppliers are required to comply in full with this Code of Conduct throughout their supply chain whereASOS production takes place. Where differences or conflicts arise, the highest standard for protection of workers shall apply.

NO FORCED LABOUR, HUMAN TRAFFICKING & SLAVERY
ASOS condemns and prohibits all forms of modern slavery.
The supplier must not use forced labour, including prison labour, indentured labour, bonded labour or other forms of forced labour. All workers should have access to and/or control of their citizenship documents at alltimes.
The supplier is responsible for employment eligibility fees of all workers, including

ASOS_Code_of_Conduct
PDF document
PADLET DRIVE

Google Supplier Code of Conduct

Comprehensive code of conduct from Google, which references the UN Human Rights Declaration as a guiding source.
https://about.google/supplier-code-of-conduct/

Supplier Code of Conduct - Google
Google is committed to treating all workers with respect and dignity, ensuring safe working conditions, and conducting environmentally responsible, ethical operations. We expect suppliers in our operations and supply chain, and their suppliers, to embrace the following social, environmental, and ethical responsibilities. Underlying Obligations.
ABOUT

B-Corp Certification

Who certifies B Corp?
B Corp Certification is administered by Standards Analysts at the non-profit B Lab. Standards Analysts are located at B Lab's Pennsylvania, New York, and Amsterdam offices. The standards for B Corp Certification are overseen by B Lab's independent Standards Advisory Council.

Who is eligible?
Any for-profit company with at least a year of operations may pursue B Corp Certification. There is no minimum or maximum size. Certain companies, such as those under a year old, those with related entities, or large multinational and public companies, have additional considerations and requirements.

What is the process for certification?
In order to become a certified B Corp, companies are required to:
1. Achieve a score of at least 80 points on the B Impact Assessment and submit it for review. The assessment is verified by our independent Standards Management Team and companies will be asked to provide documentation and other evidence to support and verify answers.
2. Meet the B Corp Legal requirement to amend the company's Articles of Association, making a commitment to consider all stakeholders in the company's decision-making, not just shareholders.
3. Pay the certification fee. There is an annual certification fee to become a B Corp, based on a company's revenue.

How much does it cost?
Access to the B Impact Assessment is free. A one-off submission fee of £250 (+VAT) is payable when you submit your company for certification. Certified B Corporations pay an annual certification fee calculated based on total revenue for the preceding 12 months. This fee starts at £1000 for certified B Corps and scales based on a company's revenue. If you have been operating for less than a year, you can become a Pending B Corp which is £250. You can see the full pricing schedule here.

How does the verification process work and how long does it take?
After you have submitted your assessment, you will enter a review process with B Lab. In the Evaluation stage, an Evaluation Analyst will perform a number of checks to ensure you are eligible for B Corp certification, and are on the right track of the assessment. You will only be contacted directly during this phase

if the Evaluation Analyst has any questions or requires some more information from you.
You will then move on to the Verification stage, which usually includes one or more phone calls with a Standards Analyst to discuss any questions that they have about your assessment. This is also when you will be asked to provide additional information and evidence to support your answers as required. You can find information about the entire review process here.

How much is the submission fee?
The Submission Fee is a £250 fee (plus VAT) that companies pay when submitting their assessment for Verification. This is non-refundable.

How long until I have to rectify?
All companies have to rectify every 3 years.

Social Enterprise UK Membership

In the brief, it states that SFI (now CFN) is a "beyond profit social enterprise" however it's worth understanding this a little more in terms of how we will operate and how this links to what we do as a membership body.

The criteria for joining the Social Enterprise UK body are as follows:
"**To join as a Social Enterprise you must declare that you meet the following criteria:**

1. Your business has a clear social or environmental mission that is set out in its governing documents.
2. You are an independent business and earn more than half of your income through trading (or are working towards this)
3. You are controlled or owned in the interests of your social mission
4. You reinvest or give away at least half your profits or surpluses towards your social purpose
5. You are transparent about how you operate and the impact that you have

Membership is free for all social enterprises which turnover under £100K. If you'd like to have a conversation about membership, please get in touch with the team at **membership@socialenterprise.org.uk** "

Will we be following this process? Which causes will we be investing back into? How will we communicate our transparency ie. through an annual report? Quarterly?

Perhaps something to discuss with Kelly further ?

https://www.socialenterprise.org.uk/get-involved/about-seuk-membership/

About SEUK Membership | Social Enterprise UK



Social Enterprise UK is the biggest network of social enterprises in the country and provides members with guidance, opportunities, and a strong collective voice for the sector. We need you to help us grow the social enterprise network. Join the movement as a "Social Enterprise" or a "Supporter of Social Enterprise" member and increase our mandate as the voice for the sector.

SOCIALENTERPRISE

How to get accreditation for a Non-profit organization- Nonprofits First

Accreditation - Nonprofits First
"Getting accreditation is an annual process"
price for the new organization: $5,650 (a lot!)
they cooperated with: food bank, urban league, and foundations (Piper's angel, Hanley...)
they also offer offer some courses like risk management and accounting for non-profit organizations (for members)
https://www.nonprofitsfirst.org/

About Nonprofits First:
Nonprofits First strives to assist nonprofit organizations in maximizing their capacity to deliver services through **Accreditation, Education and Professional Development, Membership, Leadership Training and Growth, and Management Support Services**.

How does the Accreditation process work?

Accreditation is an annual process, beginning with an onsite review of all standards in the first year. After initial Accreditation, the next three years consist of a renewal process that looks primarily at your organization's fiscal health and viability. Then, in year five, the cycle begins again with a full Accreditation with onsite review.

The initial process takes anywhere from several months to one year to complete, depending on the capacity and established infrastructure of your organization. The process in the first follows these primary steps:

1. The orientation, initial paperwork, and payment are completed.
2. Your organization completes and submits the online P2E™ Toolkit (Pathway to Excellence).
3. Nonprofits First staff help your organization prepare for the onsite review.
4. Executive Volunteer Corps* members from Nonprofits First verify compliance with Accreditation Standards at your onsite review.
5. Nonprofits First staff prepare the preliminary and/or final report(s).
6. The Accreditation Review Council makes a final determination on awarding Accreditation.

From UK government: how to get accredited

https://www.ukas.com/accreditation/about/how-to-get-ukas-accreditation/
UKAS: The national accreditation body for the UK
email: sales@ukas.com

UKAS accredits organisations offering services including **certification, validation and verification, testing, inspection, calibration, proficiency testing provision, reference material production and imaging and physiological services**

however, I searched the organization accredited, there is no sustainable or fashion related, most of them are medical, testing,

inspection organizations.

other documents
set up a social enterprise: https://www.gov.uk/set-up-a-social-enterprise

A CIC is a special type of limited company which exists to benefit the community rather than private shareholders.

To set up a CIC, you'll need:

- a 'community interest statement', explaining what your business plans to do
- an 'asset lock'- a legal promise stating that the company's assets will only be used for its social objectives, and setting limits to the money it can pay to shareholders
- a constitution - you can use the CIC regulator's model constitutions
- to get your company approved by the community interest company regulator - your application will automatically be sent to them

set up a CIC online : 27 pounds

How to get UKAS Accreditation | UKAS



Should you have any findings, you will have approximately 12 weeks (this may vary but will be agreed with your Assessment Manager) to provide suitable evidence to your Assessment Manager that they have been addressed. Once any mandatory findings have been satisfactorily cleared, the Assessment Manager will submit their recommendation to an independent Decision-maker within UKAS.

UKAS

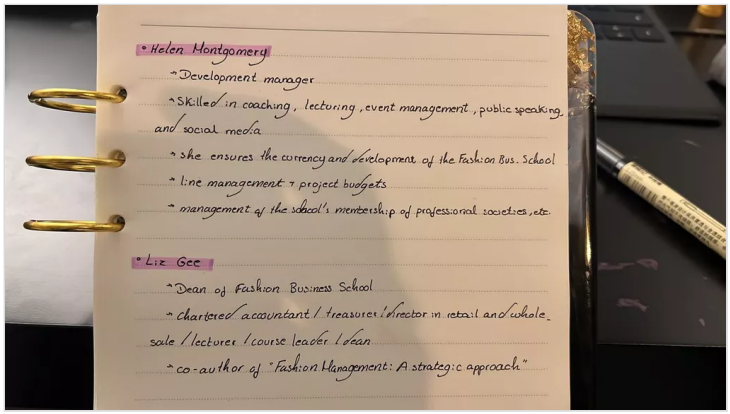
Christopher Raeburn:

Christopher Raeburn is a British fashion designer, known for reworking surplus fabrics and garments to create menswear, womenswear and accessories.

RÆBURN is a collaborative, creative fashion studio where daily design meets responsible production, alongside **monthly events, discussions and workshops**.

Est 2009
Their ethos:
Remake - decondtructing and reworking original military items of clothing and fabrics
+
Reduce - waste reduction - local manufacturing
+
Recycle - Outerwear and accessories are recycled

The three R's work together and help support eachother



Research on Cambridge Institute for Sustainability leadership

The University of Cambridge Institute for Sustainability Leadership (CISL) is a globally influential Institute developing leadership and solutions for a sustainable economy.

For over three decades, the University of Cambridge Institute for Sustainability Leadership (CISL) has set a global benchmark for sustainability leadership education for individuals and organisations. Find out more about our executive education and graduate study courses below.

Widely regarded as some of the best in the world, our part-time sustainability postgraduate programmes include the Master's in Sustainability Leadership and Postgraduate Certificates in Sustainable Business and Sustainable Value Chains.

About Us



Build the leadership capacity of individuals to create the future we want through executive and graduate education. Catalyse innovation and solutions through our business and policy leaders groups, and working with individual organisations. Develop the capability of organisations and regions to lead this transition through our advisory services and customised programmes.

CAM

Accreditation PSRB

Professional Statutory and Regulatory Bodies (PSRBs) are external bodies which accredit, recognise and approve programmes that lead to a professional or vocational qualification or exemption from a professional examination.
A PSRB 'accredited', 'recognised' or 'approved' programme may convey, or be a step toward obtaining a licence to practise in a particular regulated profession; and/or it may confer full or partial exemption from professional qualifications.
Professional, Statutory and Regulatory body accreditation usually entails an inspection of provision, either through a visit involving relevant programme and Faculty staff and PSRB representatives or through scrutiny of programme documentation. It is often given for a specific time period, after which there has to be further inspection to retain the accreditation/recognition/approval.

Session 9 - 16/11/22

Meeting Notes

We met online to discuss the research we have done this week about Helen and Liz and other organisations' code of conduct.

Next Steps

- Draft code of conduct
- Governing board list of names
- Advisory board list of names
- Partnerships name list

For Consultancy 4

- Summary of meeting with Helen and Liz
- Research into accreditation
- Code of Conduct
- Overview of final presentation

Session 10 - 22/11/22

Interview with Helen Montgomery & Liz Gee / Consultancy 4

We began by introducing the CFN to both Helen & Liz, covering our core aims, values and ways of working.

-What are the limits of the "badges"? Is it just payment required to be a member, or do you have to have completed a minimum of a certain level of course?

-An alternative way to engage students could be through a competition to be mentored by an honorary member - this would ensure the applicants are committed and of a high standard for it to be a worthwhile investment for the mentor. Could it be worth offering a 3-month membership for graduates rather than a blanket membership whilst at university? Could a free course be a way to engage graduates?

-The importance of annual/ bi-annual renewal to ensure membership - this could be through a set number of hours (ie. 100 hours of CPD within a year). CPD could cover: hours reading academic papers, attending events, giving talks etc.

-Do we want to become an accrediting body or just a forum? If we want to be the former, how do we want to benchmark the qualifications (ie through auditing?). Should this be done through different levels that are matched against a higher level of membership? Should we have a set of goals that members have to report progress against every two years?

-Would we personally curate the content on the site? How would this be monitored?

-Governance: who are our board members?

-Helen & Liz would be happy to be honorary members!

-Key words: curating, benchmarking, accrediting.

Intro to CFN Presentation



Intro To CFN
Powerpoint presentation
PADLET DRIVE

Session 11 - 23/11/22

Meeting Notes

We got together in person to run through what we will be including in the final slides for consultancy 5!

SLIDES

1. COVER
2. Brief - Gemma
3. The team - Gemma
4. Consultancy 2 - Carol
5. What we do - Carol
6. Objectives - Georgia
7. Team 2 - Georgia
8. CSF Interview - Gemma
9. Mission Statement - Carly
10. Profile - Marta
11. Accreditation - Marta
12. Code of Conduct - Carly
13. Partnerships - Maria
14. Advisor/honorary - Maria
15. Next Steps - Gemma

Draft Code of Conduct

The Conscious Fashion Network has a set of guiding principles that are based on driving forward sustainable change within the fashion industry: inclusion; accessibility; community; and,

support. The CFN expects that all network members follow these principles, as outlined in our Mission Statement whilst using the platform and interacting with other professionals through our site.

PEOPLE

Suppliers must treat all employees with respect and dignity, and provide conditions whereby employees feel safe at work. All employees within the operations of each member of the CFN have the right to decent, dignified work and a safe working environment.

CFN strongly prohibits all forms of modern slavery, including bonded and forced labour, indentured labour or prison labour. Suppliers and their subcontractors may not employ anyone below 15 years of age, or the local legal minimum age, or the age for completing compulsory education, whichever of the three is higher. Employees throughout the supply chain should have access to their personal documents at all times. All workers have a right to collective bargaining and to form a union at their choice.
Employees must treated with respect and equality regardless of gender, race, religion, caste, age, disability, sexual orientation, pregnancy, marital status, nationality. We do not tolerate any forms of discrimination, verbal, physical, sexual or psychological abuse or harrassment of any kind within our network. All members are required to comply with all local labour laws and policies.
The CFN will not tolerate any form of corruption or bribery within its network. All users of the CFN will treat other members with respect.
The CFN requires all members to provide biannual audits for all operations within its supply chain. These must be conducted by an independent third party and will be reviewed upon submission to the CFN.
All members of the CFN must comply with all national and regional laws, administrative practices, and standards in the country they operate.
PLANET
Suppliers must adhere to all applicable regulations and laws regarding prohibition or restriction of specific substances including labelling laws and regulations for recycling and disposal. This must be in accordance with EU law, and includes the EU REACH declaration on harmful substances.
The CFN expects all suppliers to make reasonable efforts to transition to renewable energy use if not currently implemented. *We are committed to becoming net-zero by 2030 and expect where reasonably possible for all members to publish their carbon reduction commitments.* All network users must provide their sustainability policies and carbon footprint data upon request to the

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Session 12 - 30/11/22 Final Consultancy

Final Presentation

A recap on everything achieved to date, with suggestions on for further development of the CFN.
JPS, 5.30pm



Consultancy 5 Presentation
PDF document
PADLET DRIVE

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