



FASHION FOR GOOD

Independent Evaluation

COMEA

COMUNICAÇÃO E AVALIAÇÃO LTDA.

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EXECUTIVE SUMMARY

Fashion for Good (FFG) is a **unique, bold global initiative that aims to transform the fashion industry** from a 'take-make-waste' pattern to a circular good fashion approach that is restorative, regenerative and sustainable by design. The initiative has two related components: the **Innovation Platform** works with start-up companies to nurture, accelerate and scale innovations; and the **Convener for Change** drives conversation and collaboration to create wider behavioural change.

Laudes Foundation (formerly C&A Foundation) is the founding partner of FFG, which launched in March 2017. As the foundation's first industry innovation accelerator, its objective was to change the global trajectory of sustainable innovation in fashion. FFG has since engaged industry partners, including brands, retailers, manufacturers, multi-stakeholder organisations, non-governmental organisations (NGOs) and research institutes to progress its mission to drive innovation in sustainability, circularity and transparency across the industry.

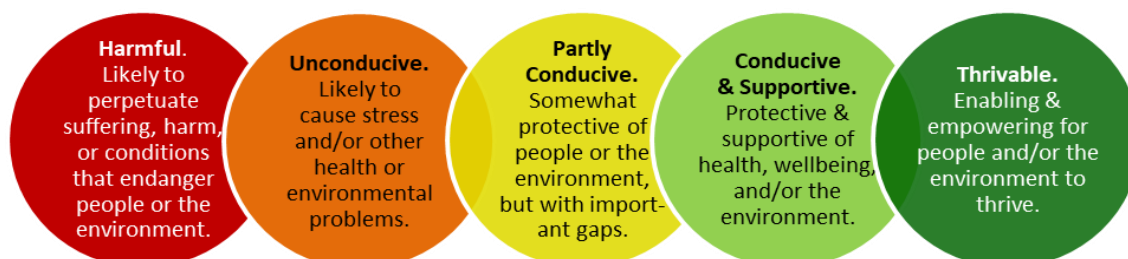
This independent external evaluation assesses FFG's work from its inception in March 2017 to early 2020. The **evaluation focused on the initiative's design, implementation, results, financial sustainability and lessons learned.**

FFG's performance is impressive, given it is both a relatively new organisation and the difficult context within which it operates (fashion is a very traditional and conservative industry). Overall, the evaluation has found strong evidence that **FFG is making good progress towards fulfilling its mission.**

The assessment used a **rubrics-enhanced evaluation framework**, centred on delivering well-reasoned and well-evidenced answers to a set of evaluative questions and using the Laudes Foundation rubrics approach and guidelines. As part of the process, the evaluators **interviewed 62 key informants** among innovators, partners, board members, FFG and Laudes Foundation staff and experts in fashion sustainability. The evaluation team reviewed **more than 50 documents** (reports, articles and papers) and datasets (including surveys and monitoring spreadsheets) and carried out **in-person and virtual visits** to FFG's Experience Centre.

Four Key Evaluation Questions (KEQs) guided the evaluation. The following summarises the answers to these KEQs. Detailed evidence supporting the evaluative conclusions is presented in the body of the report and in the appendices.

Each KEQ had several related criteria. For KEQs 1, 2 and 3, the responses to those criteria are synthesised in ratings on a **five-point scale**, based on the Laudes Foundation rubrics, and broadly defined as follows:




In most cases, a KEQ will be assigned a single rating/colour (such as, KEQ 1.A.). **In some situations, however, the best representation of the reality lies between two ratings** and is, therefore, represented using two circles with the pertinent colours (for example, KEQ 2.A.).

KEQ 1. HOW WELL HAS FFG BEEN DESIGNED, IMPLEMENTED AND POSITIONED FOR SUCCESS?

| Criteria | Rating Summary of evaluative conclusions |
|---|---|
| <p>1.A. Addressing the most important issues (and their root causes) and opportunities, given the nature and potential of Fashion for Good</p> | <p>Overall, FFG has been well designed, developed, adapted and refined to address most of the critical issues and needs that lie within the general scope of the initiative’s nature and potential. FFG’s design and implementation build on past lessons and are a worthwhile part of the effort to advance the broader strategy of Laudes Foundation. Some minor limitations are evident, such as limited conversations on addressing inequity and inequality in the fashion industry and more support for the growth of circular business models within the Innovation Platform. These are noted for FFG leadership’s consideration.</p> |
| <p>1.B. Alignment with priorities, strategies and strengths of innovators, partners and Laudes Foundation</p> | <p>Overall, alignment between FFG and the broad mandate of Laudes Foundation is good. The brands, retailers and manufacturers involved are also well aligned with FFG’s priorities. Any unevenness here is more a reflection of where different organisations are in their journeys toward climate-positive practices and business models, rather than any problematic misalignment. Innovators are well aligned in their focus on sustainability, although some had not yet developed their technology to a desired level. The Circular Apparel Community, along with the Experience Centre, also fit well with the priorities of the main stakeholders and FFG’s overall purpose.</p> |
| <p>1.C. Attracting and selecting a suitably diverse mix of innovators with the highest potential to produce transformational innovations</p> | <p>FFG does a thorough job of identifying and attracting innovators with potential to develop transformational innovations. Even though not all the innovations are disruptive, they all target relevant fashion industry challenges. FFG puts great effort into scouting innovators to help solve some of the fashion industry’s important social equality issues; their level of success in this effort is limited. More than 4/5 of the innovators have headquarters in Europe and North America, but FFG has started to tap into more talent from the Global South, especially in South Asia. While FFG has better gender diversity than other accelerators, innovators seem to be mostly white.</p> |
| <p>1.D. Nurturing innovators and implementing other aspects of FFG’s work in inclusive, empowering and capacity-enhancing ways</p> | <p>Implementation of its various components, particularly the Innovation Platform, has been a standout strength of FFG’s first three years. The initiative has been implemented efficiently, thoroughly and professionally, which has helped build its credibility in the fashion industry as an innovation hub and thought leader. Innovators are welcomed and well supported to develop and build their technologies, organisational capacities and networks.</p> |
| <p>1.E. Mechanisms put in place to ensure effective learning along the way, including collective opportunities</p> | <p>A strong commitment to gathering feedback and other evidence has helped FFG to adapt, improve and learn over its first three years. This commitment has proved helpful to inform managers on how to adapt the initiative to improve its implementation, outputs and early outcomes. As we might expect with any relatively young organisation with an ambitious agenda, there are some promising opportunities to take this to the next level. These include a clear learning agenda and richer but not-too-labour-intensive ways of complementing survey and other quantitative evidence to provide richer insights to inform learning.</p> |

KEQ 2. HOW STRONG HAVE BEEN THE INTERMEDIATE OUTCOMES OF FFG SO FAR, AND ARE THEY EMERGING AT THE NEEDED PACE/SENSE OF URGENCY?

| Criteria | Rating | Summary of evaluative conclusions |
|---|---|--|
| <p>2.A. Influencing industry narrative change (mental models, beliefs and assumptions) in ways that are sufficiently disruptive to help realise the desired change</p> |  | <p>Industry narrative change is not yet at the tipping point, but pressure is building. Influencing changes in the wider industry narrative is a huge challenge. Given the fashion industry’s largely unchanged way of operating for more than 150 years, it would be unrealistic to expect FFG to have influenced a major shift in the industry’s narrative at this early stage. Nonetheless, FFG has influenced the thinking and attitudes of participating frontrunner brands, retailers and manufacturers around important shared issues, such as transparency/ traceability and circular models.</p> |
| <p>2.B. Sparking and supporting the development of creative, imaginative ideas and technologies to solve industry challenges and create fruitful disruption</p> |  | <p>FFG has had reasonably good success with its innovators progressing their innovations and engaging with partners to develop and test worthwhile, imaginative ideas and technologies that have the potential to change “business as usual.” Some 63% entered the programmes with at least a Minimum Viable Product (MVP), which most partners are looking for in order to engage. Of the 41 innovators that entered with a less developed product, 41% progressed to at least MVP level; 12% progressed but not to MVP; and a 46% have stayed at the same stage. Among all innovators, 60% have <i>not</i> made it to pilot, but 31% are exploring that possibility with a corporate partner.</p> |
| <p>2.C. Sparking and supporting the development of alternative business models that disrupt the status quo and promote an inclusive and regenerative economy</p> |  | <p>FFG has had some success in supporting the development of circular and other alternative business models with the potential to disrupt the status quo. One in six innovations that have made it into the FFG Scaling Programme, offers a circular business model solution. Such innovations are a significant business model shift for an industry that has been stuck in its ways for a century or more. It is still early days for brands, retailers and manufacturers to be showing strong interest. The 2020 pandemic may help catalyse interest in circularity as a more resilient business model during economic upheavals. This is a definite and promising area for growth moving forward.</p> |
| <p>2.D. Strengthening the capabilities and capacities of organisations and networks to produce the needed outcomes</p> |  | <p>FFG has made important contributions to strengthening the capacities and capabilities of participating organisations to produce sustainable changes in the fashion industry. Innovators described how their interactions and bespoke support helped them develop ideas and business models and substantially strengthened their capabilities and networks. Brands, manufacturers and retailers have also strengthened their capacity to work more effectively with innovators and collaborate with other businesses to solve common challenges. Co-locators indicated an increased awareness and enhanced thinking on how to integrate similar ideas into their business or strategies.</p> |
| <p>2.E. Creating and nurturing a space in which key stakeholders and organisations convene and collaborate to achieve transformative and disruptive change</p> |  | <p>FFG has played an important catalytic role, bringing together a range of key players to collaborate. The most relevant examples of collaborative work sparked by FFG include consortia of innovators, brands and manufacturers related to organic cotton and chemical recycling. Still, there are many challenges for such collaborative initiatives, due to differences in levels of sustainability, innovation and expertise and direct market competition. Of the 13 people interviewed, 12 (92%) considered their involvement as extremely worthwhile or worthwhile.</p> |

KEQ 3. HOW STRONG IS THE LONG-TERM VALUE FFG HAS HELPED GENERATE SO FAR, AND (PARTICULARLY FOR DISRUPTIVE CHANGE) ARE THEY EMERGING AT THE NEEDED PACE/SENSE OF URGENCY?

| Criteria | Rating | Summary of evaluative conclusions |
|--|--------|--|
| 3.A. Contributions to the uptake of environmentally sustainable business models, materials, processes and practices (including the emergence of wider system shifts and long-term industry transformation) | | Just 3.5 years into FFG’s work, it is still too early to see the emergence of wider system shifts in the uptake and full adoption of new models and practices or long-term industry transformation that might have been catalysed by FFG. It is even early to see full uptake and adoption by FFG-participating brands, manufacturers and retailers of new technologies and business models coming out of the Innovation Platform. However, promising signs are starting to emerge in the form of technology development and successful pilots (KEQs 2.B. and C.), particularly those that are in the scaling stage (KEQ 3.C.). In short, there is very little to see on this longer-range outcome at this time, but that is neither surprising nor disappointing. |
| 3.B. Financial sustainability of FFG’s business model (including the Innovation Platform, Experience Centre and other components) | | FFG’s financial resources come mostly from Laudes Foundation grants and contributions from member partners. Rent paid by co-locators comprises a small portion of its annual budget. Very recently, entry fees to the Experience Centre have been introduced, but their contribution to FFG’s sustainability is likely to be small. In general, FFG’s business model did not receive any major criticism. Even though most partners consider FFG’s annual fee high, they find the partnership worthwhile and intend to continue their membership at least for the short term. The COVID-19 pandemic and especially the high price tag for membership may influence future decisions. FFG is already considering adaptations in the partnership fee structure. The programme still relies on external support, especially from Laudes Foundation, to ensure continuation of its work. |
| 3.C. Successful scaling of innovations and circular business models | | Our best estimate is that 65%, 71 of the 110 rated innovators, had already made it to scaling. Although comparable benchmarks are not available to evaluate this result in more definitive terms, all indications are that this is a strong result, hence the high rating for this outcome of FFG’s work. The recent expansion of the Accelerator Programme from three to nine months puts FFG in a strong position for even better scaling outcomes in the next few years. |

KEQ 4. WHAT HAVE WE LEARNED SO FAR THAT CAN INFORM CURRENT AND FUTURE STRATEGIES AND OPERATION OF FFG AND LAUDES FOUNDATION?

4.A. and 4.B. External and internal factors influencing success

- Outsourcing the setup allowed FFG to hit the ground running but also created significant difficulties.
- The calibre of FFG staff, who are experienced, industry savvy, motivated and committed, has clearly contributed to the success of FFG.
- The process for onboarding partners supports increased readiness of brands, retailers and manufacturers to adopt innovations.
- The physical presence of co-locators led to enhanced collaboration.
- FFG seeks constant feedback, is agile and adapts to change quickly.

- Rigorous screening and selection of innovators helps ensure strong potential for success.
- The concepts of some innovators were too underdeveloped to appeal to brands, retailers and manufacturers.
- Significant cost barriers impeded entry for some innovations.
- The early involvement of some big-name brands and retailers gave FFG credibility.
- Pressure for FFG to become self-sustaining is challenging with a museum.

4.C. Missed and emergent opportunities and ideas

- Provide more intensive and diverse mentoring in the Accelerator Programme.
- Broaden and solidify a global presence.
- Identify and scale powerful innovations to tackle social inequality more effectively.
- Have strategies to involve business representatives from operations and investment, not just sustainability.
- Further strengthen strategies for monitoring programme alumni to ensure interaction with new partners and innovators.
- Attract more investors through dissemination of impact assessments of sustainable innovations.
- Transform the Experience Centre into a hybrid model combining virtual museum and a pop-up exhibit traveling the world.
- Strengthen collaboration with universities and vocational training programmes in fashion.
- Explore opportunities to find innovators in the Global South.
- Explore the potential for finding innovative circular business models that FFG's partner organisations may be more receptive to adopt now, given the effect of the COVID-19 pandemic, especially on retailers.

ACKNOWLEDGEMENTS

An evaluation of this complexity is a collective effort. We recognise here the people whose support made possible the successful completion of this work. We greatly appreciate the expertise and time they all contributed to ensure the quality, feasibility, thoroughness, use and influence of this evaluation.

In addition to the many stakeholders who generously gave their time to be interviewed, we particularly acknowledge the help of Brittany Burns and Katrin Ley of Fashion for Good for their responsiveness in getting us the information and evidence we needed.

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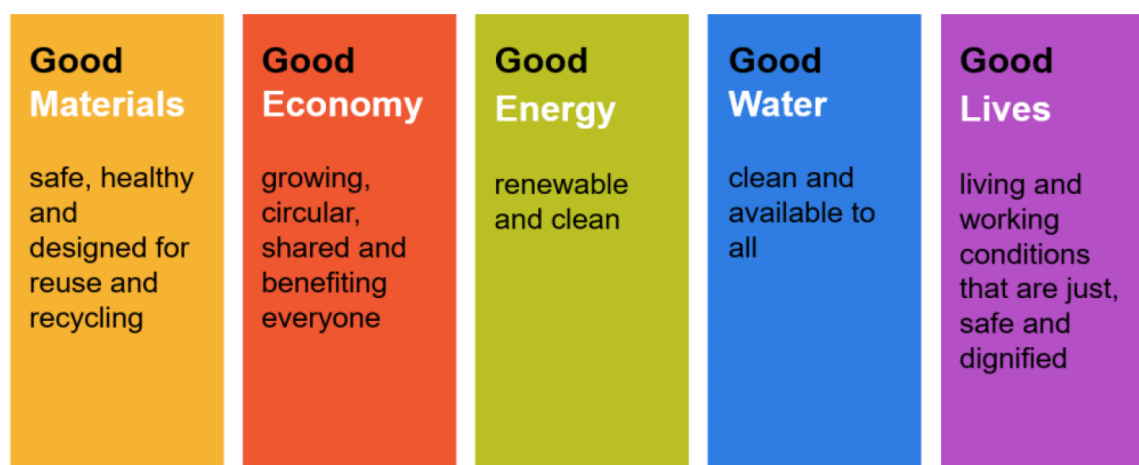
IN BRIEF, WHAT IS FASHION FOR GOOD?

Fashion for Good (FFG) is a unique, bold global initiative that aims to transform the fashion industry from a “take-make-waste” pattern to a circular *Good Fashion* approach that is restorative, regenerative and sustainable by design.

FFG consists of two related components – an Innovation Platform and a Convenor for Change. The **Innovation Platform** works with start-up companies and is designed to nurture, accelerate and scale innovations along the fashion supply chain. The **Convenor for Change** side of FFG’s work is designed to drive conversation and collaboration that will create wider behavioural change.

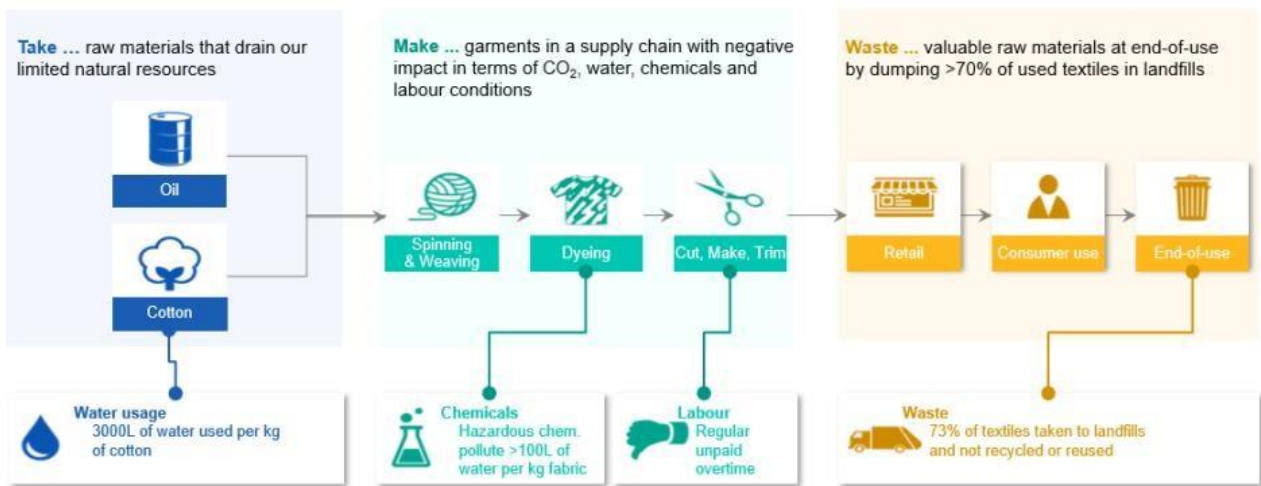
A guiding framework for FFG’s work is the *Five Goods* (**Error! Reference source not found.**). These provide an aspirational framework for change to improve sustainability and climate-positive practices within the areas of materials, economy, energy, water and lives (that is, better living and working conditions).

Figure 1. The Five Goods



To contribute to these goals, FFG targets the fashion supply chain (Figure 1), ranging from raw materials to end of use, as well as supply chain transparency and circular business models. Innovation, particularly disruptive innovation, is the primary vehicle FFG uses to contribute to a shift in the fashion industry and its narrative.

Figure 1. Fashion supply chain and key impacts (from Fashion for Good Theory of Change 2018)



Source: Fashion for Good (2018). *The global initiative that is here to make all fashion good - Theory of change*. 7 Sep 2018. p.3.

Laudes Foundation (formerly C&A Foundation) is the founding partner of FFG, which launched in March 2017. As the foundation's first industry innovation accelerator, its objective was to change the global trajectory of sustainable innovation in fashion. FFG has since engaged industry partners, including brands, retailers, manufacturers, multi-stakeholder organisations, non-governmental organisations (NGOs) and research institutes to progress its mission to drive innovation in sustainability, circularity and transparency across the industry.

WHAT ARE THE KEY ACTIVITIES?

Two component pillars drive systemic change: the **Innovation Platform** and the **Convener for Change** (Figure 2). Each pillar has three interrelated programmes or areas of activity that complement one another in driving toward achieving FFG's goals.

The **Innovation Platform** is designed to nurture, accelerate and scale innovations along the fashion supply chain, and contains the following:

- **Accelerator Programme**¹ – identifies and nurtures promising start-up innovators with innovations that have promise for growth. The programme is based in Amsterdam, and in January 2020 a satellite was launched in the South Asia region.
- **Scaling Programme** – supports innovators that have passed proof-of-concept phase to scale their innovations by offering bespoke support and access to expertise, customers and capital.
- **Foundational Projects**² – are a new addition in 2020. Projects are longer-term and tackle challenges such as plastics, transparency and traceability, chemical recycling and sorting.

¹ The South Asia satellite is outside of the scope of the evaluation due to timeframe of inception.

² Foundational Projects are outside of the scope of the evaluation, also due to timeframe of inception.

They run alongside the Accelerator and Scaling programmes and attract and support innovators into those programmes.

- **Good Fashion Fund** – catalyses investments that can bring innovations into the mainstream for widespread adoption.

Figure 2. Key activity areas



The **Convener for Change** is designed to drive conversations and collaborations towards the creation of wider behavioural change, and contains these elements:

- **Fashion for Good Experience (or Experience Centre)**, launched in 2018, is an innovative, interactive, technology-driven museum in the centre of Amsterdam. It aims to raise awareness of the need and vision for sustainability in fashion. It has recently introduced virtual tours and experiences in response to the COVID-19 global pandemic.
- **Circular Apparel Community** is a co-working space created to bring together a community of organisations interested in supporting sustainable fashion and circular business models. More than 90 permanent people work in FFG’s building along with more than 150 community members.
- **Good Fashion Guide** provides circular apparel toolkits and guidelines to disseminate information and facilitate learning.

WHAT WAS THE PURPOSE OF THIS EVALUATION?

This independent evaluation is primarily a formative exercise to generate high-quality information and insights to help FFG and Laudes Foundation identify actionable and strategic lessons to inform current and future operations. Secondly, it provides evidence that may be used to communicate the impact and value of FFG’s work to stakeholders.

Specifically, the evaluation’s primary purposes and intended uses are:

1. **Documenting the most important results:** What activities, outcomes and impacts FFG has achieved (and helped others achieve) for the effort and investment? This will be especially useful for learning and reporting to stakeholders.

2. **Pausing and reflecting after three years:** With the luxury of hindsight, FFG has an opportunity to reflect and consider what they would do differently and what they have learned from the first three years, including the early efforts in designing and launching the initiative. This will be informative not just for FFG but also for other Laudes Foundation initiatives, including the launch of a new lighthouse initiative for the built environment.
3. **Looking to the future:** Identify strengths, opportunities, risks, ideas and potential future directions. This will be especially useful for thinking through FFG's expected lifespan and how it needs to evolve, as well as exploring strategies to ensure financial sustainability (such as, retaining existing partners and attracting new ones, the sustainability of the business model, and the like).

WHY DO AN INDEPENDENT EVALUATION NOW?

Learning is central to Laudes Foundation's practice of effective philanthropy. The foundation works closely with its partners to learn what works and what does not, to enhance the organisations' effectiveness to make transformational change.

Laudes has built a transparent culture of reflection and evaluation which strengthens its partners and its own capacity to improve, sharing results and lessons internally with its partners and other philanthropic organisations.

The story of Fashion for Good and its ability to influence the fashion industry is still unfolding. FFG has been fully implemented and operational for three and a half years. The evaluation timeframe covers the first years to early 2020, and does not include the more recent additions such as the South Asia satellite programme and Foundational Projects.

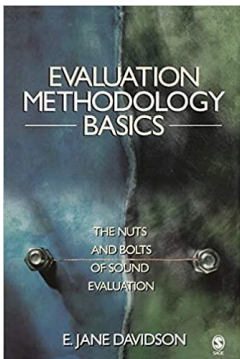
- Over the past three years, six "batches" (cohorts) of innovators have completed the Accelerator Programme, with a seventh in progress in 2020. Within the first seven batches, 116 innovator start-ups have experienced the programme.³
- There has been engagement with 18 brands, retailers and manufacturers of various sizes (also referred to as partners, corporate partners or affiliate partners, dependent on referencing context and membership level).⁴
- The Experience Centre has been operating for some time, with both in-person and virtual visitors.
- The co-working/co-locator community has also had an opportunity to embed. The community is comprised of three organisations, called co-locators, plus 11 independent entrepreneurs. A total of 92 individuals (including the FFG team) are based on site.

³ The South Asia programme, started in 2020, has had two batches of innovators.

⁴ FFG team indicated in their feedback to the draft evaluation report that they had engaged with 19 partners; however, we were unable to confirm this number in the most recent file from the collaboration tracker database, where only 18 partners were listed (20201030_FFGCollaborationTrackerPull.xlsx).

These first three years represent the initial period of full operation for FFG. Now is an **ideal time to evaluate the current trajectory to support continued learning and development** of the initiative in order to maximise impact in the future.

WHAT WAS THE EVALUATION APPROACH AND METHODOLOGY, AND WHY?



This evaluation used a rubrics-enhanced evaluation framework⁵ centred on delivering well-reasoned and well-evidenced answers to evaluative questions. It was guided by four explicitly evaluative Key Evaluation Questions (KEQs) which are answered in an explicitly evaluative way. “Explicitly evaluative” means that the KEQs ask about – and the answers deliver – not just insights into what happened, but how good, valuable and important those things were.

Why this approach? Asking and answering evaluative questions is what makes evaluation useful and actionable, because it delivers succinct answers to the questions of the greatest relevance to those who will use the evaluation – in this case, (a) to inform decisions about FFG, (b) to document the value added by FFG as part of the mix of initiatives funded by Laudes Foundation within their system-level efforts to address climate breakdown and inequality in particular sectors and industries, and (c) to extract the most important learnings for application to related foundation-funded initiatives.

The evaluators interviewed 54 key informants among FFG’s partners, innovators, Supervisory Board, co-locators, management team, collaborators, investors, experts in sustainable fashion and Laudes Foundation staff. Evaluators reviewed more than 50 documents and datasets, sent online surveys to Experience Centre visitors, and conducted in-person and virtual visits to the Experience Centre.

More information about the evaluation approach and methodology is in the following appendices:

- Appendix 1. Methodology
- Appendix 2. Laudes Foundation Rubrics
- Appendix 3. Evaluation Participants
- Appendix 4. Document List

⁵ EJ Davidson (2004). *Evaluation methodology basics: The nuts and bolts of sound evaluation*. Thousand Oaks, CA: Sage. And EJ Davidson (2012) *Actionable evaluation basics: Getting succinct answers to the most important questions* [minibook]. Auckland, New Zealand: Real Evaluation.

WHAT WERE THE KEY EVALUATION QUESTIONS?

This evaluation sought answers to four KEQs and their related criteria. The evaluation team developed the KEQs through consultation with key leaders from Fashion for Good and Laudes Foundation.

KEQ1. How well has FFG been designed, implemented and positioned for success?

- 1.A. Addressing the most important issues (and their root causes) and opportunities, given the nature and potential of FFG
- 1.B. Alignment with priorities, strategies and strengths of innovators, partners and Laudes Foundation
- 1.C. Attracting and selecting a suitably diverse mix of innovators with the highest potential to produce transformational innovations
- 1.D. Nurturing innovators and implementing other aspects of FFG's work in inclusive, empowering and capacity-enhancing ways
- 1.E. Mechanisms put in place to ensure effective learning along the way, including collective opportunities

KEQ2. How strong have been the intermediate outcomes of FFG so far, and are they emerging at the needed pace/sense of urgency?

- 2.A. Influencing industry narrative change (mental models, beliefs and assumptions) in ways that are sufficiently disruptive to help realise the desired change
- 2.B. Sparking and supporting the development of creative, imaginative ideas and technologies to solve industry challenges and create fruitful disruption
- 2.C. Sparking and supporting the development of alternative business models that disrupt the status quo and promote an inclusive and regenerative economy
- 2.D. Strengthening the capabilities and capacities of organisations and networks to produce the needed outcomes
- 2.E. Creating and nurturing a space where key stakeholders and organisations convene and collaborate to achieve transformative and disruptive change

KEQ 3. How strong is the long-term value FFG has helped generate so far, and (particularly for disruptive change) are they emerging at the needed pace/sense of urgency?

- 3.A. Contributions to the uptake of environmentally sustainable business models, materials, processes and practices (including the emergence of wider system shifts and long-term industry transformation)
- 3.B. Financial sustainability of FFG's business model (including the Innovation Platform, the Experience Centre and other components)
- 3.C. Successful scaling of innovations and circular business models

KEQ 4. What have we learned so far that can inform current and future strategies and operations of FFG and Laudes Foundation?

- 4.A. External and internal factors influencing FFG’s setup, implementation, results (successes and failures) and financial sustainability
- 4.B. Drivers (both positive and negative) that have influenced the successful acceleration and scaling of innovations and industry adoption of circular business models
- 4.C. Missed and emergent opportunities and ideas

Several KEQs and criteria have been intentionally connected to elements from Laudes Foundation’s emerging Evaluative Rubric and Rating System. This will help link this evaluation to that broader framework and test the application of the new system.

Figure 3. Photos from the evaluation team’s visit to the Experience Centre



FINDINGS

This section presents the main conclusions for this evaluation and the evidence and reasoning that support them. First, we assess two key backdrop aspects that can have a direct influence on the performance of Fashion for Good – its current level of organisational maturity and the level of difficulty of the context within which FFG operates. Then we present direct answers to the four Key Evaluation Questions and their related criteria.

To assess the backdrop aspects and answer KEQs 1, 2 and 3, we have used several rubrics developed for C&A Foundation (now Laudes Foundation) for the fashion industry. Those rubrics were designed to be applied across a wide range of settings and programmatic areas.

Therefore, they always need to be contextualised and interpreted, but not using personal opinions, preferences and values – that would be invalid. They have been interpreted and contextualised using expert judgement and clear, transparent reasoning, as well as evidence that includes a mix of quantitative and qualitative information.

BACKDROP

The findings of this evaluation are presented against the backdrop of the current level of **maturity** and the **context difficulty** that FFG is working within.

MATURITY

Expectations are higher for programmes that have been up and running for some time, and more modest for fledgling programmes.

Even though it is still in its early years, FFG has already established well-functioning systems and is refining these as it learns, including adjustments to adapt to the trials of a global pandemic. Within this context, we have found that the level of maturity of FFG is one of a consolidating programme, with most of the elements running smoothly. Systems, processes and performance are being continually refined.

Even during major external disruptions (such as the global pandemic) that have made it difficult for most businesses to operate smoothly, FFG has found ways to adjust, adapt and continue to make consistent progress.



Most things running smoothly and is refining its systems, processes, and performance.

This flexibility is evident in the significant adaptation of the Accelerator Programme from two three-month batches per year to a single nine-month (fully virtual⁶) batch, though the virtual batch is outside the scope for this evaluation. FFG has also initiated another accelerator in South Asia, which is a major undertaking. These bold changes may take time to settle in and stabilise, but FFG’s agility and flexibility to learn and adapt will most likely shorten this stabilisation time.



CONTEXT DIFFICULTY

Some programmes are up against significant challenges within the contexts in which they work. These challenges must be considered when evaluating outcomes.

FFG works with industry frontrunners, who are less resistant to change than brands, retailers and manufacturers that are not involved. However, the wider industry is quite reluctant to change.



Substantially more difficult or time-consuming to get traction on key outcomes

“Our industry is a very old-fashioned industry. We are creating products since like 100 years ago. Therefore, I think there is a certain reluctance to actually move into a new innovation and new product lines.”

– Corporate partner

⁶ FFG intends to return to some elements of in-person activities in the Accelerator Programme in the future.

Even influencing frontrunners is not easy; they too face important challenges:

1. Early adopters are taking a higher risk to adopt the change ahead of competitors.
2. Internally, innovation managers sometimes face significant pressure from colleagues trying to minimise that risk (for example, cost sensitivity, meeting sales targets).

Overall, these factors present a **moderate context challenge** for the programme, making it substantially more difficult or time consuming to get traction on key outcomes, particularly when we are looking for evidence of impact beyond the participating partners.



ANSWERING THE KEY EVALUATION QUESTIONS

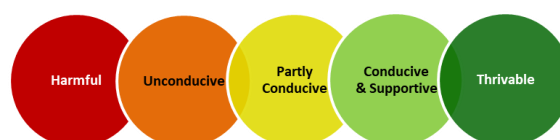
The following sections summarise the answers to the four KEQs and their associated criteria, highlighting the evidence and reasoning to support our conclusions.

KEQ 1: HOW WELL HAS FFG BEEN DESIGNED, IMPLEMENTED AND POSITIONED FOR SUCCESS?

Fashion for Good is a relatively new initiative, only three and a half years from inception at the time this report was prepared. KEQ 1 centres on the quality of FFG’s design and implementation. We have interpreted our findings within the context of the organisation’s current level of maturity (rated as ‘Consolidating’ – see page 15).

The snapshot below summarises the findings for the KEQ 1 criteria, with ratings based on Laudes Foundation’s rubrics (as described in Appendix 2. Laudes Foundation Rubrics). The evidence and reasoning for each rating are presented in the pages that follow.

EVALUATION SNAPSHOT: DESIGN, IMPLEMENTATION AND POSITIONING OF FASHION FOR GOOD



| | |
|---|---|
| 1.A. Addressing the most important issues (and their root causes) and opportunities, given the nature and potential of Fashion for Good (p. 19) | ● |
| 1.B. Alignment with priorities, strategies and strengths of innovators, partners and Laudes Foundation (p. 22) | ● |
| 1.C. Attracting and selecting a suitably diverse mix of innovators with the highest potential to produce transformational innovations (p. 25) | ● |
| 1.D. Nurturing innovators and implementing other aspects of FFG’s work in inclusive, empowering and capacity-enhancing ways (p. 29) | ● |
| 1.E. Mechanisms put in place to ensure effective learning along the way, including collective opportunities (p. 31) | ● |

KEQ 1.A. ADDRESSING THE MOST IMPORTANT ISSUES (AND THEIR ROOT CAUSES) AND OPPORTUNITIES, GIVEN THE NATURE AND POTENTIAL OF FASHION FOR GOOD

Overall, FFG has been well designed, developed, adapted and refined to address most of the important issues and needs that lie within the scope of the initiative’s nature and potential. The intent is to accelerate the development and adoption of innovation with the potential to transform the fashion industry to be more climate-positive, while contributing to equity and inclusion where possible. FFG’s design and implementation builds on past lessons and is worthwhile in the effort to advance Laudes Foundation’s broader strategy. Some minor limitations are evident as opportunities for strengthening the design; these are noted for FFG leadership’s consideration.



Laudes Foundation, FFG’s main funder and key stakeholder, focuses on addressing the dual crises of inequality and climate change by supporting change efforts in several industries, including fashion. FFG was established to help accelerate innovation in the fashion industry, primarily with a focus on shifting the industry toward climate-positive practices, but with some initiatives also focusing on the wellbeing of workers, producers and communities.

Innovations supported by FFG are intended to help brands, retailers and manufacturers transition to climate-positive practices throughout the supply chain and in their business models in ways that help enhance the Five Goods – Good Materials, Good Economy, Good Energy, Good Water and Good Lives.

These innovations tackle issues across many areas within the fashion supply chain – from raw materials to end of use as well as the transparency of the process. The 116 innovators that have been through the Innovation Platform so far have developed innovations that address a wide range of issues, mostly related to manufacturing. As a contributing cause, transparency includes the traceability of sustainability (or lack thereof) within the supply chain.

Discussions around addressing inequality and inequity in the fashion industry supply chain have been minimal to date, and this can be considered a limitation of the initiative. The few innovators (three) addressing social issues have focused largely on working conditions and wellbeing as well as traceability. The Experience Centre has some areas that focus on people (workers, producers and communities) such as:

- “A short history of good fashion” in the basement area provides visitors a historical overview of the fashion industry through a didactic timeline [1830s–present day]. The exhibit highlights important events, such as the 2013 Rana Plaza commercial building collapse in Bangladesh, the deadliest garment-factory disaster in history.

“They were very clear that the reliance on social auditing of the inspector model wasn't working for them, and **they were looking for an alternative system that could provide a more scalable, up to date picture of working conditions.** And we knew that matches with what our system, its capabilities were.”

- Innovator

- “The Journey of a T-Shirt” exhibit communicates how many hands went into the production of a single T-shirt; details the production cost versus worker wage versus consumer price breakdown: 0.6% pay to worker, 59% to retail, 12% to brand for \$10 T-shirt.
- The “Infinity Mirror” exhibit highlights statistics related to usage (lack of clothing recycling, overbuying of goods) and includes some facts and statistics that focus on community impacts, such as: “Conventional cotton production accounts for 1/6 of all pesticides used globally, impacting farmers and local communities with harmful chemicals.”

Shifting from linear “take-make-waste” business models to regenerative circular business models will support a shift to a wider circular economy and is fundamental to the FFG program. Those involved, particularly partners and experts, recognise that there are tensions in adopting innovation and circular models. Fragmentation of the industry and the potential of limitations of growth and profit can disincentivise adoption of truly circular models.

Within the Innovation Platform, there has been a start to circular business model adoption. Clothing rental, buyback and upcycling were dominant, while some others focus on adjacent issues (such as, materials and packaging).

Increased support for the growth of circular business models within the Innovation Platform presents an opportunity to further address the root causes of the issues most important to FFG.

The Experience Centre complements the Innovation Platform by raising awareness and inspiring change in consumers and fashion industry students. The arrangement of the museum reflects the fashion supply chain, as well as the Five Goods. Impactful experiences, such as “The Journey of a T-Shirt” exhibit, stand out in past visitors’ memories as moments of enlightenment that influence demand-side future purchasing decisions. FFG’s expanding relationships with schools of fashion introduce sustainability practice to future industry workforce (and leaders) during formative pre-professional years.

“What they have to do is figure out how to create the same profit, if not more profit, with a sustainable business model. And we can't prove, right now, that a circular business model will bring the same business value as a linear business model.”

- Board member

Figure 4. The Experience Centre



“[T]hey were able to really position themselves as this collaborative innovation accelerator, which is fantastic.”

– Corporate partner

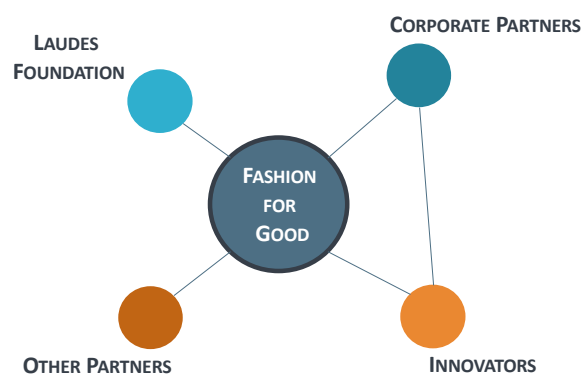
FFG’s contributions are well positioned, and sit within a wider system context, with a range of initiatives designed to address other systemic issues. Across the range of stakeholders, FFG was recognised for its unique and important role as a key to turning the industry around. The clarity in contribution within the wider system of change enhances current and future opportunities as well as potential for effectiveness.

KEQ 1.B. ALIGNMENT WITH PRIORITIES, STRATEGIES AND STRENGTHS OF INNOVATORS, PARTNERS AND LAUDES FOUNDATION

Overall, FFG is well-aligned with the broad mandate of Laudes Foundation, even though FFG was initially developed by and with C&A Foundation (which had a narrower focus at the time). The brands, retailers and manufacturers involved are also well aligned with FFG’s priorities; any unevenness here appears to be more a reflection of where different brands are in their journeys towards climate-positive practices and business models, rather than any problematic misalignment. Innovators are well aligned in their focus on sustainability, although some had not yet developed their technology to the level that some partners would prefer in order to engage. The Circular Apparel Community hosted by FFG, along with the Experience Centre, also fit well with the priorities of the main stakeholders and FFG’s overall purpose.

Conducive & Supportive.
Protective & supportive of health, wellbeing, and/or the environment.

Within an industry that has not progressed far in sustainability practices, Fashion for Good is attracting a specific group of early adopters who have a stated interest and desire to engage with the Innovation Platform. Corporate and affiliate partners come to FFG with a variety of business models and readiness for sustainable innovation. Where they are in the journey of adopting the innovation varies. In many situations, adopting innovations may require changes or adaptations to the partners’ business model and operations.



Partners usually prefer to engage with innovators that already have a Minimum Viable Product and have an expectation that the innovations will be closer to this stage.

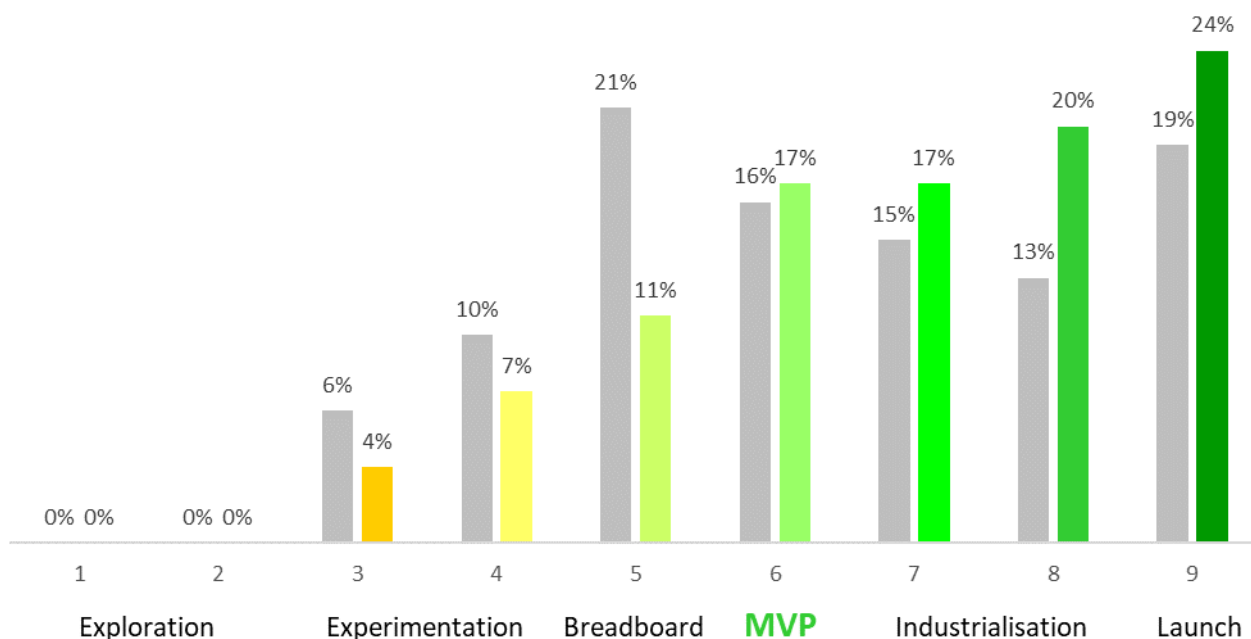
FFG assesses the development of innovations using Technology Readiness Levels (TRLs), a NASA-originating rating of how ready an innovation is for industrialisation and launch.⁷ Innovators with a higher TRL rating were more aligned to the needs of the partners, who preferred to work with innovators that were at MVP stage or better. Some partners felt that the MVP stage was ideal (as opposed to being ready for launch), as it still offered opportunity for collaboration and co-piloting of innovations.

Of the batches (cohorts) of innovators, 63% were at MVP stage already when they entered the programme; based on the latest ratings, this figure has risen to 78% (Figure 5). Over time, FFG has recruited several innovators that have been more advanced in their technology development, which has improved (and continues to improve) the alignment between the needs of the partners and what the innovators have to offer.

“We almost didn't find any opportunity to collaborate because the different brands were maybe on different stages of sustainability, or on different stages of innovation, different stages of expertise, etc.”

- Corporate partner

Figure 5. At programme entry (grey), 63% of innovations were at MVP stage or better (TRL 6-9); currently, 78% are at these levels



⁷ A. De la Tour, P. Soussan, N. Harlé, R. Chevalier, X. Duportet (unknown). From tech to deep tech: Fostering collaboration between corporates and start-ups. Boston Consulting Group and Hello Tomorrow.

Overall, there was good alignment with FFG, according to the members of the Circular Apparel Community we interviewed. Several members of the community pointed out the overlap between their work and that of the Accelerator Programme. They had clear intent to be supportive through their subject matter expertise in order to contribute to the greater cause. Alignment with the priorities of Laudes Foundation among this group is strong with respect to its climate-positive agenda.

“It's very good to be a part of this community where there are a lot of shared synergies, ambitions, goals, and alignment going on, and a lot of the ways that organisations think and act behind the scenes.”

– Co-locator

Although the Experience Centre, with its focus on influencing consumers rather than the business community, is somewhat less aligned with Laudes Foundation priorities in that respect, it does provide a worthwhile complement to the other parts of FFG. In addition, the significant throughput of fashion students – and their greater potential to influence the businesses they eventually work in – does align more closely with influencing the fashion industry from within. In this area, the Experience Centre is gaining leverage, by building more and stronger relationships with schools of fashion.

“Being able to present opportunities for people to interact and engage in the ideas of fashion sustainability is incredibly important, from a place that's a trusted source.”

– Expert



KEQ 1.C. ATTRACTING AND SELECTING A SUITABLY DIVERSE MIX OF INNOVATORS WITH THE HIGHEST POTENTIAL TO PRODUCE TRANSFORMATIONAL INNOVATIONS

Fashion for Good does a thorough job of identifying and attracting innovators with potential to develop transformational innovations. Even though not all the innovations are disruptive, they all target relevant fashion industry challenges. FFG puts great effort into scouting innovators that could help solve some of the fashion industry's important social equality issues. Their level of success in this effort is limited, given the solutions available are mostly NGOs and advocacy groups, organisations that would not necessarily benefit from an accelerator programme. More than 4/5 of the innovators have headquarters in Europe and North America, but FFG has started to tap into more talent from the Global South, especially in South Asia. While FFG has a better gender diversity than other accelerators, innovators seem to be mostly white and some Asian descendants.



**Conductive
& Supportive.**
Protective &
supportive of
health, wellbeing,
and/or the
environment.

Finding innovators that can address the sustainability and social challenges that the fashion industry faces is a difficult area in which to work, due to the maturity of the larger system. **Fashion for Good has been very successful in selecting innovators with relevant solutions to address the many environmental problems caused by the fashion industry.** On the other hand, even though FFG tries extremely hard to **find and recruit innovators working on disruptive ideas that could help solve the critical issues related to equity and inequality in the industry, their success has been limited.**

As mentioned earlier, so far **only three entrants in the Accelerator Programme have had innovations addressing social issues.** One explanation presented by FFG for such difficulty was the fact that the solutions available are mostly within the area of influence of NGOs and advocacy groups. Such organisations do not usually have the right profile to benefit from participating in an accelerator programme. Also, the partner organisations (**brands, retailers and manufacturers**) **seem to be more attracted and readier to try to address the environmental sustainability issues** than to tackle the less popular issues connected to social equity and equality in the industry.

Furthermore, some key informants interviewed for this evaluation, including some Supervisory Board members, believe **the business case for climate-positive innovations is stronger than the one for social equity and equality innovations.** Some of them indicated they think FFG could be even more effective if it focused “only” on climate-positive innovations.

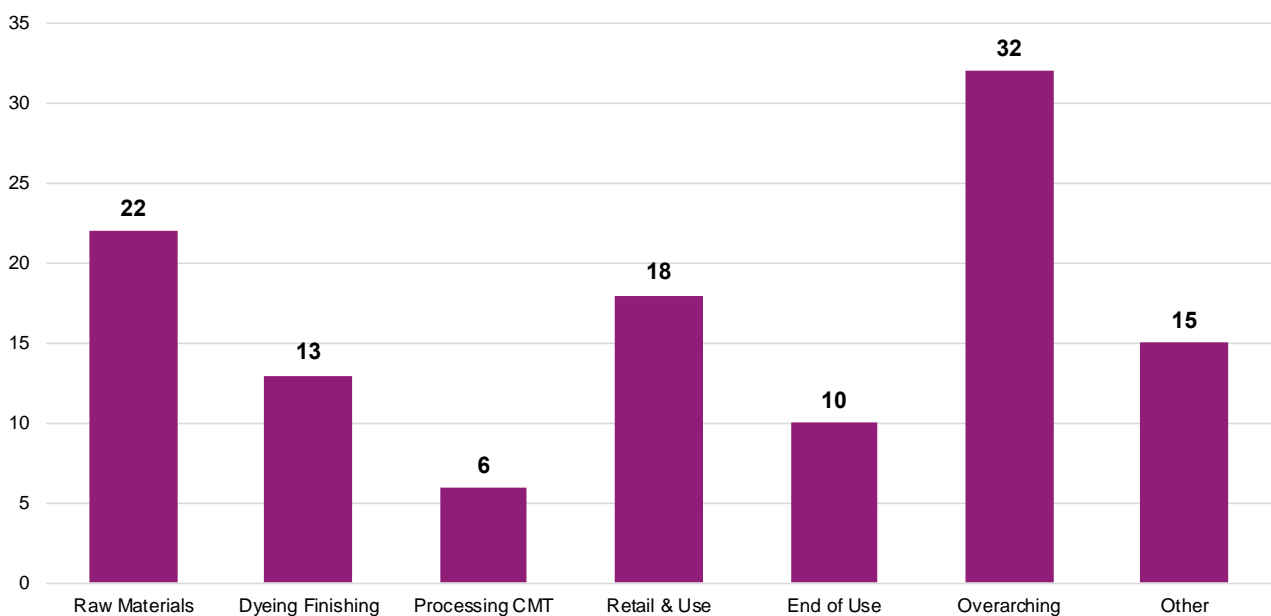
Ensuring diversity within these groups adds another level of complexity, which FFG has built into its early practices. In considering the variety of innovators and their innovations, five domains evolved: diversity of technologies, calibre of innovators, geography represented, ethnicity and gender, and age.

Diversity of technologies. The range of innovations supported by FFG spreads across the supply chain, from raw materials to end of use (Figure 6). Some innovations target two or more areas of the supply chain, and so are considered “overarching”. Some others do not fit the classic supply chain model, but present innovative solutions to other challenges, addressing issues such as transparency and traceability. Overall, the programme has a good mix of innovators focusing on various fashion industry challenges. While not all of these are disruptive innovations, all did target needed areas of change.

“Fashion for Good did a really good job of not just having them all thinking that same thing. There were material innovators, there were software innovators, there were people that were thinking about preventing waste. ...There's no silver bullet here.”

- Innovator

Figure 6. Number of Innovators Across the Supply Chain (Total=116 as of Oct 30, 2020)⁸



Calibre of innovators. Overall, innovators have been considered strong, and each successive batch has been stronger than the preceding one. In general, partners found the innovators' calibre attractive, as an impetus to engagement. While readiness of the innovation was strongly favoured, aspects related to calibre that partners prioritised went beyond readiness of the innovation. The potential impact and level of disruption of innovation were supported as a positive factor, for example, that a “moon-shot” may take time and development but have strong potential for creating significant impact.

⁸ Extracted from FFG file “20201030_FFGCollaborationTrackerPull.xlsx”

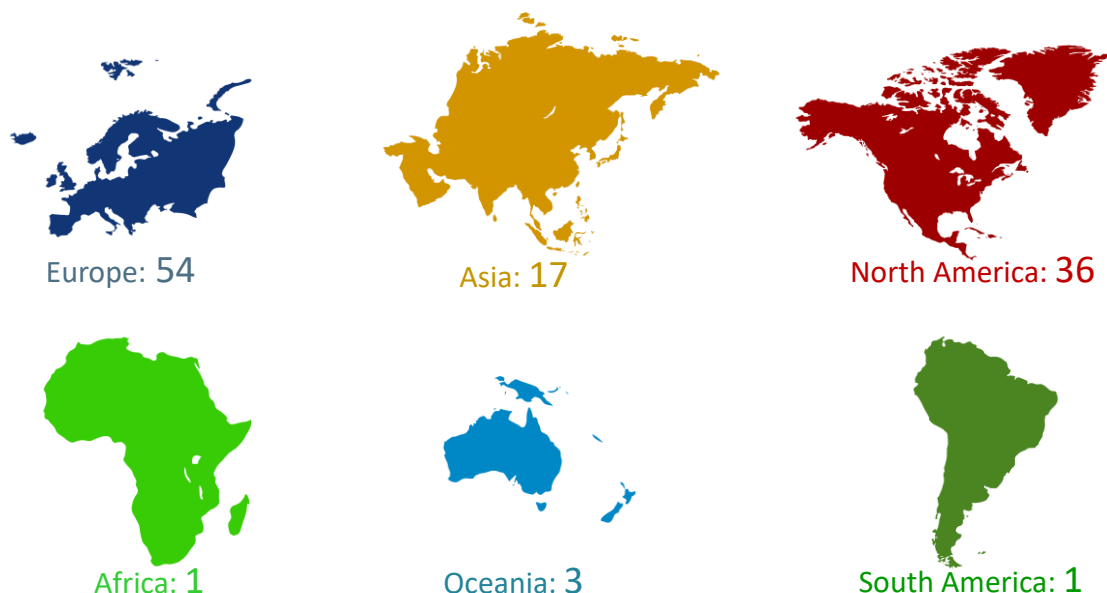
Some innovators were less developed in their thinking or technology. This issue could be explained by the level of maturity of the system, as explained by one of the corporate partners interviewed: *“As a ‘young ecosystem’ there are fewer innovators that are in the start-up phase, and, therefore, not ready for piloting. They need a lot more mentoring and support before they’re ready for testing, investment, R&D and feedback on their proposed product or solution.”*

“Some of the companies are **earlier but are more disruptive and moon-shots**; so if the tech really works it would be super impactful for the environment. But it takes a longer time to get there.”

- Partner

Geographic representation. Based on the location(s) of their headquarters, innovators were heavily concentrated in Europe (49%) and North America (33%), with moderate presence in South Asia (12%). All others represented 6% of the total innovator pool (Figure 7). Some innovators had headquarters in two continents, so are counted in both.

Figure 7. Geographic Diversity of Innovators

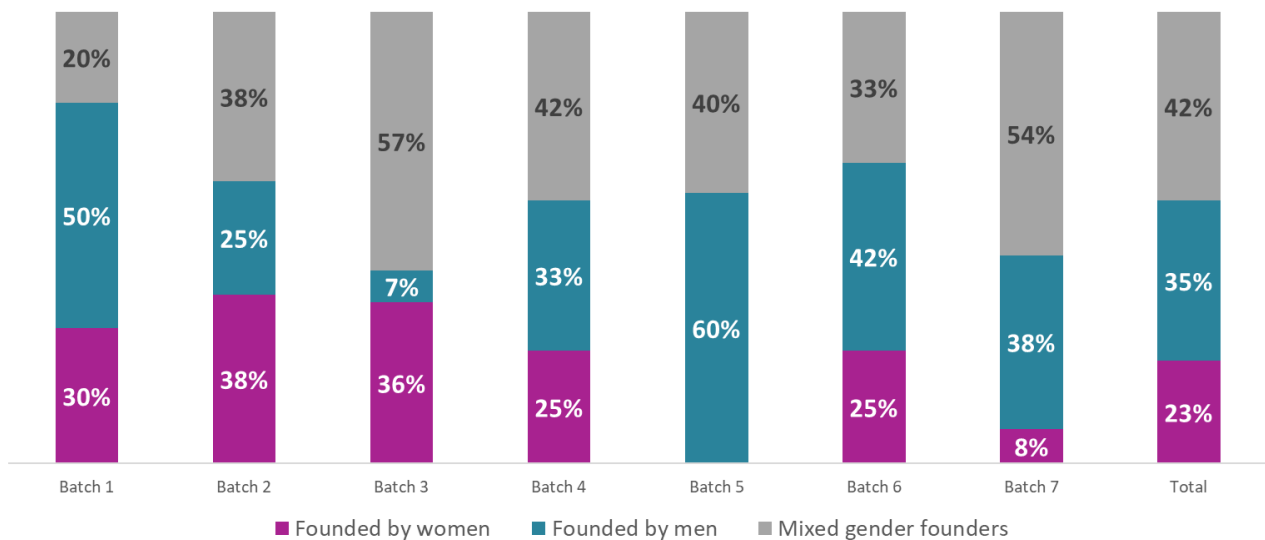


Given FFG’s location in Europe and the strength of North America as a source of strong start-ups, it is not surprising that 82% of the first seven batches of innovators were headquartered in Europe or North America. Moving forward, there is opportunity to diversify the geographic representation, particularly tapping into more talent in the Global South. Some of this work is already underway, with a South Asia Accelerator Programme in its early stages. FFG is also exploring how best to increase its global reach while not diluting the quality of the Accelerator Programme or overstressing FFG in this early stage of its development.

Ethnicity: Exact numbers were not available, but innovators seem to be predominantly white with the next largest group being of Asian descent.

Gender and age. FFG had a good mix of representation. Typically, men in their twenties are overrepresented in tech accelerators, so the ratio of women to men on innovator leadership-teams in the majority of FFG batches represents better gender diversity than is usually seen in comparable programmes. Mixed teams (with both males and females) were also well-represented in most batches (Figure 8).

Figure 8. Gender Representation on Innovator Founding Teams by Batch (79 teams)⁹



ADDITIONAL QUOTES AND REFLECTIONS FROM INTERVIEWS, RELATED TO THIS KEQ CAN BE FOUND IN **Appendix 5. KEQ 1.B. Quotes and Reflections, P.93**

⁹ Based on data from FFG file "Gender split and place of origin innovators FFG.xls"

KEQ 1.D. NURTURING INNOVATORS AND IMPLEMENTING OTHER ASPECTS OF FFG'S WORK IN INCLUSIVE, EMPOWERING AND CAPACITY-ENHANCING WAYS

Implementation of FFG's various components, particularly the Innovation Platform, has been a standout strength of FFG's first three years. The initiative has been implemented efficiently, thoroughly and professionally, which has helped build credibility in the fashion industry as an innovation hub and as thought leaders. Innovators are welcomed and well-supported to develop and build their technologies, organisational capacities and networks.

Thrivable.
Enabling &
empowering for
people and/or the
environment to
thrive.

Nurturing Innovators. Innovators overwhelmingly found the programme nurturing and supportive. They found the environment warm and welcoming, even when coming from other countries and continents. This atmosphere allowed them to engage with the work quickly and efficiently. Facilitated introductions to useful connections (including partners, innovators and investors), alongside advice and mentorship, were helpful.

"We really have maintained a lot of those different relationships and so I feel a great indebtedness to Fashion for Good for having facilitated those introductions."

- Innovator

Advice and mentorship in pitching to and negotiating with brands, retailers and manufacturers were areas where guidance was particularly needed. Alumni involvement allowed peer-to-peer learning, as well as fostering an ongoing sense of connected community for the alumni, who enjoyed the opportunity to share their gained expertise.

"The other accelerator programme that we have seen...gives a specific mentor, from within the brand, and from outside.... Each of them brings a different perspective... So, ...we are like their baby. Their success is that they make us successful."

- Innovator

One enhancement suggested was to offer more diversified mentoring (providing access to a range of mentors with complementary skill sets), so that innovators could tap into the expertise of each.

Working with corporate and affiliate partners. Fashion for Good is doing a great job of working with corporate and affiliate partners in a variety of ways. Central to the Innovation Platform has been introducing the partners to the right line-up of innovators and helping ensure that innovators understand partners' priorities and requirements well enough to provide the most compelling possible pitch.

How well this approach has worked for both sides depended on the readiness of the innovators, and on how well the brands, retailers and manufacturers understood the situation and were able to meet innovators at their maturity level and help develop the innovations from there.

After realising that some partners had fewer of the structures and processes needed to work effectively with innovators, FFG developed a **corporate innovation manual**. This manual is intended to help brands shift their thinking and operations, to create an environment that more effectively fosters the innovations they are seeking to incorporate.



“We just published a corporate innovation manual because we realised how most of the brands are not at all prepared to deal with innovation....

“We provide a lot of training to the brands. On top of that, process ... **how do you start a pilot contract with a brand that's very different from the innovator, which is very different to normal supplier contracts.**

“It is both worlds that we're trying to move from those extremes to the middle, so that they find love in each other.”

- FFG

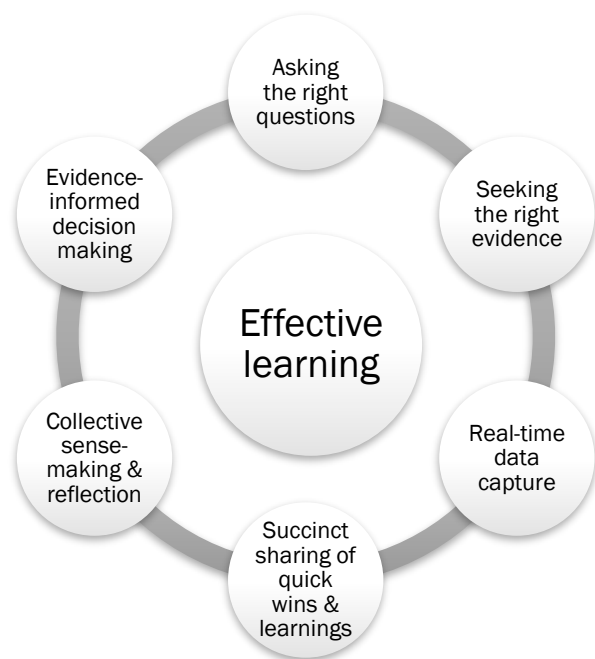
KEQ 1.E. MECHANISMS PUT IN PLACE TO ENSURE EFFECTIVE LEARNING ALONG THE WAY, INCLUDING COLLECTIVE OPPORTUNITIES

A strong commitment to gathering feedback and other evidence has helped FFG to adapt, improve and learn over its first three years. This has proved helpful in informing managers how to adapt the initiative to improve its implementation, outputs and early outcomes. As we might expect with any young organisation with an ambitious agenda, there are some promising opportunities to take this to the next level. These include a clear learning agenda and richer but not-too-labour-intensive ways of complementing survey and other quantitative evidence to provide richer insights to inform learning.



Effective learning supports the growth and development of the organisation and the programmes it administers. Features of effective learning systems include:

- Asking the right questions
- Seeking the right evidence
- Real-time data capture
- Succinct sharing of quick wins and learnings
- Collective sensemaking and reflection
- Evidence-informed decision making.



Ensuring an effective learning system is a strength of Fashion for Good. The organisation is committed to learning from its work as it develops and has demonstrable processes and improvements that come directly from the information that it collects and receives.

Actively seeking consistent improvement, FFG regularly seeks feedback from innovators and corporate and affiliate partners, as well as from the public visiting the Experience Centre. Beyond active collection of information, FFG has used and adapted relevant tools and frameworks (such as NASA's TRLs) to collect, analyse and understand the meaning and application of information into its learning and development.

Collective learning is also a feature within the wider ecosystem supported by FFG. Innovators, brands, retailers, manufacturers, co-locators and others consistently mentioned information and adaptations that were instigated by FFG within this system.

Possible next steps in the development of FFG's learning system include opportunities to enhance efficiency of information collection and use. Many of these opportunities for improvement do not lie in the most obvious places. For example, while benchmarking is an attractive possibility, a lack of useful, applicable benchmarks for innovation accelerators is a challenge, as we discovered when seeking the same for this evaluation.¹⁰

What might be the most fruitful opportunities for enhancing FFG's evidence capture and learning systems? Although we are not in a position to offer recommendations for a full redesign, we trust that some of the following ideas might prove useful:

1. Enhance the tracking of innovation scaling and adoption by adding in more and clearer detail and definitions for the following:
 - a. Scaling and/or scaling trials (in contrast with other pilots)
 - b. Limited and full-scale adoption by a brand or manufacturer.
2. Consider tracing success case innovations (those that made it as far as scaling or adoption) long after they leave the programme to see how deeply and widely they are implemented within and across brands, retailers and manufacturers.
3. Identify the most important learning questions that need to be answered over the next few years; use this to set priorities and determine where it is worth expending the most effort for the most valuable learning gains and where efforts could be pared back.
4. Streamline the use of surveys:
 - a. Identify which evidence is best gathered via surveys and which would be best gathered via interviews or another method. One way to figure this out is to pilot a draft survey by sitting with a respondent and asking them to talk with you as they fill out each question; this helps identify questions whose answers may be more nuanced than the response options allow.
 - b. If the number of questions you would like to ask is greater than what respondents are willing to answer, consider splitting the survey sample and asking half of the questions to one group and half to the other.
 - c. Use a Success Case Method approach – rather than trying to gather everything from one survey, make the survey extremely brief and use it to identify those who have a particularly relevant experience or substantive feedback to offer on a topic that forms part of your learning questions. Follow up with them using either an interview or a more in-depth survey that focuses only on the topic where they have something important to offer.

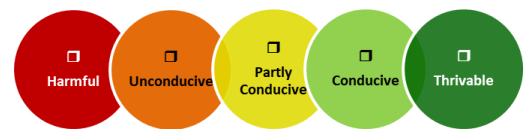
¹⁰ M. Torun, L. Peconick, V. Sobreiro, H. Kimura, J. Pique (2018). "Assessing business incubation: A review on benchmarking". *International Journal of Innovation Studies*, 2(3): 91–100.






KEQ 2 HOW STRONG HAVE BEEN THE INTERMEDIATE OUTCOMES OF FFG SO FAR, AND ARE THEY EMERGING AT THE NEEDED PACE/SENSE OF URGENCY?

Assessing the intermediate outcomes provides an indication of what has been achieved to date and where the organisation may focus in the future. These findings are provided within the maturity and context backdrop within which FFG works.

The snapshot below summarises the findings for the KEQ 2 criteria, with ratings based on Laudes Foundation rubrics (described in Appendix 2. Laudes Foundation Rubrics). The evidence and reasoning for each rating is presented in the pages that follow.

EVALUATION SNAPSHOT: SUMMARY OF INTERMEDIATE OUTCOMES FINDINGS

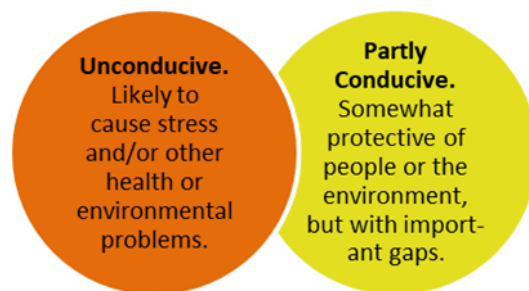


| | |
|---|---|
| <p>2.A. Influencing industry narrative change (mental models, beliefs and assumptions) in ways that are sufficiently disruptive to help realise the desired change (p. 34)</p> |  |
| <p>2.B. Sparking and supporting the development of creative, imaginative ideas and technologies to solve industry challenges and create fruitful disruption (p. 37)</p> |  |
| <p>2.C. Sparking and supporting the development of alternative business models that disrupt the status quo and promote an inclusive and regenerative economy (p. 41)</p> |  |
| <p>2.D. Strengthening the capabilities and capacities of organisations and networks to produce the needed outcomes (p. 44)</p> |  |
| <p>2.E. Creating and nurturing a space where key stakeholders and organisations convene and collaborate to achieve transformative and disruptive change (p. 47)</p> |  |

KEQ 2.A. INFLUENCING INDUSTRY NARRATIVE CHANGE (MENTAL MODELS, BELIEFS AND ASSUMPTIONS) IN WAYS THAT ARE SUFFICIENTLY DISRUPTIVE TO HELP REALISE THE DESIRED CHANGE

Industry narrative change is not yet at the tipping point, but pressure is building. Influencing changes in an industry narrative is a huge challenge. Given the fashion industry’s largely unchanged way of operating for more than 150 years, **it would be unrealistic to expect FFG to have influenced a major shift in the industry’s narrative at this early stage.** This outcome rating, therefore, reflects the reality of the industry rather than the quality of FFG’s efforts.

Working closely with influential frontrunners that have a strong voice in the industry and establishing a proactive communication strategy puts FFG on the right track to influence important narrative changes where it has those opportunities. **FFG has influenced the thinking and attitudes of participating frontrunner brands, retailers and manufacturers around some important common issues,** such as transparency/traceability and circular models. It has also created a collaborative environment, resulting in a number of collective projects around shared sustainable goals, challenging the long-standing belief in business that sharing is losing competitiveness.



The fashion industry has been operating in the same, linear “take-make-waste” way with socially and environmentally damaging practices for a very long time. It is an expansive industry in which to attempt a shift in thinking and narratives, hence the power and potential of bringing major industry players together to discuss the issues collectively and move together towards not just good solutions but important shifts in the ways they think about those issues. Amplification of ideas and messages is the other key component of FFG’s repertoire as it seeks to influence narrative change.



Narrative change is not yet at the tipping point, but pressure is building. Those we interviewed said that there have been small shifts in thinking in the industry over the past three to five years, and this change is noticeable. However, many mindset shifts are more incremental than transformative – smaller-scale shifts that slowly build momentum rather than whole-industry systemic change.

Influential frontrunner brands, retailers and manufacturers attracted to the programme are already looking to make the shift to climate-positive practices. However, certain mindsets and industry narratives can stand in the way of change; these are the ones that FFG seeks to influence. An important lever for change has been engaging partners in *collective* discussions about common industry challenges. Our evidence suggests that this approach has been most helpful in influencing their thinking.

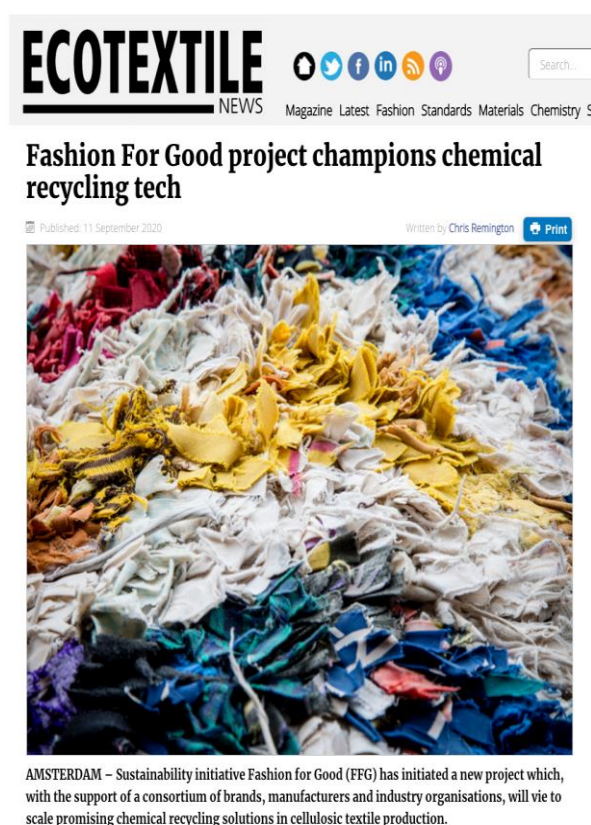
Open conversations among the various corporate and affiliate partners have helped break down beliefs that are barriers to change, such as, “The more I share, the more I give to competitors.” By breaking down these long-standing beliefs and protectiveness to reach a common sustainability goal, successes are achieved. A recent success was a collaborative project bringing together three brands, one manufacturer and four innovators around Cellulosic Recycling.

FFG has been effectively amplifying these messages through marketing and media inside (and outside) the fashion industry. Sharing the success stories and new narratives brings visibility and demonstrates the viability of sustainable innovation to the wider industry. As an example, the Cellulosic Recycling project featured in many industry news outlets such as Ecotextile,¹¹ Just Style: Apparel Sourcing Strategy¹² and Textile World,¹³ among others.

“[S]ustainability managers are always looking for better solutions for existing technology ... **But that means that you keep a focus on the existing products and processes** and optimise them more or less, but not change them.”

– Expert

Figure 9. Marketing to industry to amplify sustainability messaging



¹¹ <https://www.ecotextile.com/2020091126664/materials-production-news/fashion-for-good-project-champions-chemical-recycling-tech.html>.

¹² https://www.just-style.com/news/project-to-scale-cellulosic-chemical-recycling-aims-to-close-the-loop_id139560.aspx

¹³ <https://www.textileworld.com/textile-world/fiber-world/2020/09/fashion-for-good-a-new-frontier-in-chemical-recycling/>.

“What was surprising to me was that even in mid-2019 after this huge press campaign ... and a major top-level corporate decision to be sustainable and [support] circular economy.... the list of criteria for the designers [of this large brand] were still two things ... a cool design and ... minimise the cost... **the designers were given absolutely no incentive, not even a directive to think about how these things can be repaired, or ... use sustainable materials...** So I just think it's really hard to turn these ships. They're big ships, it takes a lot of time.”

– Innovator

The **Experience Centre** is also part of FFG’s efforts to influence thinking and behaviour, with a primary audience of industry professionals and students as well as some public interested in fashion and sustainability.

The influence of the Experience Centre is captured through visitor surveys, where there is inherent bias based on interest and motivation; those who are interested and motivated by the subject matter are more likely to respond to the survey. Of the written responses available (96 visitors), 80% indicated that their visit had influenced a change in behaviour. The remaining 20% indicated that they had either already embraced sustainability or would like to but have found it too cost-prohibitive (Figure 10).

Figure 10. Qualitative analysis of Experience Centre surveys

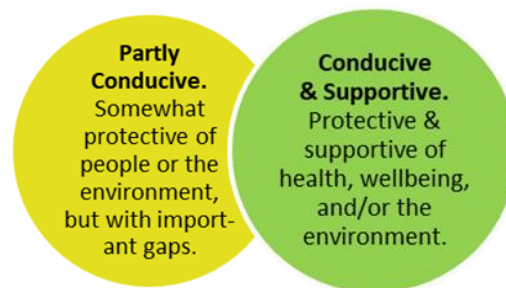


The greatest potential for the Experience Centre to influence the narrative of the fashion industry from within lies with industry professional and students of fashion. Industry professionals who visited reported returning to their workplaces and instituting company changes or expanding their knowledge base to change processes in the future. All seven of the instructors contacted indicated that the Experience Centre inspired students to infuse sustainability into the way they will work in the industry.

KEQ 2.B. SPARKING AND SUPPORTING THE DEVELOPMENT OF CREATIVE, IMAGINATIVE IDEAS AND TECHNOLOGIES TO SOLVE INDUSTRY CHALLENGES AND CREATE FRUITFUL DISRUPTION

Fashion for Good has seen **reasonably good success** with its innovators' progressing their innovations and engaging with partners to develop and test worthwhile, relevant, creative, imaginative ideas and technologies that help solve important industry challenges and have the potential to change "business as usual."

Among those who entered the programmes 63% had at least a Minimum Viable Product, which is what most partners are looking for in order to engage. Of the 41 innovators that entered with a *less* developed product, 41% progressed to at least MVP level; 12% progressed but not to MVP; and a further 46% have stayed at the same Technology Readiness Level. Sixty per cent of all innovators have *not* made it to pilot stage, but 31% are exploring that possibility with a partner organisation.



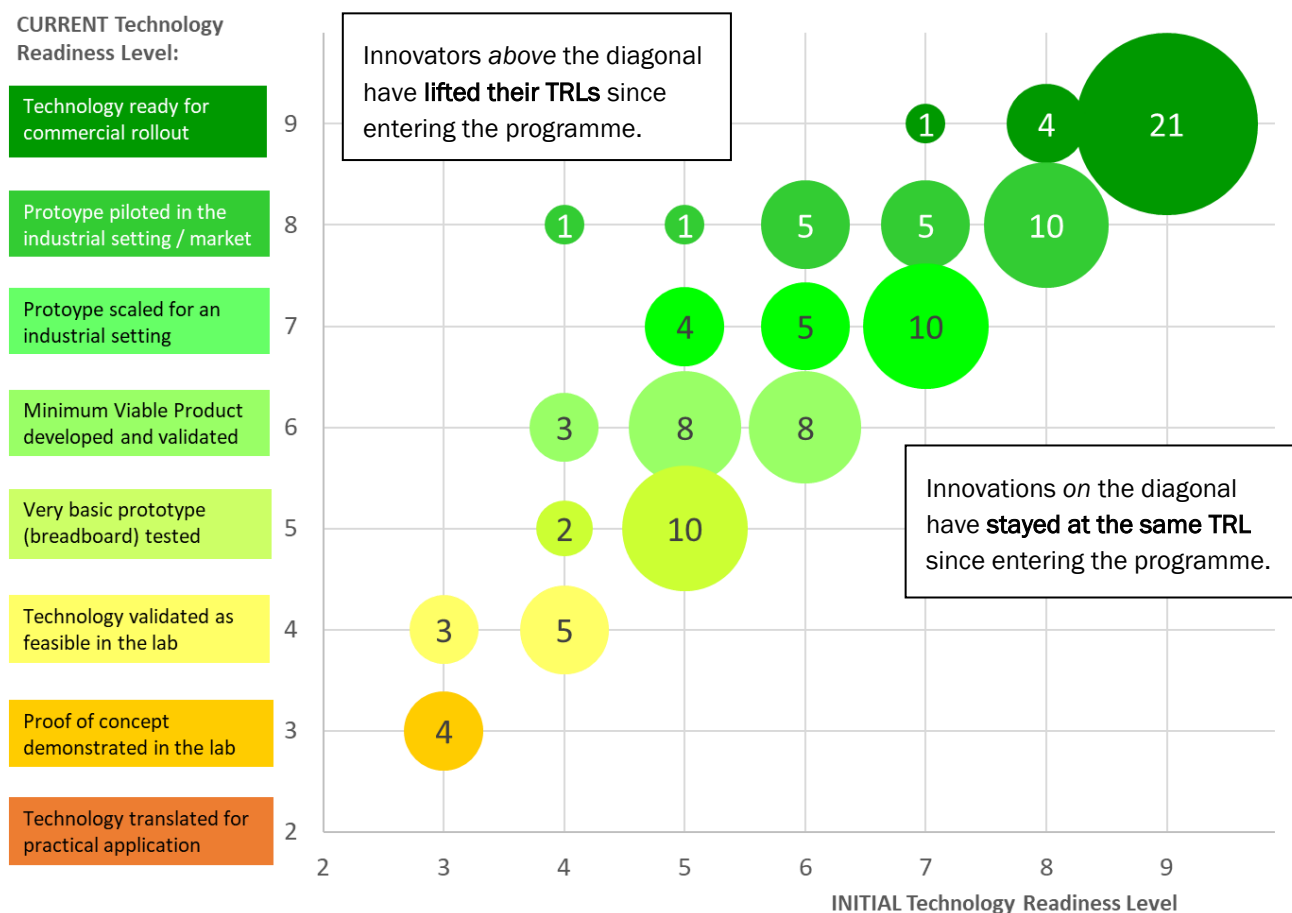
A key function of FFG's Innovation Platform is to support incoming innovators to develop their ideas and technologies so that they better align with what partner organisations (brands, manufacturers and retailers) are looking for. Also important is creating an environment that helps spark and develop new ideas and insights by convening various "meetings of the minds" – innovators with other innovators, partner organisations with each other, innovators with partner organisations and involving the Circular Apparel Community where synergies are found.

A wide range of creative and imaginative ideas that help solve industry challenges have come through the cohorts of the Accelerator and Scaling programmes. These have spanned such diverse areas as chemical recycling, digital fashion, natural fibre welding, PHA biopolymers and thread-based RFID tags, as well as used clothing take-back schemes. Innovators entering the Accelerator Programme were naturally at a range of stages in the development of their ideas and technologies. Some of this related to how far the concept or technology had progressed and been tested in various settings, with some of the more complicated and disruptive ideas having a more challenging development trajectory. Software solutions were identified as quicker to implement as opposed to hard tech or intensive manufacturing solutions that take more time and capital to develop.

Technology Readiness Levels (TRLs) are the main gauge of how substantially innovators have developed their technologies over their time with FFG. Figure 11 shows the results for all 110 innovations for which we had ratings, which covers the first seven batches of innovators for the Amsterdam-based Accelerator Programme plus two batches in the new South Asia programme, in addition to the several innovators that have participated in the Scaling Programme. Three

additional innovators have since closed or paused operations; ratings for them were not available and they are not included in these analyses.

Figure 11. Shifts in Technology Readiness Levels from Programme Entry (horizontal axis) to Late 2020 (vertical axis); Bubble Sizes Indicate the Number of Innovations.



Of the 110 innovations rated:

- 19% entered the programme already fully ready for commercial application (TRL 9), so an increase was not possible due to the ceiling effect.
- 25% advanced the readiness of their technologies by one TRL level.
- 14% progressed up two or more TRL levels, including one innovator each that rose three and four TRL levels, respectively.
- 43% entered with TRLs below 9 but did not progress the development of their technologies sufficiently to progress up one or more levels.

Progression up the TRL levels is one consideration here; another is how far the technologies made it on that scale. Our interviews with partner organisations indicated that most preferred innovators to have at least a Minimum Viable Product before they felt it was worthwhile engaging in a pilot study. Among the innovators 63% entered the programme at that level already and a further 15% lifted their TRLs up to at least MVP level (6) after entering the programme, making the current total 78% ready to engage at that level. This is a strong result.

Another good indication of how far technologies have progressed is how many have engaged in pilots with partner organisations. Interviews with both innovators and partner organisations revealed that many innovators needed first to develop a better understanding of what brands, manufacturers and retailers wanted, so they could clearly explain both the technology and their business models. Only then would they have a compelling pitch for partner organisations to want to engage with them.

In all, pilots have been contracted or conducted with:

- 40% of 116 innovators
- 37% of the innovators in the Amsterdam-based Accelerator Programme
- 22% of those in the recently launched South Asia accelerator
- 72% of the more TRL-advanced innovators in the Scaling Programme
- 94% (all but one) of the 18 participating partner organisations, with three having engaged in more than 10 pilots
- Several other innovators (31%) had made it as far as the pilot *exploration* stage with a partner but had not yet signed a pilot contract.

“I realised when I got there that we did not have a product. We had a general product, but it needed a lot of refining to work with the industry.”

- Innovator

“They had this great idea... And then you say, ‘Well, who in the supply chain is going to be interested in that? What’s your business model? ... What are you going to do?’ And then all of sudden they’d be like, ‘I don’t have any idea!’”

- Corporate partner

It is worth noting that the innovators that went through the first six batches of the Accelerator had just three months in the programme, which is a relatively short time to develop a strong pitch and convince a partner organisation to engage in a pilot. With the switch to a nine-month programme from 2020 (from batch seven), we expect these numbers to improve.

The final piece of the jigsaw here is “disruptive” innovation, the introduction of ideas and technologies whose application *significantly* affects the way the fashion industry functions. This is a core tenet of FFG’s mission to help catalyse needed change in the fashion industry. FFG deliberately scouts for innovations that hold this potential, as we described under KEQ 1.C. (page 25).

Also important in the mix are the ideas and technologies that solve important industry challenges but may be less disruptive and more incremental in the ways they can change the

industry. Many brands, manufacturers and retailers are looking to solve these more immediate problems. Innovators offering good solutions for those challenges are an important part of the mix, serving as a “hook” to bring brands, manufacturers and retailers into the fold as partners of FFG. Once they are part of FFG, partners then become engaged in a range of discussions with both innovators and other partners. At that point, there are opportunities to discuss shared issues and be exposed to new ideas and technologies that they might not otherwise have considered.

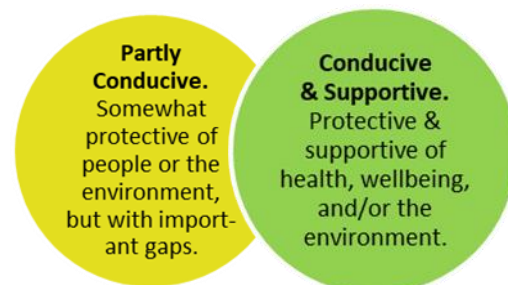
In this section, we have looked at the progression of the full range of ideas and technologies, from incremental to transformative. Overall, this progress has been solid, although with some areas for improvement. We fully expect results to improve over time as innovators get a more substantial time in the Accelerator Programme (nine months instead of three) and as FFG continuously advances how it supports innovators and partner organisations to progress ideas and technologies.

In the next section, we turn the microscope on some of the more disruptive innovations – those that focus on genuinely different business models for the fashion industry.



KEQ 2.C. SPARKING AND SUPPORTING THE DEVELOPMENT OF ALTERNATIVE BUSINESS MODELS THAT DISRUPT THE STATUS QUO AND PROMOTE AN INCLUSIVE AND REGENERATIVE ECONOMY

FFG has had some success supporting the development of circular and other alternative business models that have the potential to disrupt the status quo. One in six innovations that have made it into the FFG Scaling Programme offer a circular business model solution. Such innovations are a significant business model shift for an industry that has been stuck in its ways for a century or more. For that reason, it is still early days for brands to be showing strong interest. However, the 2020 pandemic may help catalyse interest in circular business models, particularly service models, as more resilient during economic upheavals. This is a definite and promising area for growth moving forward.



The original conceptualisation of FFG had a strong focus on shifting the fashion industry from a “take-make-waste” linear model to a more circular model that would contribute to a more climate-positive, regenerative economy. Finding and fostering new business models that support a circular economy has, therefore, been an important focus of FFG.

In this report, an “alternative business model” refers primarily to a *new logic of how organisations can create and deliver value for their customers*. What does this look like for circular businesses? To quote SVID’s *Sustainability Guide*, “Circular businesses are deeply involved in the product usage phase; they generate revenues through provisioning services instead of selling physical products; they rethink the conventional producer-consumer-relationships, value creation activities and the structure of value chains...”¹⁴

Many FFG-supported innovations contribute to the transition from take-make-waste to circular, creating renewable, recyclable or biodegradable materials or reusing packaging, all of which feed into circular systems of production and consumption. Many of these have been discussed under KEQ 2.B (page 37).

¹⁴ SVID, Stiftelsen Svensk Industridesign (2018). *Circular business models*.
<https://sustainabilityguide.eu/methods/circular-business-models/>

“To move towards circularity and a system that flows you need to ensure that this is built on ‘good materials’, ‘good chemicals’, ‘good water,’ etc. Therefore, alternative raw materials, alternative finishing & dyeing processes and textile to textile recycling solutions are in our definition equally contributors to circularity, as are circular business models like rental, recommerce, repair. Those solutions could be equally impactful as the rental/resale models – if not even more.”

- Fashion for Good

In this section, we examine those innovations that focus specifically on alternative business models, that is, new approaches to delivering value for customers. It is important to note that many more FFG-supported innovations also contribute to the shift to circularity (see FFG quote, above). These are an important part of the mix.

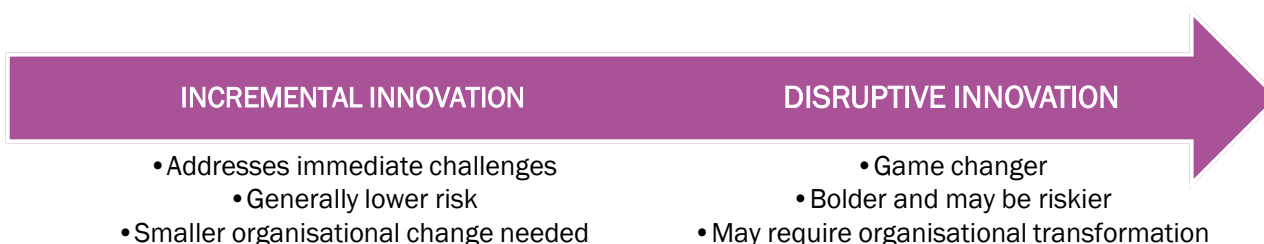
FFG has taken a thoughtful approach to supporting the development of alternative business models aimed at shifting the industry towards a more circular approach. This has involved including a mix of innovations that *contribute to* a fully circular approach, in addition to innovations that *focus specifically on a fully circular business model* that involves delivering value to the customer in a different way.

Although a few brands, retailers and manufacturers are ready for these circular business models, the vast majority are looking to solve more immediate concerns – making their linear take-make-waste models less damaging to the climate and the environment. These partners are drawn to FFG by the opportunity to work on their more pressing concerns initially, but some eventually start considering more genuinely circular business models. Disruptive innovations such as circular business models and radical transparency plays are more likely to be game changers, but often come with greater costs and risks and require a bigger leap of faith (Figure 12).

“Any innovation someone [has] needs to fit into [our] business operations and into the business model. And I think that's usually a bit of the challenge for any innovation, obviously, but even more so for a sustainable innovation.

- Corporate partner

Figure 12. Disruptive innovation such as shifting to circular models requires a greater leap of faith



In the dance between innovators looking to get their ideas adopted and most brands, retailers and manufacturers looking for solutions that fit within their existing operations, the environment is not yet fully ripe for the degree of deeply disruptive innovation needed to transform the industry. However, the 2020 pandemic may serve as a catalyst to get partner organisations thinking about circularity and service models, as one of the experts we interviewed pointed out (see quote). Not only are service models more climate-positive; they are also more resilient to major economic shocks, which may now be a more compelling business proposition.

“We know from ecology that resilience needs diversity, and **the more diverse a system is, the more resilient it is for all kinds of setbacks.** ...[I]t is about **the business models. That’s what you have to look at for more creativity and create more diversity.**”

“My analysis is that even during lockdowns, people tend to keep all their service contracts. So, nobody is leaving any insurance company, nobody is leaving their cable company, nobody is leaving their electricity company, or whatever.

“And so, **in service models, you have far more guarantee of continuation even in times of crisis. And that’s I would say, a huge lesson for the fashion industry but also a difficult issue because: how do you create a service model in the fashion industry? That’s the discussion that we need to have now.**”

– Expert

Fashion for Good has already supported several promising innovations with a circular element. Some of these are fully circular business models; others build some element of circularity into the usual manufacturing or retailing process.

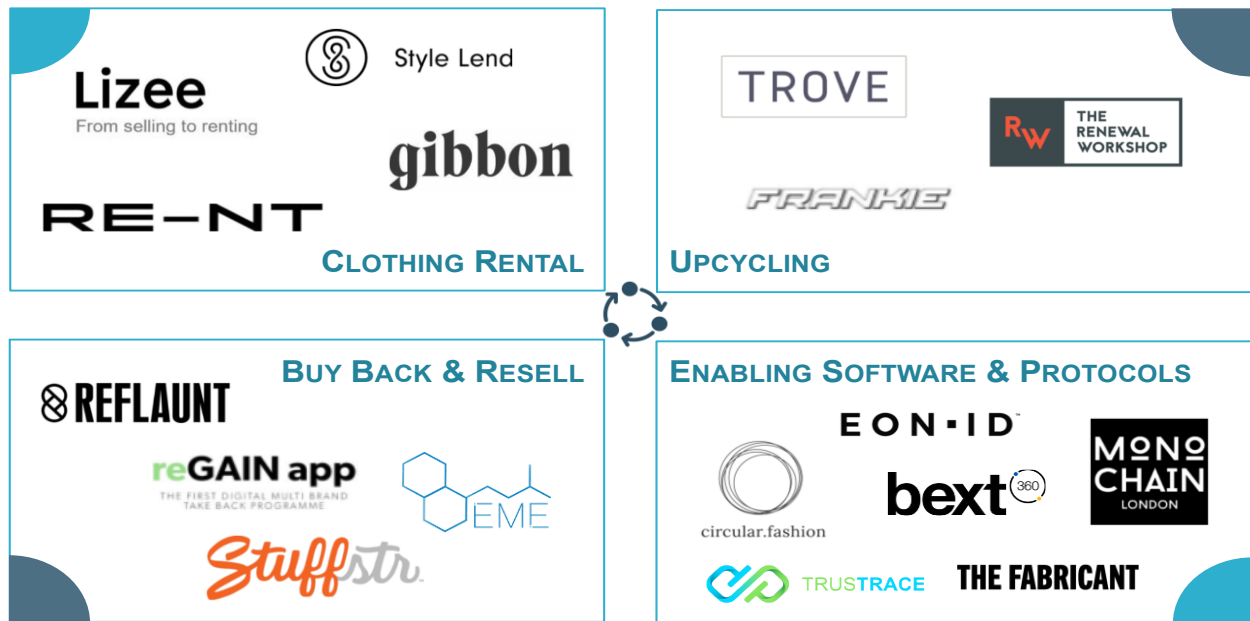
In the latter category, we identified a number of innovations with a circular or circular-adjacent element that could be applied to manufacturing, packaging or retail. These included:

- Four circular packaging solutions
- Several recycling technologies that convert clothing waste back into feedstock
- Two solutions that would reduce the volume of returns in the first place.

Of the 116 innovators in the Accelerator and Scaling Programmes, **17 offered genuinely circular business models**, models that involved re-use of clothing rather than just materials or packaging (Figure 13):

- Four in clothing rental
- Four in buying back and reselling used clothing
- Three in upcycling returns
- Six in circular business model-enabling software.

Figure 13. Innovators with Genuinely Circular Business Models



Of the 17 innovators offering circular *business models*, **nine have made it to the pilot stage** (contracted, ongoing or completed) in either the Accelerator or the Scaling Programme. **Three have made it into the Scaling Programme**, which includes 18 innovators in all, so one in six offers a circular business model solution. Of the three in the Scaling Programme, one is in the pilot exploration stage with two partners; another has completed one pilot; and **the third innovator** (an enabling software and protocol solution) **has completed a major pilot with five major corporate partners**. This last result – with potential uptake by multiple partners – is particularly promising.

Several partners, as well as other brands, have implemented FFG innovations post-pilot:

- Renewal Workshop with Tommy Hilfiger
- Stuffstr with Adidas
- Reflaunt and Trove with multiple brands (some outside the group of FFG partners).

FFG partners Zalando and Vivobarefoot have also implemented take back, repair and recommerce in-house.

ADDITIONAL QUOTES AND REFLECTIONS FROM INTERVIEWS, RELATED TO THIS KEQ CAN BE FOUND IN Appendix 6. KEQ 2.C. Quotes and Reflections, P. 94)

KEQ 2.D. STRENGTHENING THE CAPABILITIES AND CAPACITIES OF ORGANISATIONS AND NETWORKS TO PRODUCE THE NEEDED OUTCOMES

FFG has made important contributions to strengthening the capacities and capabilities of participating organisations to produce sustainable changes in the fashion industry. **Innovators** described how interactions with partners, along with FFG’s industry knowledge, coaching and bespoke business support, helped them **develop their ideas and business models and substantially strengthened their capabilities and networks**. **Brands, manufacturers and retailers** have also strengthened their capacities in important ways, particularly in **developing more effective ways to work with innovators and collaborating with competing businesses to solve common challenges**. **Co-locators** indicated an increased awareness and enhanced thinking on how they could integrate similar ideas into their business or product strategies.

Conductive & Supportive.
Protective & supportive of health, wellbeing, and/or the environment.

As we mentioned under KEQ 1.D. (page 29), innovators gave rave reviews about the quality of support they received from FFG’s mentors and others who supported them to develop their ideas and pitch them effectively to partners. In this section, we highlight some of the ways in which their organisational capacity and networks were strengthened as a result of that support.

Many of the innovator leaders were deep experts in their scientific disciplines, but there was considerable variation in how much experience they had accumulated in running a business, working with the fashion industry specifically and interacting with brands, manufacturers and retailers. With funding, some start-ups may be able to hire the expertise they need, but not all have the luxury of that option and instead need to build many of those skills themselves.

In their interviews with us, innovators described how interactions with partners, along with FFG’s industry knowledge, coaching and bespoke business support, helped them develop their ideas and business models and **substantially strengthened their capabilities and networks**, particularly in the following areas:

“Fashion for Good was great because they **helped me refine our business model ... I came into the programme with a product that was going to take a lot more time in terms of development and they were able to help me see like, ‘Hey, why don't you just start with this? Because it's ready, this part of it.’** So, that was immensely helpful.”

– Innovator

- Focusing and sharpening their **business models**
- Clarifying concepts and improving their **sales pitches**
- **Market positioning**
- **Determining price points**
- Understanding the **investment fundraising process**
- **Building connections** with new partners and investors
- **Finding and engaging with the right people** *within* partner organisations
- **Navigating contracts**
- Environmental **impact assessment**.

Some brands, retailers and manufacturers noted the need for more impact assessment data from innovators so they could make better informed decisions, with the recognition that this is an emergent area globally.

Innovators also built useful networks with each other. We spoke with several who had kept in touch with others from within their batch since completing the programme. Innovators use these networks to get feedback on ideas and to find out which brands, manufacturers and retailers are the most serious about and ready for innovation.

Brands, manufacturers and retailers have also strengthened their capacities in important ways through their involvement with FFG, particularly in **developing more effective ways to work with innovators**. As mentioned under KEQ 1.D. (page 30), FFG has produced a useful corporate innovation manual to support this work. Various other resources – “insights, landscapes and benchmarks” – have also proved valuable for being able to progress business cases and gain commitment internally, in part because FFG is a respected source of information.

“I think we definitely go to Fashion for Good to understand how should we work with innovation internally to make it work.”

– Affiliate partner

Partner organisations also appreciated the opportunity to interact with other leading brands, manufacturers and retailers, particularly when it involved putting their heads together to try and solve challenges they were all experiencing.

Co-locators gained **insights and relevant information**, mostly through informal conversations at FFG, for their ongoing or future work. Some co-locators noted an increased awareness of different types and depth of innovative work happening in the wider community, which enhanced their thinking on how to integrate similar ideas into their business or product strategies.

ADDITIONAL QUOTES AND REFLECTIONS FROM INTERVIEWS, RELATED TO THIS KEQ CAN BE FOUND IN Appendix 7. KEQ 2.D. Quotes and Reflections, P. 95.

KEQ 2.E. CREATING AND NURTURING A SPACE WHERE KEY STAKEHOLDERS AND ORGANISATIONS CONVENE AND COLLABORATE TO ACHIEVE TRANSFORMATIVE AND DISRUPTIVE CHANGE

Fashion for Good has been an important catalyst, bringing together a range of key players to collaborate on changes that contribute to a more regenerative fashion industry. The most relevant examples of such collaborative work include consortia of innovators, brands, and manufacturers of organic cotton and on chemical recycling. Even though they achieved good visibility with these collaborative initiatives, there are many challenges for that to happen more widely due to differences in levels of sustainability, innovation and expertise, and direct market competition. The collaboration is enhanced by the high value innovators place on their involvement with FFG – 12 of the 13 (92%) interviewed considered their involvement as extremely worthwhile or worthwhile.

Fashion for Good has made good use of its opportunities to convene and connect a mix of industry players in ways that have sparked fruitful collaborations – some concrete (such as pilot projects), some that involve thinking together, and some that are more general connections.

The most powerful examples so far have been when brands, manufacturers and retailers have come together to think through challenges they all face and to explore possible solutions. Some of these have resulted in collaborative pilot projects.



The work of FFG focuses on the point of the development continuum where pioneering practices accelerate the tipping of the transition to sustainable products and practices. The ecosystem they have created is designed to provide a nurturing space in which innovators, corporate and affiliate partners, and co-locators are able to convene and collaborate to achieve transformative change.

There are several areas where FFG has been instrumental in facilitation collaboration and cooperation. The areas of note ranged from concrete to less tangible results that support an enabling environment.

Currently, the most relevant examples of collaborative work sparked by FFG include consortia of innovators, brands and manufacturers. One of them, around organic cotton, involves four partners. Another one, on chemical recycling, focuses on validating and eventually scaling

promising technology for creating new cellulosic fibres and garments from used clothes. Those collaborative efforts are gaining visibility and creating a positive environment for the development of similar initiatives supported by FFG. However, there are many challenges for that to happen more often, given inherent issues related to collaborations among businesses including differences in level of sustainability, innovation and expertise and direct market competition.

“I’m going to be able to show value of: [I]t cost us this much to be in this pilot where we would have otherwise had to do independent projects with other start-ups that would have been probably double, if not triple the cost and not had the benefit of doing it alongside [other major brands].”

– Corporate partner

Under KEQ 1.D. (page 29), we noted that FFG has been highly successful in creating the kind of welcoming, nurturing and enabling environment that is needed for this purpose. In this section, we turn our attention to how well this environment has sparked the kinds of collaborations that have potential to lead to important industry change, particularly where FFG has used its convening power to help make this happen.

In areas where brands (corporate and affiliate partners) are the primary focus, we found several examples of both concrete collaborations (pilot projects) and more intangible ones (thinking through shared challenges together):

- There are a **few concrete examples of brands collaborating on pilots** (organic cotton, chemical recycling).
- Quarterly meetings for corporate and affiliate partners at FFG have generated **insights, landscapes and benchmarks** and created a space that did not exist before; creating such a space outside of FFG would be difficult for partners to orchestrate on their own.
- Members are exposed to conversations about the challenges they share with other partners, which has helped create a **common understanding that they can be part of a bigger industry change**. This is particularly notable due to the competitiveness within the industry, where sharing of intelligence is far from the norm.

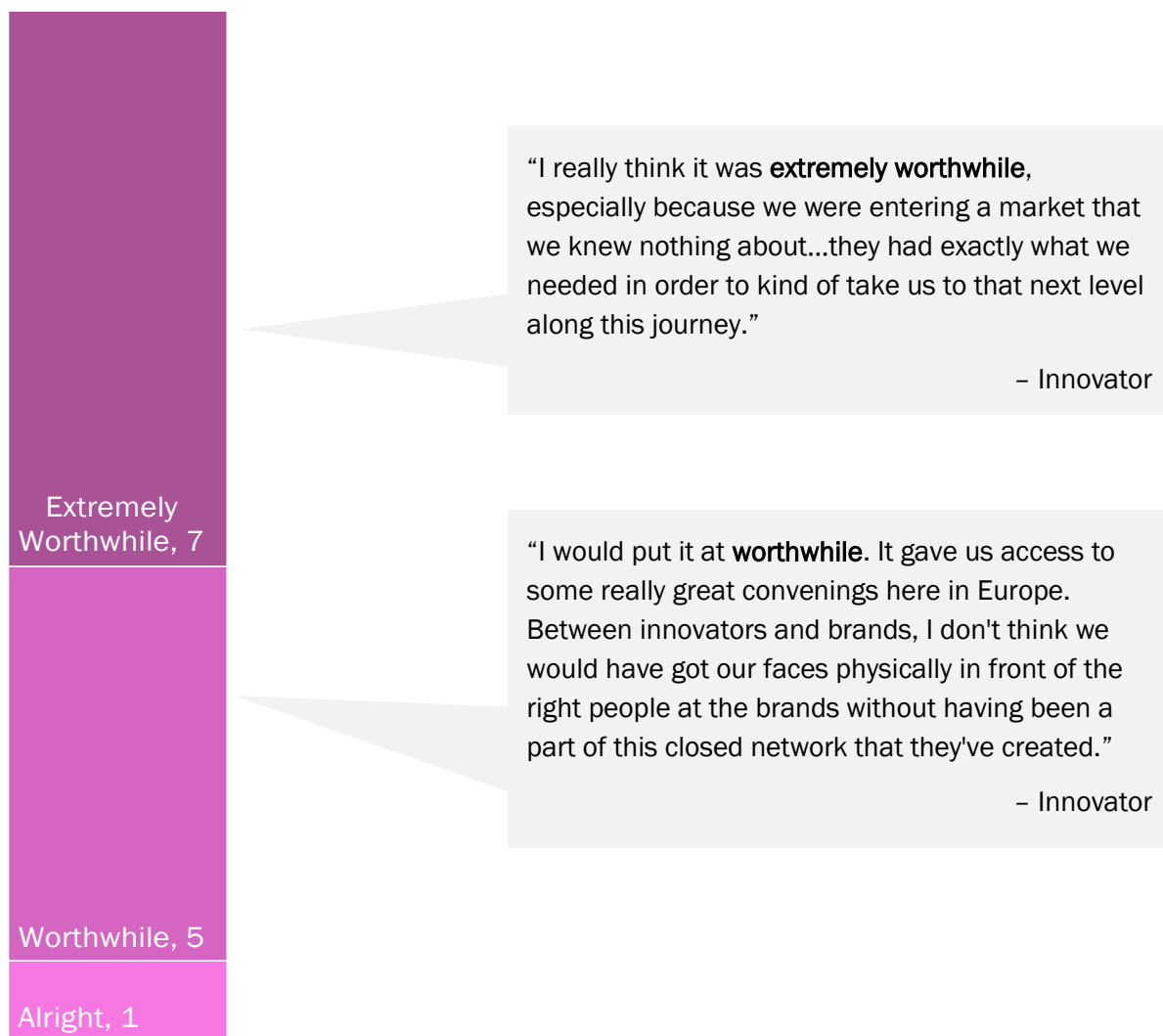
Where innovators and co-locators are the primary focus, the following were notable:

- Several **innovators have created an active informal community** across accelerator batches to share information and support each other. Innovators engage in ongoing communication in person and through other platforms, such as WhatsApp groups.
- FFG’s space and work approach have been a **catalyst for important co-hosting events and new collaborations among co-locators**.
- **Co-locators have been influenced** by FFG to address some key issues (such as traceability) with their own partners.

The level of satisfaction with participation in FFG is very high among innovators. When asked how worthwhile it had been for them to be part of FFG, almost all of the innovators interviewed

(92%) said that it was either extremely worthwhile or worthwhile (Figure 14). The support provided by FFG and access to others (particularly peers and brands) featured in their value assessment. FFG’s value as a convener of important industry players featured in their value assessments, as did the support provided by FFG (see KEQ 2.B. and KEQ 2.C., pages 37 and 41) and the opportunity to build networks others, particularly fellow innovators and brands, retailers and manufacturers (KEQ 2.D., page 44).

Figure 14. Innovators Value Their Experience



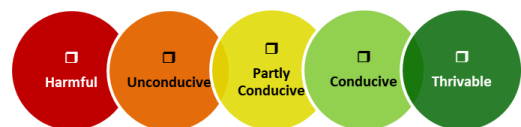
ADDITIONAL QUOTES AND REFLECTIONS FROM INTERVIEWS, RELATED TO THIS KEQ CAN BE FOUND IN Appendix 8. KEQ 2.E. Quotes and Reflections, P. 96).




KEQ 3. HOW STRONG IS THE LONG-TERM VALUE FFG HAS HELPED GENERATE SO FAR, AND (PARTICULARLY FOR DISRUPTIVE CHANGE) ARE THEY EMERGING AT THE NEEDED PACE/SENSE OF URGENCY?

Long-term value of an initiative is assessed based on impacts, sustainability and successful scaling. Within the context of Fashion for Good, impacts are related to foundational changes in underlying and supportive structures and transformational system shifts. Sustainability is focused on the ability for the financial structures to support ongoing operation of the initiative. Lastly, scaling is not only the scaling of innovations, but particularly those innovations that are based on circular business models.

The snapshot below summarises the findings for the KEQ 3 criteria, with ratings based on Laudes Foundations rubrics (described in Appendix 2. Laudes Foundation Rubrics). The evidence and reasoning for each rating is presented in the pages that follow.

EVALUATION SNAPSHOT: SUMMARY OF LONG-TERM VALUE



| | |
|--|---|
| <p>3.A. Contributions to the uptake of environmentally sustainable business models, materials, processes and practices (including the emergence of wider system shifts and long-term industry transformation) (p. 51)</p> |  |
| <p>3.B. Financial sustainability of Fashion for Good’s business model (including the Innovation Platform, the Experience Centre and other components) (p. 52)</p> |  |
| <p>3.C. Successful scaling of innovations and circular business models (p. 57)</p> |  |

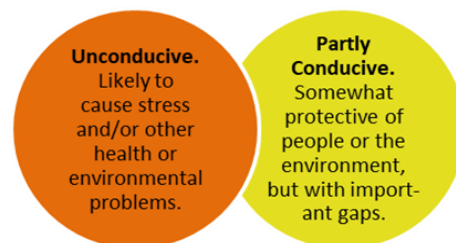
KEQ 3.A. CONTRIBUTIONS TO THE UPTAKE OF ENVIRONMENTALLY SUSTAINABLE BUSINESS MODELS, MATERIALS, PROCESSES AND PRACTICES (INCLUDING THE EMERGENCE OF WIDER SYSTEM SHIFTS AND LONG-TERM INDUSTRY TRANSFORMATION)

It is too early to see the emergence of wider system shifts in the uptake of new models and practices or long-term industry transformation that FFG has helped catalyse. The wider system shifts so far are more in terms of frontrunner mind-shifts (see KEQ 2.A.) and the momentum/pressure that is starting to draw these brands into the adoption of climate-positive practices.

It is even quite early to see uptake (adoption by brands) of FFG innovations coming out of the Innovation Platform. However, successful pilots, particularly those that are in the scaling stage, are a promising sign. Particularly promising are the small number of innovations that have been piloted involving more than one partner organisation.

The contribution of the Experience Centre is part of the mix here but very small in scope. Fashion students have incorporated sustainability concerns into their study projects and will likely take their ideas to future employers. However, there is no evidence yet that they have influenced any commercial application.

In sum, FFG's key intermediate outcomes (see KEQs 2.A.–2.E. and KEQ 3.C.) are pointing in the right direction for eventual industry adoption of new technologies and business models, but as yet there is not enough traction here to rate this outcome higher.



At this point, FFG has been operating for a fairly short time (3.5 years). Nevertheless, it was important for any evaluation of FFG to search for emerging evidence of the industry beginning to adopt new technologies and business models that have come out of the FFG Innovation Platform.

In short, **there is little to see here yet, and that is neither surprising nor disappointing.** Emerging successes have been noted in other sections of the report – innovations that have developed to higher levels of readiness, many of which have made it to the pilot stage (KEQ 2.B.–2.C.) and some of which have gone on to the scaling phase of development (KEQ 3.C.).

ADDITIONAL QUOTES AND REFLECTIONS FROM INTERVIEWS, RELATED TO THIS KEQ CAN BE FOUND IN Appendix 9. KEQ 3.A. Quotes and Reflections, P. 98)

KEQ 3.B. FINANCIAL SUSTAINABILITY OF FFG'S BUSINESS MODEL (INCLUDING THE INNOVATION PLATFORM, THE EXPERIENCE CENTRE AND OTHER COMPONENTS)

This evaluation criterion was not designed as a thorough financial analysis of the initiative. It focused mostly on capturing partners' overall perception of FFG's business model and their willingness to continue to support the initiative. FFG's financial resources come mostly from Laudes Foundation grants and contributions from member partners. Rent paid by co-locators for using part of FFG's building comprise a small portion of its annual budget. And, very recently, the Experience Centre started to charge entry fees, but its contribution to FFG's sustainability is likely to be infinitesimal. In general, there were no major critics of FFG's business model. Even though most partners consider FFG's annual fee high, they find the partnership worthwhile and intend to continue their membership at least for the short term. Some, however, indicated that the COVID-19 pandemic and, especially, the high price tag for membership might influence future decisions to remain at the current status in the partnership. FFG is aware of those considerations and is already considering adaptations in the partnership fee structure, for example rewarding fidelity/long-term memberships. The annual cost for implementing all its ambitious and relevant agenda/goals, as well as for maintaining the beautiful and prime located building, make it unlikely that FFG will become financially self-sufficient in the near future. It still needs to rely on external support, especially from Laudes Foundation to ensure continuation of its important work.

**Partly
Conductive.**
Somewhat
protective of
people or the
environment,
but with import-
ant gaps.

This evaluation was not commissioned to conduct a complete financial analysis of FFG. The main objective was to identify how the corporate and affiliate partners see FFG's business model and the extent to which they find enough value in the partnership to continue their support.

The business model FFG embraced since its inception was based on successful innovation accelerators implemented in other industries, combined with creating a safe space for collaboration. It aimed to attract high-profile frontrunner businesses already interested in pursuing sustainable innovations in fashion. Also, the frontrunners needed to be willing to pay a relatively high fee to be part of this powerful partnership. The intent was to **bring together a select group of highly influential and clearly committed businesses**, interested in shaping a cutting-edge initiative to make a difference in the

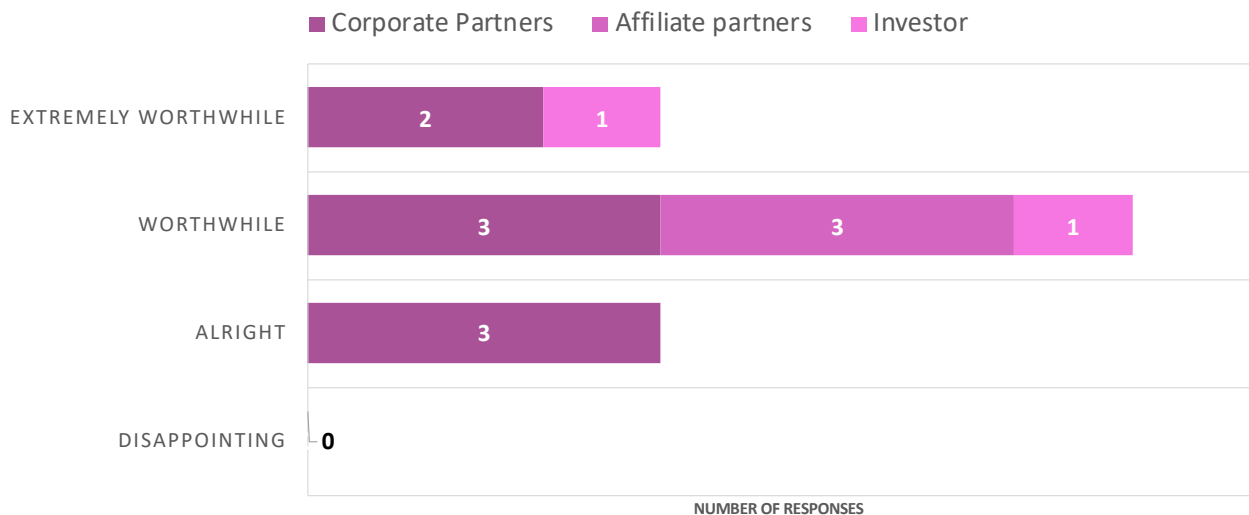
"[I]f companies have to pay more, they are more invested. Otherwise, you just become one of their organisations on the list of hundreds of organisations that companies joined."

- Partner

industry; not just one more among the many initiatives their company joins.

Among the 13 partners and investors interviewed as part of this evaluation, 10 considered FFG a **worthwhile or extremely worthwhile partnership**, and none considered it “disappointing” (Figure 15). The value of the partnership as assessed by partners was predominately non-financial. The expertise and support provided by the FFG team featured in the value assessment.

Figure 15. Value of FFG to Partners and Investors



Some partners see the relationship with FFG as a cost-effective way for them to identify and nurture innovations that will not only produce meaningful and sustainable results but also create a profitable product.

Even though several partners consider FFG’s annual fee high, none of those interviewed intends to withdraw or reduce its support to FFG in the short term. The key benefits partners take from the partnership include:

- A way of **outsourcing brands, retailers and manufacturers’ innovation labs**, as opposed to having an in-house team, which could have a cost similar to FFG’s membership fees
- A strategy for **sharing innovation risk/costs** that are usually quite high
- Having **access to a richer variety of innovations/innovators**, which can considerably increase the odds for members to find a greater number of “good solutions”.

“If you think of a total of like 1.5 million invested into Innovation Research ... one project could cost you a couple million.”

“Fashion for Good enables them to crowdsource more and share the risk, or at least share the costs with other brands and retailers.”

– Partner

A few partners were **frustrated for not yet getting enough tangible results** from piloting and scaling solutions. Tangible results included pure commercial financial returns as well as a broader view of return on investment. While financial returns were nearly always mentioned, other considerations were the number of innovators with solutions that met their needs, the number that got to pilot stage, and the sustainability impact that is being generated. In a slightly longer view, the innovations that are able to solve a business problem and get to scale in a commercially viable manner were the ones most on their horizons. The tangible results were primary enablers of success in internal allocation of funding for continued membership fees.

“I think there were a couple of limitations that kept it from being extremely worthwhile ... part of it were things that didn't evolve from our expectations. But part of it was also our inability to really maximise our organisation.”

–Corporate partner

A few partners also expressed frustration with having to **pay for pilots** on top of the annual fees, which were already considered high. There was a suggestion to repackage fees in a way that made the additional financial outlay more palatable.

Having **different tiers in the payment structure** for partners was appreciated and important to allow more partners to be involved. Some partners would also like **more transparency** on who is paying how much, and **more options of partnership models** with different pricing opportunities.

A few partners indicated that the **pandemic may create new challenges** that might affect their ability to continue the partnership at the same level. As previously mentioned, no partner indicated that they would withdraw or reduce support, although some acknowledged that with the volatility and uncertainty in the current world and industry climate, their companies were just beginning to see the financial impact of the pandemic. If (or when) companies are adversely affected into their next financial year, costs related to participation in Fashion for Good will need to be reviewed.

To help ensure financial sustainability, one partner pointed out that it will be important for FFG to be attentive and reflective about the dynamics of the lifecycle of brands, retailers and manufacturers in the partnership. Their needs and interests will evolve, and FFG's business model will have to adapt accordingly – probably by attracting new members, as some of the current members might leave the initiative.

“We've been speaking with a lot of start-ups, but it has not been translated into a real product on the market yet... We get access to information, access to some kind of benchmark, but it's not [enough] for the price which is quite expensive.”

– Corporate partner

Those issues are already in the FFG team’s radar. They have had discussions with the Supervisory Board members and decided to introduce changes to the fees principal partners pay from 2021 onwards. **The idea is to reward tenure, reducing the annual contribution** for the partners who have been with FFG longer. They also continue to make consistent efforts to attract new partners to the initiative on an ongoing basis.

The more recent **collaborative projects involving brands, innovators, manufacturers and investors are creating excitement** and may contribute to strengthening the case for FFG’s value (for example, regarding chemical recycling and organic cotton). This is particularly promising given the industry reluctance to collaborate due to its highly competitive nature. One partner noted pre-competitive stage collaboration as beneficial and a more promising entry point for growth of collaboration in innovation.

“I’m a really big champion both internally – [and] to the larger innovation and sustainability community – about Fashion for Good. I feel a lot of great things about [FFG] because I think it’s really well done.”

– Corporate partner

At the time of the evaluation, 18 corporate partners were involved with FFG. Many partner organisations see this as **not yet enough to promote the ambitious disruptive changes the industry needs**. At the moment, it was noted that FFG’s account management of brands, retailers and manufacturers is excellent, but there are questions about whether **FFG can service more partners** with currently available resources.

THE EXPERIENCE CENTRE AND CO-WORKING SPACE

The Experience Centre and co-working spaces are housed in the same well-located, large and attractive building in Amsterdam. The building has a relevant supportive role in raising the profile of FFG, as a visible showcase for what the organisation does. At least one current corporate member cited the building as an influence on its decision to join the initiative. However, maintaining this **building is expensive** and many interviewees have questioned whether the cost for maintaining this privileged space is justifiable. The FFG team is aware of those challenges and has tried to implement strategies to offset the cost for staying in that location.

Rent paid by the four organisations that share the space with FFG is one such strategy. Even though a fee structure at or even a little below the market price, according to FFG staff, for that type of building in the centre of Amsterdam, there were complaints about the fee. Also, the internal space dedicated to co-working has reached its limit. Two co-locators have

“It’s a beautiful place but the prime location, of course, creates an expensive space that is not affordable for co-locators ... You have to see from the co-location perspective, how difficult is it to have a rent or justify a rent to your donors?”

– Co-locator

indicated their organisations are growing fast and need more space than FFG can offer them at the moment.¹⁵

On another front, very recently, FFG obtained the necessary approvals to qualify the **Experience Centre as an official museum** in the City of Amsterdam, eventually making it eligible to apply for some government subsidies. FFG has already started charging entrance fees for the museum and can now be listed in the tourist brochures and city tours. They have developed interesting plans to diversify activities and create specific exhibits to increase traffic for the museum. Furthermore, some sections of the museum have been rented for special private events. All those strategies will certainly increase the current (very limited) financial contribution from the Experience Centre to FFG's sustainability. Nonetheless, it is still to be seen how significant those envisioned revenues will turn out.

The bottom line is that the **Experience Centre is very unlikely to become financially self-sustainable** – as is the case for the vast majority of museums. It will remain dependent on continuous external support. This means that the current donor and founder (**Laudes Foundation**) **should be willing to continue to support the Experience Centre in the long run** or help find other donors to share the long-term investment.

¹⁵ FFG Note: “We have ample space for all of the co-locators and always work to find a solution. Thus far, we haven't had anyone unable to fit in the building (besides [one organization]). Some have decided to work in different styles. For example, [one organization] rented an apartment where traveling colleagues can stay when they visit, as well as work.”

Our best estimate is that 65%, 71 of the 110 innovators, had already made it to scaling. Although comparable benchmarks are not available to evaluate this result in more definitive terms, indications are that this is a strong result, hence high rating for this outcome of FFG's work. The recent expansion of the Accelerator Programme from three to nine months puts FFG in a strong position for even better scaling outcomes in the next few years.



Scaling is the next step past the development of a Minimum Viable Product – testing to see how well the application of a technology or business model works at scale in an industrial or commercial setting.

A good gauge of which innovators are engaged in scaling are the Technology Readiness Levels FFG uses to track the development of innovations. Once an innovator is past MVP stage (TRL 6), scaling is part of the process of innovation industrialisation, which ideally leads to full adoption of the new technology or business model.

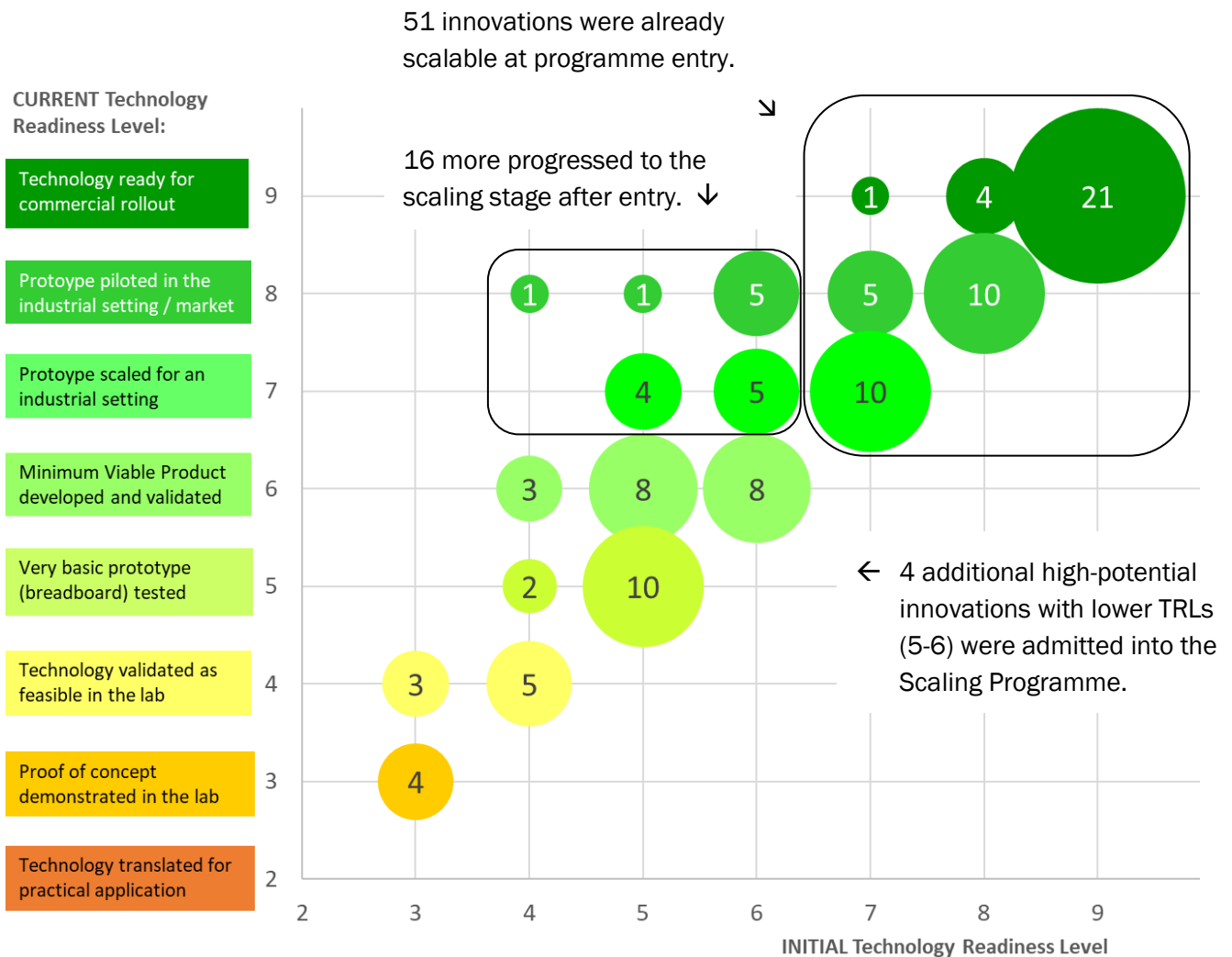
As we mentioned under KEQ 3.A. (page 51), it is still a little early to be seeing full-scale adoption of FFG-supported innovations. Therefore, progression to the scaling stage is the next best indication of how likely the new technologies and business models supported by FFG are to be implemented and adopted by participating partners and/or more widely.

Our analysis of the shifts in TRLs for the 110 rated innovations in the Accelerator and Scaling programmes (earlier graph reproduced in

Figure 16 shows that 46% (51/110) were already scaling-ready (TRL \geq 7) at programme entry. A further 15% (16/110) developed their technology up to scalable level after being in the programme for some time. Most of these had already entered with a MVP (TRL 6), but six firms achieved particularly impressive development, from the breadboard or lab validation stages (TRLs 4–5) all the way up to scaling (TRLs 7–8).

Some of this progress happened after innovators graduated from FFG's Accelerator and/or Scaling Programmes. However, FFG clearly has been a significant catalyst – as it was designed to be – and in any case is never the sole cause of outcomes for innovators and other stakeholders.

Figure 16: Technology Readiness Levels at Programme Entry (X-axis) and Latest Ratings (late 2020; Y-axis)



A second and overlapping indication of innovations having made it to the scaling stage – or are poised to do so – is how many have advanced into (or were admitted directly into) the FFG Scaling Programme. This programme is a longer engagement that provides bespoke support for selected innovations that have passed the proof-of-concept stage and have particularly strong potential, typically including interest from partners wishing to work with the innovator to scale the innovation.

Fourteen innovators had enrolled in the Scaling Programme as of late 2020. Most (10) of these are included in the numbers above, with current TRLs at 7 or above. However, three additional innovators were still at the MVP or breadboard stages, with one more not yet rated.

Adding these totals to the above analyses, our best estimate is that 65%, 71 of the 110 innovators, had already made it to scaling. Although comparable benchmarks are not available to evaluate this result in more definitive terms, all indications are that this is a strong result, hence high rating for this outcome of FFG’s work.

It is worth noting that several of the remaining innovators only just started in the FFG Accelerator Programme in 2020. In addition, the Accelerator Programme has now been expanded from three months to nine. Given these considerations, we expect that an eventual percentage of innovators progressing to the scaling stage in the order of 75% to 80%, which in our assessment would lift performance on this outcome up to the Thrivable rating.

“Since joining Fashion for Good, we're able to understand our place in the supply chain... so now we've been able to make some key hires in our team and we're starting the scaling process.”

- Innovator & Scaling Programme participant

“It's such a validator to know that what we're doing is desired by the brands, and then the brands work with us to implement the technology.”

- Innovator

KEQ 4. WHAT HAVE WE LEARNED SO FAR THAT CAN INFORM CURRENT AND FUTURE STRATEGIES AND OPERATIONS OF FFG AND LAUDES FOUNDATION?

The key evaluation criteria related to KEQ 4 have not been rated using rubrics, as they provide a contextualised summary of what has been learned so far from the initiative.

When analysing the evaluation data, it became clear that the main factors and drivers influencing FFG needed to be considered as a whole, combining KEQ 4.A. and 4.B. Fashion for Good is a complex system, and many of the factors and drivers have had both positive and negative aspects.

Challenges and enablers have been organised by phase of development (Figure 17), not only to inform the further development of FFG but also to support implementation of similar initiatives in the future.

Overall, the biggest challenge is restructuring an entire industry that is not structured for innovation or sustainability, with substantial industry barriers to progress.¹⁶

Figure 17. Stages of organisational development assessed



Getting it Going – initial conceptualisation and implementation

- **Outsourcing the setup:** Bringing in external expertise in fashion industry accelerators (McKinsey, BCG, Plug’N’Play) and in museum design increased the quality and speed of

¹⁶ Boston Consulting Group and Fashion for Good Report (2020). Financing the transformation in the fashion industry: Unlocking investment to scale innovation.

setup. This allowed FFG to **hit the ground running**, which also helped **build credibility quickly**.

However, this had **drawbacks**. As there was **not a core internal team** at the time, **difficulties arose in transfer of long-term stakeholder relationships and establishing FFG as a standalone organisation** once consultants and third parties were no longer needed.

- Fast setup, although this was important and a huge plus, inevitably led to **some minor unclear expectations and lack of alignment**:
 - Some innovators got the impression funding for their innovations was almost assured.
 - There was an initial lack of alignment and clarity among different stakeholders' expectations on whether, when and how fast FFG should become a financially self-sustaining organisation.

Keeping it Going – implementation

- **The calibre of FFG staff**, experienced, industry savvy, motivated and committed, ensures that **FFG is seen as a major source of valued thought-leaders** by virtually all who interact with them.
- For the stakeholders, each group had different positive features. **The process for onboarding partners** supports increased readiness of brands, retailers and manufacturers to adopt innovations. **Co-locators' physical presence** led to an enhanced collaborative experience.
- **Some brands, retailers and manufacturers were less ready and equipped** to work effectively with small innovators. For example, few had dedicated in-house innovation units with staff who could work effectively with innovators and help them pilot innovations and refine their offerings. Working only with a brand's sustainability leaders without research and development involvement was particularly challenging.
- **COVID-19 has forced rapid adaptation** to virtual batches. Earlier cohorts said the face-to-face time was particularly valuable for building relationships.

Making it Successful – achieving results

- **Seeking feedback and a commitment to continuous learning** is a strength of FFG. FFG is **agile and adapts** to change quickly (for example, the move to creating fully virtual, longer batch cycles for the Accelerator and Scaling programmes).
- **Rigorous screening and selection of innovators** helps ensure the ones with stronger potential to succeed are put in front of brands, retailers and manufacturers. This also helps keep those partners engaged and satisfied.

- **Some innovators' concepts, especially in early years, were too underdeveloped to be interesting to brands, retailers and manufacturers.** Some also needed significant help to pitch their value propositions.
- Significant **cost barriers to entry for some innovations**, such as manufacturing process innovations requiring large capital investments.
- FFG's hunger to learn yields **high volumes of data to analyse**, which creates pressure and demands a lot of time.

Financial Sustainability

- The **uniqueness of FFG and what it provides is of high value** to brands, retailers and manufacturers, which helps justify the significantly higher price compared to other accelerators or innovation collaboratives in the fashion industry. Although pricey, it is generally viewed as good value.
- **Early involvement of some big-name brands and retailers gave FFG credibility**, which attracted others to join and work alongside them.
- **Time and money costs to brands, retailers and manufacturers** of engaging in the Innovation Platform is potentially a barrier, especially in an uncertain financial environment due to the pandemic.
- **Pressure for FFG to become financially self-sustaining is challenging with the Experience Centre as part of the mix.** Museums need significant financial support (beyond admission fees), which presents FFG with a fundraising challenge.

KEQ 4.C. MISSED AND EMERGENT OPPORTUNITIES AND IDEAS

Suggestions and commentary on ideas and opportunities have been thematically grouped and aligned to the evaluative rubrics framework and the associated KEQs. However, there is natural crossover with many of the suggestions, as the impact and influence of their adoption is not necessarily restricted to one area.

The following comments and suggestions are not ranked or attributed any specific level of relevance. The idea is to include all that seemed useful rather than making recommendations.

The evaluation team fully understands that the FFG team is in the best position to determine which of these suggestions are worth their attention and applicable to their current context and needs; therefore, these are not presented as recommendations but as ideas to consider or adapt as appropriate.

The contributors to this evaluation included an engaged, passionate and highly astute group of industry frontrunners. Deep into the work of sustainable fashion, the opportunities and ideas for the future of FFG and the evolution of sustainable fashion are best described in their own words. In this section we only provide the headlines for those ideas and suggestions. The quotes backing up those ideas are fully presented in Appendix 10. Opportunities and Ideas – Reflections from Stakeholders (p. 101). The selected quotes are representative of similar commentary from other evaluation interviewees.

OPPORTUNITIES AND IDEAS

KEQ 1: Initiative quality

1. Identify and select innovations that offer solutions to address not only sustainability issues but also other important business aspects, such as efficiency, cost savings, and process optimisation, so the innovations will be more attractive to brands, retailers and manufacturers.
2. Develop, in collaboration with brands, a shared vision for the needed whole-systems change – as an output of the annual Partner Strategy Day and the four Innovation Committees held throughout the year, which already include such discussion. Then select innovators that can help realise that vision, and track the influence of those innovators as they collaborate with partners to bring the shared vision to fruition.
3. Assign a proactive point person at FFG to each brand, retailer and manufacturer to help them take advantage of opportunities and optimise their participation.
4. Provide more intensive and diverse mentoring to the innovators in the Accelerator Programme.
5. Explore the potential to find innovative circular business models that FFG's partner organisations may be more receptive to adopt now given the effect of COVID-19 pandemic, especially on retailers.

KEQ 2: Intermediate outcomes

6. Broaden and solidify a global presence, reaching new key players in the industry outside the geographic areas FFG currently reaches.¹⁷
7. Identify and scale powerful innovations to tackle social inequality more effectively in the fashion industry.
8. Establish effective strategies to ensure brands, retailers and manufacturers will bring to conversations (among themselves and with innovators) representatives from the operational and investment side of their companies, in addition to the sustainability team.
9. Bring on board mid- and small-size brands, retailers and manufacturers who are exemplars in sustainability.
10. Further strengthen strategies for monitoring alumni of the Accelerator and Scaling programmes and ensure they keep interacting with partners and incoming innovators.

KEQ 3. Long-term value

11. Have effective strategies in place to assess the impact of sustainable innovations and disseminate the results to attract more investors and to help change consumers' mindsets.
12. Transform the Experience Centre into a hybrid model combining a rich and engaging virtual museum and a pop-up exhibit traveling the world.
13. Map and introduce a greater diversity of investment funds to support innovators.

IDEAS FOR THE FUTURE: IN FIVE YEARS' TIME, FFG MIGHT CONSIDER...

The following is a consolidation of the ideas interviewees provided when asked if they could enter a time capsule and return in five years, what they would like to see FFG doing differently. Again, these are presented as blue-sky ideas to stimulate discussion rather than a set of recommendations for FFG to implement.

Monitor partners' commitment to the programme and progress in adoption of impactful innovations

Have a clear strategy to monitor the involvement and commitment of partners with innovators and innovations. The ones not making expected progress over time should be approached and provided opportunities to improve performance; this will help prevent the risk of FFG being seen as a "greenwashing" initiative.

Strengthen FFG's collaboration with universities

One additional strategy to influence changes in the industry is by influencing the mindsets of the people who will work in fashion. Strengthening collaboration between FFG and universities and vocational training institutions could not only help open fashion

¹⁷ FFG's new South Asian Programme is an indication that the organization is already moving in this direction.

students' minds for sustainable and equitable issues in the industry, but also help enlighten some of the innovation issues FFG faces.

Focus work on fewer issues

A strong message coming from some board members and staff was the need for FFG to focus its work on fewer things they have expertise in and do well (Innovation Platform), rather than balancing multiple things. They think FFG should focus on innovations connected only to climate breakdown (not with equity or equality) and phase out from the Experience Centre as a physical space (only have it as a virtual experience).

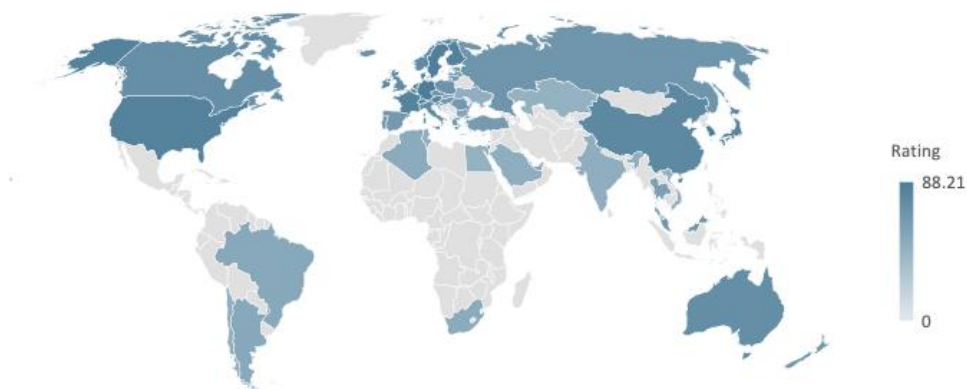
Become a reservoir or clearinghouse of proven, powerful and sustainable innovations that are shared broadly and adopted by brands, retailers and manufacturers worldwide

Over the next few years, innovations will mature within FFG, particularly within the larger brands, retailers and manufacturers. This will create a rich, ever-growing portfolio of new methods to support environmental sustainability across the supply chain. Democratising this resource to enable smaller brands, retailers and manufacturers to take advantage of the refined innovations will amplify the impact of FFG, as well as mainstreaming the innovations so that they are sustained and spread over time.

Explore opportunities to find innovators in the Global South

There is significant representation of Europe and the United States in the innovators that have been engaged with the Accelerator and Scaling programmes to date. More recently, FFG has initiated an Accelerator Programme in Asia. Finding and involving innovators from the Global South could help elicit innovations for tackling some of the key industry's equality issues, since they are dealing with such issues much more closely than innovators in more affluent parts of the globe. Some of the world's most innovative countries¹⁸ may be good places to search for a more diverse mix of innovators (Figure 18).

Figure 18. Some of the World's Most Innovative Countries



¹⁸ Data from [visualcapitalist.com/world-most-innovative-economies](https://www.visualcapitalist.com/world-most-innovative-economies).

TIPS FOR CREATING A LIGHTHOUSE INITIATIVE FOR A DIFFERENT INDUSTRY (THE BUILT ENVIRONMENT)

One purpose of this evaluation has been to identify aspects of the FFG experience that have potential to help Laudes Foundation as it takes the steps to establish a new lighthouse initiative, similar to FFG, focused on the built environment. The ideas result from reflections by the evaluation team that were corrected, complemented and expanded through conversations with the FFG and Laudes Foundation teams during evaluation sensemaking meetings. These tips are in Appendix 11. Supplemental Report – Ideas to Consider for the Built Environment Lighthouse, page 108.

APPENDICES

APPENDIX 1. METHODOLOGY

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APPENDIX 4. DOCUMENT LIST

APPENDIX 5. KEQ 1.B. QUOTES AND REFLECTIONS

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APPENDIX 7. KEQ 2.D. QUOTES AND REFLECTIONS

APPENDIX 8. KEQ 2.E. QUOTES AND REFLECTIONS

APPENDIX 9. KEQ 3.A. QUOTES AND REFLECTIONS

APPENDIX 10. CONTEXT ANALYSIS – THE COVID-19 PANDEMIC

APPENDIX 11. OPPORTUNITIES AND IDEAS – REFLECTIONS FROM STAKEHOLDERS

APPENDIX 12. SUPPLEMENTAL REPORT – IDEAS TO CONSIDER FOR THE BUILT ENVIRONMENT LIGHTHOUSE



APPENDIX 1. METHODOLOGY

The following are the main highlights and rationale for the approach used, the main sources of data and the strategies for analysing the evidence and reaching evaluative conclusions.

WHAT RATING SCALE WAS USED?

The 2019 Laudes Foundation rubrics cover **21 criteria in six groups** (A. Design and Implementation; B. Preconditions; C. Levers; D. Cross-Cutting Lenses; E. Impact and Sustainability; and F. Scalability). The groups cover **three main dimensions**: (i) initiative quality; (ii) intermediary outcomes; and (iii) long-term value. These were devised based on the Laudes Foundation's organisation-wide Theory of Change and Systems Change Levers.

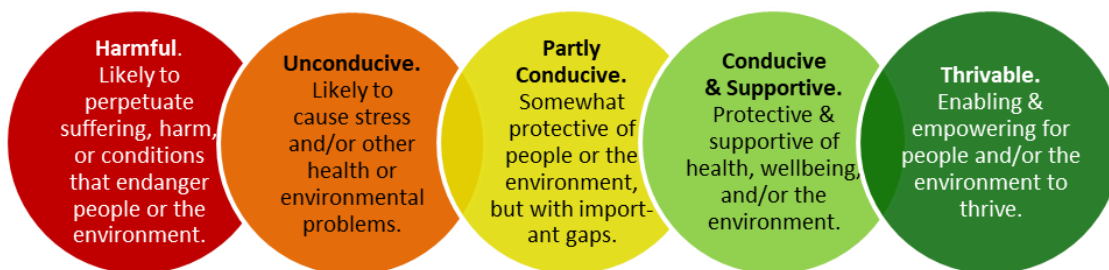
In addition to the 21 criteria, simple scales were developed to rate (i) the **difficulty of various aspects of the contexts** in which initiatives are being implemented and (ii) the **maturity of the initiative**. The reasoning here is that performance expectations are higher for mature initiatives working in less challenging contexts. Programme heads were clear that context was important for valid comparisons.

This evaluation applied 13 of the Laudes Foundation rubrics (**bold** in the table):

| Backdrop | Initiative quality | Intermediate outcomes | Long-term value |
|---|---|---|---|
| 0 Considerations 01 Context difficulty 02 Programme maturity | A. Design and Implementation A1. Right design A2. Good alignment A3. Good implementation A4. Proper monitoring and adaptive management A5. Good communication | B. Precondition B1. Changing the narrative C. Levers C1. Transparency C2. Advocacy C3. Innovation C4. Collective action C5. Business models D. Cross-Cutting Lenses D1. Social inclusion D2. Organisational and network effectiveness D3. Convening and collaboration | E. Impacts and Sustainability E1. Decent, equitable livelihoods E2. Just conditions for all workers E3. Environmentally sustainable business models and practices E4. Financial sustainability F. Scalability F1. Scale-up F2. Scale-across F3. Ease of transfer and adoption |

The rubrics all use a **five-point rating system** to rate how strong performance is on each criterion (Figure 19). To ensure reasonable consistency of meaning across the diverse array of rubrics, the five levels are broadly defined as follows:

Figure 19. Rating scale example



For more information, see Appendix 2. Laudes Foundation Rubrics (p.72).

HOW WAS INFORMATION COLLECTED AND WHAT WERE THE EVIDENCE SOURCES?

A mixed-methods approach was used to answer the evaluation questions, including:

- Document review
- Interviews with key informants
- Review of existing monitoring and feedback data
- Notes and observations from previous visits to FFG and the Experience Centre.

By combining multiple sources, we can ensure that findings are robust, trustworthy and credible.

The evidence sources varied based on the area of the programme, including:



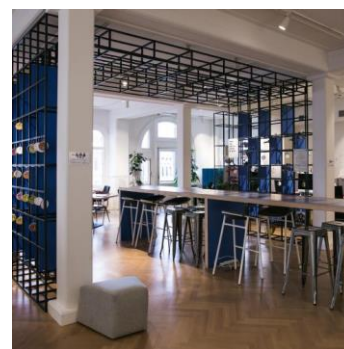
Innovation Platform

- Interviews
- FFG data
- FFG reports



Experience Centre

- Interviews
- FFG survey data
- Visitor surveys via Instagram
- Surveys to schools
- Observation (in-person and virtual)



Circular Community

- Interviews
- FFG documents

Given emergence of a global pandemic (COVID-19) in 2020, the majority of the evaluative work was completed remotely so as to not contribute to the spread of the virus or expose any stakeholders to unnecessary risk. We found that most people interviewed have quickly adapted to working virtually, and the use of videoconferencing was an effective way to communicate and collect information. Interviewees were spread across many countries and cities, so a primarily remote approach also made sense from a logistical and environmental sustainability perspective.

As the evaluation progressed, the evidence sources were continuously refined and developed to ensure sufficient evidence to inform the evaluative conclusions. The evidence sources for the Experience Centre were expanded during the evaluation to ensure the availability of adequate information for analysis.

WHO WAS INTERVIEWED?

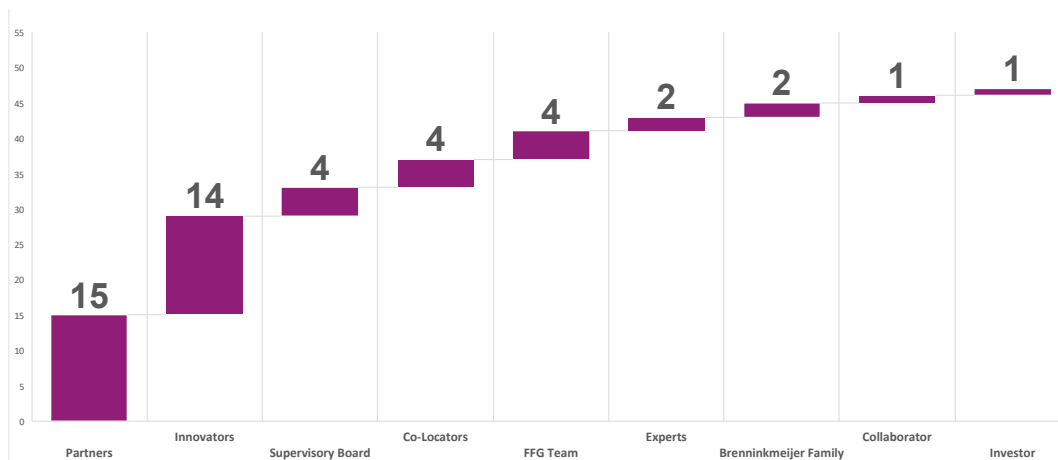
The response rate of interviewees was excellent. During our initial contacts, participants were extremely interested and quick to act on the request. Of the 62 potential interviewees identified, 54 participated (a response rate of 87%). Some participants chose to be interviewed in pairs or small groups, which resulted in a total of 47 interviews.

A range of perspectives from various angles of FFG participation was sought to inform the evaluative conclusions. Stakeholder categories included:

- **Corporate and affiliate partners** (also referred to as brands, retailers and manufacturers)
- **Innovators** who participated in the Accelerator and Scaling programmes
- **FFG Supervisory Board**
- **Co-locators** (of the Circular Community)
- **Fashion for Good team**
- **Experts** in sustainable and equitable fashion
- **Laudes Foundation** representatives involved with FFG
- **Collaborators** that provided support to create, run and expand FFG
- **Investors** in innovations from different batches of the Accelerator and Scaling programmes.

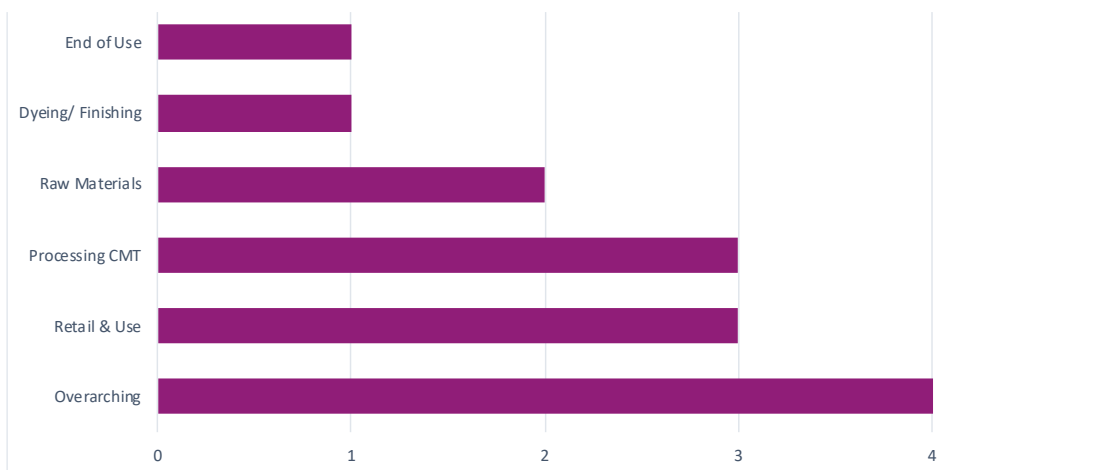
Innovators and partners were well-represented in the interviews (29 of 47 interviews), as they are the focus of the Accelerator and Scaling programmes (Figure 20).

Figure 20. Number of Interviews by Category



We heard the perspectives of 14 innovators with a wide geographic spread (such as Europe, the United States and Australia), who are spearheading innovations that span the fashion supply chain, from raw materials to end of use (Figure 21). We also heard from innovators with “overarching” innovations (four participants) which span multiple supply chain stages.

Figure 21. Innovations by Type



A list of stakeholders interviewed is in Appendix 3. Evaluation Participants, page 87. The evaluation team reviewed more than 50 documents and datasets (listed in Appendix 4. Document List, page 90). Online surveys were sent to Experience Centre visitors, and members of the evaluation team participated in in-person and virtual visits to the Experience Centre.

APPENDIX 2. LAUDES FOUNDATION RUBRICS

Throughout the report, mixed method evidence has been synthesised and interpreted using evaluation rubrics, which allow us to provide succinct evaluative conclusions. The following is a brief explanation of rubrics-enhanced evaluation¹⁹ theory and methodology.

Evaluation rubrics help us go straight to the core of what evaluation is. Evaluation is the systematic determination of the quality, value and/or importance of whatever is being evaluated – including its design, implementation, outputs, outcomes, impacts, value for investment and overall significance. This means that the fundamental task of evaluation is to ask and answer evaluative questions about not just what the results were in these various areas, but explicitly stating how good, valuable or important they were – and why.

Evaluation rubrics theory and methodology is a systematic, transparent and flexible/responsive set of guidelines for defining quality, value and importance – and for interpreting evidence against those definitions. These definitions are developed to be relevant, valid appropriate and useful for a particular context, culture and intended use. Rubrics methodology guides how we define “how good is good” and how we use evaluative reasoning to interpret evidence and support evaluative claims.

The following table is an overview of the Laudes Foundation rubrics for evaluating the various initiatives that the foundation champions.

¹⁹ Explanations are excerpts (used with permission) from: EJ Davidson (2020). Rubrics-enhanced evaluation. [Book manuscript in preparation.] See also: EJ Davidson (2005). Evaluation methodology basics: The nuts and bolts of sound evaluation. Thousand Oaks, CA: Sage.

Rubrics-Enhanced Evaluation online learning options: <https://realevaluation.com/learn-how/e-clinic/>

For a low-cost, succinct guide to a KEQs-driven, rubrics-enhanced approach to evaluation, Dr. Davidson’s minibook is available in several languages:

EJ Davidson (2012) Actionable evaluation basics: Getting succinct answers to the most important questions

[minibook]. Auckland, NZ: Real Evaluation. EJ Davidson (2013). Principios básicos de la evaluación para la acción: Obteniendo respuestas sucintas a las preguntas más importantes. (P. Rodríguez-Bilella, Trans.). Real Evaluation.

EJ Davidson (2014). Les essentiels de l’ évaluation tournée vers l’action: Obtenir des réponses succinctes aux questions les plus importantes. (G. Arbour, Trans.). Real Evaluation.

EJ Davidson (2020, forthcoming). Koudou ni tsunagaru hyouka no kiso: Motto mo juuyou na shitsumon ni, kanketsu na kaitou wo eru houhou. (S. Nakagawa, Trans.). Seattle, WA: Real Evaluation.

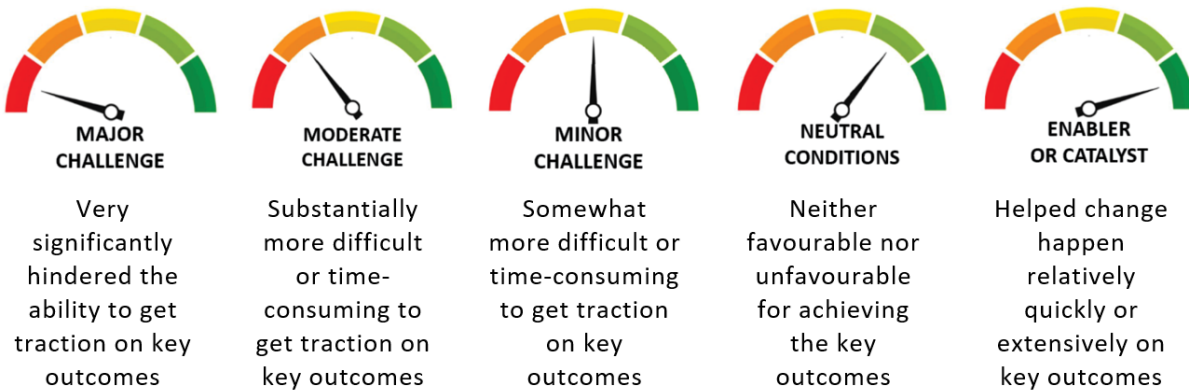
| Backdrop | Initiative quality | Intermediate outcomes | Long-term value |
|---|---|---|---|
| <p>1. Considerations</p> <p>01 Context difficulty</p> <p>02 Programme maturity</p> | <p>A. Design and Implementation</p> <p>A1. <u>Right design</u> to address important needs, strengthen organisations and networks, and influence policies, legislation and industry narratives</p> <p>A2. <u>Alignment</u> with Laudes' strategies and partners' strengths</p> <p>A3. <u>Good implementation</u>: Inclusive, enabling, empowering, capacity-enhancing implementation approach</p> <p>A4. <u>Proper monitoring and adaptive management</u> to ensure sound decision making</p> <p>A5. <u>Good communication</u> to promote internal and external collective learning</p> | <p>B. Precondition</p> <p>B1. <u>Changing the narrative</u>: Influencing mental models, beliefs and assumptions in ways that support the desired change</p> <p>C. Levers</p> <p>C1. <u>Transparency</u>: Public disclosure of data, which enables constituents to hold decision makers to account</p> <p>C2. <u>Advocacy</u>: Influencing decision makers (and informing public opinion) to positively change policies and practices</p> <p>C3. <u>Innovation</u>: The implementation of creative, imaginative ideas – including technologies – to solve industry challenges</p> <p>C4. <u>Collective action</u>: Action taken together by a group of people or organisations in order to change status quo policies and practices in their favour</p> <p>C5. <u>Business models</u>: Alternative business models promoting an inclusive and regenerative economy</p> <p>D. Cross-Cutting Lenses</p> <p>D1. <u>Social inclusion</u>: Diversity, equity and inclusion</p> <p>D2. <u>Organisational and network effectiveness</u>: Organisations and networks with the right ability to produce relevant outcomes</p> <p>D3. <u>Convening and collaboration</u> in powerful and transformative ways towards meaningful industry change</p> | <p>E. Impacts and Sustainability</p> <p>E1. <u>Decent, equitable livelihoods</u></p> <p>E2. <u>Just conditions</u> for all workers</p> <p>E3. <u>Environmentally sustainable</u> business models and practices</p> <p>E4. <u>Financial sustainability</u></p> <p>F. Scalability</p> <p>F1. <u>Scale-up</u>: Practical viability at larger scale</p> <p>F2. <u>Scale-across</u>: Likely effectiveness in other contexts or organisations (and for all genders, ethnicities etc)</p> <p>F3. <u>Ease of transfer and adoption</u> (more difficult for dramatic mindset shifts and narrative changes)</p> |

Rubrics applied in the FFG evaluation

CONTEXT DIFFICULTY RUBRICS

Laudes' initiatives are happening in multiple countries and contexts, where certain factors make implementation, shifts in change levers and impacts easier or harder to achieve. Modest shifts achieved in challenging contexts are sometimes more significant or valuable than larger shifts achieved where the context is easier. Any good rating will take account of such nuances.

The following is a high-level rubric to guide the determination of the contextual difficulty around the programmes/initiatives. This analysis will help assess how much those factors may have influenced the size of the observed outcomes.






PROGRAMME MATURITY LEVEL RUBRIC



Assessment of outcomes and performance should always take account of the maturity level of the project. Some are very new and still finding their feet; others are fully mature. Below is a rubric to help indicate the degree of consolidation in programmes or initiatives under consideration. Generally, after taking context into account, programmes with higher levels of maturity will likely produce greater and more sustainable shifts.







A1. RIGHT DESIGN TO ADDRESS IMPORTANT ISSUES/NEEDS, STRENGTHEN ORGANISATIONS AND NETWORKS, AND INFLUENCE POLICIES, LEGISLATION AND INDUSTRY NARRATIVES²⁰


| Rating | Description: Right design |
|---|---|
|  | <p>The initiative has been very well designed, developed, adapted and/or refined to address the most important issues and needs in this setting to produce systemic impact by making a strong and effective contribution to the fairness and sustainability of the fashion industry. It clearly builds on past lessons and helps advance the broader strategy of Laudes Foundation. The emphasis is on industry responsibility to create a market that promotes lifestyle and societal change and fosters the dignity of every person rather than relying on consumer or employee vigilance.</p> |
|  | <p>The initiative has <i>on the whole</i> been well designed, developed, adapted and/or refined to address <i>most</i> of the important issues and needs in this setting to produce systemic impact by making a worthwhile contribution to the fairness and sustainability of the fashion industry. It builds on past lessons and contributes to advance the broader strategy of Laudes Foundation. Some minor limitations are evident as opportunities for strengthening the design, for example, by enhancing the emphasis on industry responsibility rather than relying on consumer or employee vigilance; strengthening the capacity of participating organisations; fostering better networking or collaborative work among key stakeholders; influencing relevant policies and legislation; or changing the narratives that may be holding back this part of the industry.</p> |
|  | <p>The initiative's design is relatively strong, but some important opportunities were missed to develop, adapt and/or refine it in light of the particular contextual challenges or issues encountered. Its potential to produce systemic impact is not strong and it is unclear whether it builds on past lessons. The resulting limitations are compromising the initiative's effectiveness in this setting.</p> |

²⁰ Initiative designs will also have been evaluated at the proposal stage and only relatively strong designs funded; therefore, a very low rating is extremely unlikely. However, some initiatives funded by the foundation are moving into uncharted territory, cannot be fully designed ahead of time and must therefore be somewhat emergent in nature. Part of the initial implementation phase for any initiative will include development and refinement of the design in light of what is learned as it is implemented. For this reason, initiative design is always worth revisiting so we can learn more than we knew before.






| Rating | Description: Right design |
|---|--|
|  | <p>The initiative's design, although conceptually strong enough to obtain funding initially, has turned out not to be well suited to some of the unanticipated challenges and conditions in the implementation environment. Although it may address some issues, the current design does not adequately address some of the root causes or hidden needs that are key to producing systemic impact that will lead to genuine industry change in this setting.</p> |
|  | <p>Despite a design concept promising enough to win funding initially, the issues faced in practice are very different from what was anticipated. The initiative's current design, even with adaptations, seems likely to exacerbate rather than improve the status quo.</p> |

A2. ALIGNMENT WITH LAUDES FOUNDATION STRATEGIES AND PARTNER STRENGTHS






| Rating | Description: Alignment |
|---|---|
|  | <p>The initiative is closely aligned to Laudes Foundation's ultimate outcomes, mission and strategies expressed in the organisation-wide theory of change. It also fully accounts for the partners' strengths, capacity and priorities.</p> |
|  | <p>The initiative's level of alignment with the mission and priorities of both the Laudes Foundation and the partners is generally good, although there are some places where a minor lift in partner capacity or better alignment with Laudes Foundation strategies would improve the likelihood of effective impact.</p> |
|  | <p>The initiative is <i>mostly</i> aligned with mission, priorities and main strategies of the Laudes Foundation and the strengths of the partner organisation(s). Although not crucial, the misalignments are significant enough that they affect (or are likely to affect) the effectiveness of the initiative, although not severely.</p> |
|  | <p>The initiative is at least partly aligned with the priorities and interests of the Laudes Foundation but clearly lacks alignment with the strengths, capacity or priorities of the partner organisations – or the reverse. This misalignment is substantial enough that it is likely to significantly affect the likely success of the initiative.</p> |

| Rating | Description: Alignment |
|---|--|
|  | <p>A highly problematic misalignment exists between the initiative and the partners' strengths, creating a situation where the partners have to perform in a way that is likely to threaten their organisational survival in the middle or long run.</p> |

A3. GOOD IMPLEMENTATION: INCLUSIVE, ENABLING, EMPOWERING, CAPACITY-ENHANCING IMPLEMENTATION APPROACH

| Rating | Description: Good implementation |
|---|---|
|  | <p>The initiative is not only implemented efficiently, thoroughly, professionally, ethically, culturally appropriately and consistently with relevant legal and professional standards, it also uses strategies that include, enable, empower and enhance the capacity of participating organisations, groups and individuals, especially the ones with a long history of exclusion, discrimination and disempowerment.</p> |
|  | <p>At this level, the initiative is implemented efficiently, thoroughly, professionally, ethically, culturally appropriately and consistently with relevant legal and professional standards. Some minor limitations may occur.</p> |
|  | <p>Overall, the initiative is implemented reasonably well. Some inefficiencies and inconsistencies may take place, but none of them are very serious.</p> |
|  | <p>Several major limitations are evident in the implementation of the initiative, especially in terms of efficiency. Other relevant ethical, professional, cultural appropriateness and consistency issues are also observed. However, those serious limitations are not clearly harmful to organisations, groups or individuals participating or affected by the initiative.</p> |
|  | <p>The initiative is being or was implemented in a way that produced negative, harmful consequences to organisations, groups or individuals, especially the ones already historically excluded, discriminated against and disempowered.</p> |




B1. CHANGING THE NARRATIVE: INFLUENCING MENTAL MODELS, BELIEFS AND ASSUMPTIONS IN WAYS THAT SUPPORT THE DESIRED CHANGE²¹



| Rating | Description: Changing the narrative |
|---|---|
|  | <p>Lasting narrative change. Problematic narratives (those that perpetuate exploitation of people or the environment, or unsustainable levels of consumption) are no longer influential in this setting. New narratives are now deeply embedded at the individual, cultural and political levels. They are the new “business as usual.”</p> |
|  | <p>Definite narrative change, but not yet embedded to last. Problematic narratives have been significantly weakened across this setting. Tipping points have been reached, so that new narratives are now widely accepted, typically at all three levels (individual, cultural and political). They are not deeply embedded enough to have become “business as usual,” but are well on the way.</p> |
|  | <p>Clear progress is evident in getting new narratives accepted, although there is still a significant way to go. Problematic narratives persist in several areas, so change is still a work in progress. To avoid slipping back, it is important to keep actively reinforcing the new ways of thinking and challenging the old narratives when they appear.</p> |
|  | <p>Changing the narrative is still in the early stages, with only minor progress so far. Some stakeholders now accept that there is a problem and there is some use of new narratives that support a sustainable fashion industry where people can thrive. However, buy-in is still low; these new narratives are taking hold only in pockets.</p> |
|  | <p>This is a typical “baseline” situation; it is why initiatives are implemented in the first place. Most initiatives will face this as their starting point and will be looking to shift the situation up towards yellow, then green.</p> <p>The dominant narratives reinforce, perpetuate and may even exacerbate the status quo, for example, they support the continued exploitation of workers and their communities, or harm to natural environments for the purpose of profit maximisation. There is a general acceptance that “this is the way things are” and no real belief that the fashion industry can or should be changed.</p> |

²¹ See [Annex 3](#) for additional guidance on how to apply this rubric.





| Rating | Description: Changing the narrative |
|--------|--|
| | <p>The exact nature of the narratives needing to change will vary depending on focus, but examples include:</p> <p>“If we pay workers more or treat the environment better, it will cost more, and our competitors will then be at an advantage (because they won’t change).”</p> <p>“It is better for these workers to have a job and be exploited rather than not to have a job at all.”</p> <p>“It’s a zero-sum game; in order to win, others have to lose.”</p> <p>“Wealthy Westerners have the right to exploit whatever in order to get what they want.”</p> <p>“Those who are exploited were weaker anyway.”</p> <p>“Only poor people and students buy clothing second hand.”</p> |


C3. INNOVATION: THE IMPLEMENTATION OF CREATIVE, IMAGINATIVE IDEAS – INCLUDING TECHNOLOGIES – TO SOLVE INDUSTRY CHALLENGES.

| Rating | Description: Innovation |
|---|---|
|  | <p>The initiative has been <i>highly successful</i> in generating and implementing high-quality and relevant creative, imaginative ideas or technologies that are (or will be) breakthroughs for solving important industry challenges and changing “business as usual.”</p> <p>Initiatives at this level are <i>extremely strong on all of four characteristics</i>: (i) an organisational or network environment that is a thriving “marketplace for ideas”; (ii) strong support for risk-taking and an understanding that innovation without failures is not true innovation at all; (iii) experimentation and tinkering with multiple versions and ideas rather than finalizing concepts early on; and (iv) highly effective real-time concept and market testing to learn from successes and failures.</p> |
|  | <p>The initiative has had <i>good success</i> in generating and implementing worthwhile, relevant, creative, imaginative ideas or technologies that help solve important industry challenges and have the potential to change “business as usual.”</p> <p>Initiatives at this level are <i>strong on at least three of the above four characteristics</i>, with some minor room for improvement.</p> |
|  | <p>The initiative has had <i>some success</i> in generating and implementing worthwhile, relevant, creative, imaginative ideas or technologies that solve industry challenges and have potential to change “business as usual.”</p> <p>Initiatives at this level are <i>reasonably strong on at least two of the above four characteristics</i> and will definitely benefit from strengthening these to enhance the quality and value of their innovation.</p> |




| Rating | Description: Innovation |
|---|---|
|  | <p>This initiative has so far had only <i>a few minor successes</i> in generating or implementing worthwhile, relevant and innovative ideas or technologies that contribute to solving industry challenges.</p> <p>Initiatives at this level have <i>significant weaknesses in several of the above four characteristics</i> and need to work on strengthening these to allow good innovation to emerge.</p> |
|  | <p>The innovations emerging from this initiative tend to be <i>efficiencies within current technologies rather than genuine innovations</i> that solve industry challenges. As such, they implicitly reinforce, perpetuate and may even exacerbate the status quo, that is, they enable or allow the continued exploitation of workers and their communities, or harm to natural environments for the purpose of profit maximisation.</p> |

C5. BUSINESS MODELS: ALTERNATIVE BUSINESS MODELS PROMOTING AN INCLUSIVE AND REGENERATIVE ECONOMY



| Rating | Description: Business models |
|---|--|
|  | <p>The initiative has been <i>highly successful</i> in generating high-quality and relevant innovative new business models that are (or will be) important breakthroughs for achieving an inclusive and regenerative fashion industry.</p> |
|  | <p>The initiative has had <i>good success</i> so far in generating worthwhile alternative new business models that are (or will be) important for promoting an inclusive and regenerative fashion industry.</p> |
|  | <p>The initiative has had <i>some success</i> so far in generating worthwhile alternative business models that have potential for promoting a more inclusive and regenerative fashion industry.</p> |
|  | <p>This initiative has produced some <i>interesting</i> alternative business models, but so far none that have much potential as contributors to a more inclusive or regenerative fashion industry.</p> |

| Rating | Description: Business models |
|---|---|
|  | <p>The business models emerging from this initiative tend to be <i>efficiencies within current models rather than genuine alternatives</i>. As such, they implicitly reinforce, perpetuate and may even exacerbate the status quo, that is, they enable or allow the continued exploitation of workers and their communities, or harm of natural environments for the purpose of profit maximisation.</p> |




D1. SOCIAL INCLUSION: DIVERSITY, EQUITY AND INCLUSION²²



| Rating | Description: Gender justice and social inclusion |
|---|--|
|  | <p>Gender and socially transformative: A situation or environment where critical examination of norms, stereotypes and judgements associated with masculinity/femininity and other characteristics of marginalised/privileged groups is proactively fostered and is now deeply embedded in the system and culture. The evidence shows deep, permanent change in the norms, cultural values and power structures that previously created social exclusion or marginalisation, gender and other inequalities and injustices and allowed them to persist. As a result, the distribution of resources, benefits, status and rights is very even; the dignity of all people is fostered and those who were previously marginalised are much more able to thrive in this setting.</p> |
|  | <p>Gender and socially responsive and inclusive: People who had experienced inequality, marginalisation or exclusion are <i>empowered and engaged with in ways that work for them</i> to help achieve a <i>substantially</i> more equal distribution of benefits, resources, status or rights than is typically seen in such settings. The approach taken <i>directly addresses</i> at least some of the existing power dynamics, gender roles, norms, stereotypes and other root causes of inequality. It also includes effective efforts to <i>engage and influence men and other groups that have historically held power and privilege</i> to change their beliefs, attitudes and behaviours.</p> |
|  | <p>Gender and socially accommodating: Equitable policies, laws or rules are in place and effectively enforced to protect against discrimination and exploitation based on gender, ethnicity, sexual orientation and other affected identities. This has helped achieve a <i>somewhat</i> more equal distribution of benefits, resources, status or rights than is typically seen in such settings. However, the focus is on formal rules rather than the deeper elements that undergird inequalities, injustices and social exclusion. The changes implemented, although worthwhile, tend to <i>work around</i> existing power dynamics, gender roles, norms, stereotypes and other root causes of inequality rather than addressing them directly.</p> |

²² See [Annex 3](#) for additional guidance on how to apply this rubric.




| Rating | Description: Gender justice and social inclusion |
|---|---|
|  | <p>Gender-blind and socially tolerant: A situation or set of practices that <i>ignores and fails to address</i> the economic, social and political roles, rights, entitlements, responsibilities and obligations associated with masculinity and femininity, or the power dynamics between and among people of different genders, ethnicities, sexual orientations and other historically marginalised groups. By <i>treating everyone the same</i>, inequalities in access to power and resources remain problematic.</p> |
|  | <p>Exploitative: A situation or set of practices that <i>reinforces, aggravates, or takes advantage of</i> inequalities and stereotypes in ways that <i>exploit</i> those who have historically been marginalised or excluded and/or that <i>exacerbates inequalities</i> in access to power and resources.</p> <p><u>Note:</u> This will most often be a “baseline” situation – the reason why a gender- and social inclusion-focused intervention was implemented in the first place.</p> |



D2. ORGANISATIONAL AND NETWORK EFFECTIVENESS: ORGANISATIONS AND NETWORKS WITH THE RIGHT CAPABILITY AND CAPACITY TO PRODUCE RELEVANT OUTCOMES

| Rating | Description: Organisational and network effectiveness |
|---|--|
|  | <p>The organisation(s) involved in the initiative and the essential network(s) connected to it have the right knowledge, skills and capacity (including strong leadership, governance, innovation, strategy, entrepreneurship, planning, execution and catalytic) to design, influence, promote and implement results-focused changes. They are managing to fully achieve all relevant outcomes they were set up to produce. Their values are fully aligned with those of Laudes Foundation.</p> |
|  | <p>The organisation(s) or network(s) have most of the knowledge, skills and capacity, but are struggling to achieve some of the outcomes they were set up to produce. The few that they are not being able to achieve will limit in a meaningful way their ability to contribute to systemic impacts. Their values are fully aligned with those of Laudes Foundation.</p> |
|  | <p>The organisation(s) or network(s) have the knowledge, skills and capacity, but are seriously struggling to achieve some of the outcomes they were set up to produce. They are missing several outcomes, but not the ones that are considered essential – that would make them a failure. Not all their values are fully aligned with those of Laudes Foundation, but none are incompatible.</p> |





| Rating | Description: Organisational and network effectiveness |
|---|---|
|  | <p>The organisation(s) involved in the initiative and possible network(s) connected to it lack the knowledge and capacity to design, influence, promote and implement results-focused changes. The organisation(s) or network(s) are unable to achieve any of the relevant outcomes they were supposed to produce. Also, some of their values may be incompatible with those of Laudes Foundation.</p> |
|  | <p>The initiative was designed or implemented in a way that caused harm to the organisation(s) or network(s) involved, confusing their initial knowledge with wrong information and introducing misleading methods that diminished their capacity to effectively produce the key outcomes they were set up to produce. Also, several of their values may be incompatible with those of Laudes Foundation.</p> |


D3. CONVENING AND COLLABORATING IN POWERFUL AND TRANSFORMATIVE WAYS TOWARDS MEANINGFUL INDUSTRY CHANGE

| Rating | Description: Convening and Collaborating |
|---|--|
|  | <p>The initiative has been <i>highly successful</i> so far in connecting and enabling collaboration among a wide range of organisations and stakeholders with different knowledge and diffuse interests. As a result, <i>all</i> key players, including <i>strong</i> representation from vulnerable or marginalised groups, productively share their expertise and work together <i>in powerful and transformative ways</i> towards achieving meaningful industry change.</p> |
|  | <p>The initiative has had <i>good success</i> so far in connecting and enabling collaboration among a wide range of organisations and stakeholders with different knowledge and diffuse interests. As a result, <i>most</i> (but not yet all) of the key players, including substantial (but not yet strong) representation from vulnerable or marginalised groups, are sharing their expertise and working together towards achieving meaningful industry change.</p> |
|  | <p>The initiative has had <i>some success</i> so far in connecting and enabling collaboration among several organisations and stakeholders with different knowledge and diffuse interests. As a result, <i>some</i> (but not yet most) of the key players, including at least some (but not yet substantial) representation from vulnerable or marginalised groups, are sharing their expertise and working together towards achieving meaningful industry change.</p> |




| Rating | Description: Convening and Collaborating |
|---|--|
|  | <p>The initiative has had <i>limited success</i> so far in connecting and enabling collaboration among organisations and stakeholders with different knowledge and diffuse interests. As a result, few important players, usually without representation from the most vulnerable or marginalised groups, are starting to share their expertise and work together towards achieving industry change. However, there is still a significant way to go before this collaboration becomes productive.</p> |
|  | <p>(<u>Note</u>: This will most often be a “baseline” situation – the reason a convening and collaborating approach was chosen in the first place.) The initiative has yet to make significant inroads into convening the relevant parties or getting them to collaborate. As a result, the current situation is segmented, fragmented or siloed; the key players are clearly not on the same page in terms of their vision and may even be working at cross-purposes.</p> |



E3. ENVIRONMENTALLY SUSTAINABLE BUSINESS MODELS AND PRACTICES

| Rating | Description: Environmental sustainability |
|---|---|
|  | <p>Within the initiative's area of influence, there is widespread and thorough implementation of sustainable practices, policies or regulations serve to not just minimise adverse impacts on the local environment; it clearly contributes to environmental restoration and proactive prevention of additional damage.</p> |
|  | <p>Within the initiative's area of influence, with only a few <i>non-serious</i> gaps, there is a strong implementation of sustainable practices, policies or regulations that are helping minimise the damage to the environment. There may be one or two examples of areas that may be starting to reverse some of the damage to the environment.</p> |
|  | <p>Some sustainable practices, policies or regulations have been implemented that are clearly reducing the amount of damage done to the environment. More efforts are required to fill <i>important</i> gaps or weaknesses.</p> |
|  | <p>A few sustainable practices are evident, but not enough to make much difference to the amount of damage being done to the environment. In general, the problems are not being exacerbated, but there is still a significant way to go before environmental sustainability reaches a minimally acceptable level in the initiative's areas of influence.</p> |

| Rating | Description: Environmental sustainability |
|---|--|
|  | <p>A large number of unsustainable practices, policies or regulations persist in the initiative's targeted areas, thereby continuing to increase the amount of damage done to the environment, leaving it even worse for future generations. Urgent efforts are required to address extremely important gaps and weaknesses.</p> |

E4. FINANCIAL SUSTAINABILITY

| Rating | Description: Financial sustainability |
|---|---|
|  | <p>Highly financially sustainable, typically evidenced by two or more of the following (or one, very strongly):</p> <ul style="list-style-type: none"> • Ongoing funding and support (or strong indications that they will be forthcoming) have been secured from other sources. • The initiative is well positioned to quickly start paying for itself or producing significant savings that will make it highly attractive to funders. • A scaled-up version will produce economies of scale that sufficiently reduce effort or cost relative to outputs, impacts, revenue, etc to be self-supporting or very attractive to funders. |
|  | <p>Good financial sustainability, typically evidenced by two or more of the following (or one, very strongly):</p> <ul style="list-style-type: none"> • Funding and support are available from other sources, although there is not yet a commitment or strong indication that they will be forthcoming. • The initiative has definite potential to start paying for itself or producing significant savings that will make it attractive to funders, although this is more likely in the medium than the short term. • A scaled-up version will produce worthwhile economies of scale that will make this initiative largely self-supporting or attractive to funders. |
|  | <p>Partial financial sustainability, typically evidenced by one or more of the following:</p> <ul style="list-style-type: none"> • Funding and support from other sources are potentially available, but unlikely to be sufficient in amount or duration. • The initiative has potential to produce savings or benefits that will make it partly self-sustaining or attractive to funders, but not enough to eliminate the need for ongoing support. • A scaled-up version could potentially produce <i>some</i> economies of scale, but not enough to eliminate the need for ongoing support. |

| Rating | Description: Financial sustainability |
|---|--|
|  <p data-bbox="237 383 384 409">Unconductive</p> | <p data-bbox="541 277 1318 342">Low financial sustainability, typically evidenced by two or more of the following:</p> <ul data-bbox="544 353 1342 674" style="list-style-type: none"> <li data-bbox="544 353 1318 454">• There is very little availability of funding and support from other sources; the initiative cannot survive without Laudes Foundation support. <li data-bbox="544 465 1262 566">• The initiative has only small potential to produce savings or benefits, with limited contribution to making it partially self-sustaining. <li data-bbox="544 577 1342 674">• A scaled-up version could potentially produce <i>some</i> economies of scale, but not enough to eliminate the need for ongoing support or to attract sufficiently more support from funders. |
|  <p data-bbox="266 819 355 846">Harmful</p> | <p data-bbox="541 714 1355 743">Financially unsustainable, as evidenced by one or more of the following:</p> <ul data-bbox="544 754 1362 965" style="list-style-type: none"> <li data-bbox="544 754 1362 891">• The initiative is becoming increasingly expensive over time with fast-diminishing returns (for example, because it has addressed the relatively straightforward issues to achieve quick wins but will be far too costly for the more complex and challenging issues ahead). <li data-bbox="544 902 1318 965">• There are serious diseconomies of scale that make this initiative prohibitively expensive to expand where it needs to. |

APPENDIX 3. EVALUATION PARTICIPANTS

| NAME | SURNAME | TYPE | COMPANY |
|-----------|----------------|-------------------|-------------------|
| Lea | Estherhuizen | Innovator | &Wider |
| James | Carnes | Corporate Partner | Adidas |
| Philipp | Meister | Corporate Partner | Adidas |
| Frank | Heneke | Supervisory Board | Adidas |
| Abishek | Bansal | Affiliate Partner | Arvind |
| Catharina | Martinez-Pardo | Partner | BCG |
| Dorte | Rye Olsen | Corporate Partner | Bestseller |
| Camilla | Jorgensen | Corporate Partner | Bestseller |
| Jeff | Hogue | Corporate Partner | C&A |
| Catherine | Louis | Corporate Partner | C&A |
| Martijn | van der Zee | Supervisory Board | C&A |
| Egon | van Wees | Civic | City of Amsterdam |
| Edward | Brenninkmeijer | Supervisory Board | Cofra Holding |
| Katrin | Ley | FFG Team | FFG |
| Brittany | Burns | FFG Team | FFG |
| Georgia | Parkers | FFG Team | FFG |
| Kathleen | Rademan | FFG Team | FFG |
| Rogier | van Mazijk | FFG Team | FFG |
| Anne-Ro | Klevant Groen | FFG Team | FFG |
| Sandra | Capponi | Innovator | Good On You |
| Christine | Goulay | Corporate Partner | Kering |
| Leslie | Johnston | Supervisory Board | Laudes |
| Megan | McGill | Funder | Laudes |

| NAME | SURNAME | TYPE | COMPANY |
|-----------|--------------|-----------------------------|------------------------|
| Tanguy | Frécon | Innovator | Lizee |
| Molly | Morse | Innovator | Mango Materials |
| Enrique | Ventura | Corporate Partner | MDM |
| Luke | Haverhals | Innovator | Natural Fiber Welding |
| Jane | Palmer | Innovator | Nature Coatings |
| Brad | Boren | Affiliate Partner | Norrona |
| Thomas | Mason | Partner/Co-locator | OCA |
| Samantha | Sims | Corporate Partner | PVH |
| Jeff | Denby | Innovator | Renewal Workshop |
| Amina | Razvi | Partner/Co-locator | SAC |
| Dipak | Mahato | Innovator | Seachange |
| Eske | Scavenius | Investors | Social Impact Ventures |
| Ian | Brown | Innovator (closed business) | SGTI |
| Dale | Floer | Innovator (closed business) | SGTI |
| Juha | Salmela | Innovator | Spinnova |
| Janne | Poranen | Innovator | Spinnova |
| Claire | Bergkamp | Corporate Partner | Stella McCartney |
| John | Atcheson | Innovator | Stuffstr |
| Katherine | Mohan | Corporate Partner | Target |
| Alexander | Chan | Investors | The Mills |
| LeRhea | Pepper | Partner/Co-locator | Textile Exchange |
| Hrishi | Rajan | Innovator | TrustTrace |
| Shameek | Ghosh | Innovator | TrustTrace |
| Peter | Majeranowski | Innovator | Tyton |

| NAME | SURNAME | TYPE | COMPANY |
|-------------|----------------|-----------------------|--|
| Walden | Lam | Innovator | Unspun |
| Umansankar | Mahapatra | Affiliate Partner | Welspun |
| Salah | Said | Corporate Partner | Zalando |
| Kate | Heiny | Corporate Partner | Zalando |
| Jan Joustra | Douwe | Expert | ICE (Implement Circular Economy) |
| Dilys | Williams | Expert | University of the Arts London - London College of Fashion |
| Frank | Michael | Partner/Co-locator | ZDHC |
| Maurice | Brenninkmeijer | Brenninkmeijer Family | The Family |
| Gwen | Boon | FFG Team | FFG |

APPENDIX 4. DOCUMENT LIST

The following documents were used or referenced during the evaluation:

| Document name | File name | Date |
|---|--|------------|
| Email_Actual and Wishlist EC School Tours | List of Schools for experience_actual visits and wishlist_2020-04-20 | 2020-07-11 |
| FFG Report_EC School Visits | List of schools that visited Exp Ctr_2020-04-20 | 2020-08-03 |
| Excel_Survey July 2017 to Feb 2020 | 20200415_ExperienceSurvey2Responses | 2020-10-28 |
| Excel_Survey Sept to Nov 2019 | 20200415_ExperienceSurvey1Response | 2020-10-28 |
| Excel_Survey July 2019 to January 2020 | survey 2 | 2020-10-28 |
| Excel_Survey July 2019 to February 2020 | survey 1 | 2020-10-28 |
| Excel_Instagram Survey | Instagram Experience Survey | 2020-10-28 |
| Excel_EC School Tour Contact Info | Contact list FFG Edu tour (10-18_03-2020) | 2020-08-28 |
| PDF_FFG Theory of Change | FFG Theory of change 2018 | 2020-02-12 |
| PDF_Inception Report | Inception Report_FFG Eval_Final_2020-04-08 | 2020-07-15 |
| PDF_About Fashion For Good | 20181016 FFG One-Pager V4 (2) | 2020-02-12 |
| PDF_FFG Direct Investments | 20200514_FFGInvestments | 2020-06-05 |
| Doc_Q&A with Brittany Burns | Dangling questions & some answers | 2020-07-13 |
| Excel_2020 FFG TRLs | 2020-11-19 FFG TRLs | 2020-11-22 |
| Excel_2020 Innovation Platform Impact | 20200129 Acc Results measurement.v6 | 2020-10-12 |
| Excel_June 2020 Partner Engagement | 20200520_CollaborationTrackerDL (1) | 2020-06-19 |
| Excel_Innovators by Country | 20200528_FFGInnovationDatabasePullTRL | 2020-10-22 |
| PDF_Partner Survey Summary | FFG Partner Survey Summary | 2020-04-22 |
| Excel_Innovator TRL Progression 2017-2019 | FFG_TRL progression per Innovator_2017-2019 | 2020-11-18 |
| Excel_Innovator Database | List of innovators with theme | 2020-07-08 |
| PDF_Innovation Stages and FFG Program Equivalence Explained | TRL v2 | 2020-02-12 |
| PDF_Assessing business incubation Study | Assessing business incubation (Benchmarking with KPIs) | 2019-12-17 |

| Document name | File name | Date |
|---|---|------------|
| PDF_Assessing the impact of accelerators Study | Assessing the impact of accelerators – What can you learn from academia and think tanks | 2019-12-17 |
| PDF_Business Incubators Benchmarking Article | Business Incubators Benchmarking_Article | 2020-11-13 |
| PDF_NHS Innovation Accelerator Evaluation Report | NHS Innovation Accelerator Evaluation Report | 2019-12-17 |
| PDF_Lessons for Innovation Accelerators Article | Six Lessons for Corporations Building Innovation Accelerators_2013 | 2019-12-17 |
| PPT_FFG After Action Review | After Action Review (AAR)-FFG | 2020-04-22 |
| PDF_BCG From Tech to Deep Tech | BCG paper with TRL – from-tech-to-deep-tech | 2020-04-22 |
| PDF_Financing the Transformation in the Fashion Industry Report | FFG Report_2020-01_FinancingTheTransformation_FINAL_Digital-1 | 2020-02-12 |
| PDF_The Five Goods | FFG Report_The-Five-Goods | 2020-02-12 |
| PDF_Summary Achievements and Ambitions | 20170905_Stakeholder Meeting_KLY-v23 (1) | 2020-04-22 |
| PDF_Partner Strategic Planning Day | 20200206 PartnerStrategyDay final | 2020-02-12 |
| Document_Clarifications from Brittany | 2020-05-27 clarifications from Brittany | 2020-11-24 |
| Excel_Tracking of Partner and Innovator Collaborations | 2020-10-30_FFGCollaborationTrackerPull | 2020-11-24 |
| PDF_Corporate Innovation Manual | Corporateinnovationmanualv6 | 2020-11-24 |
| PDF_Polybags in the Fashion Industry Collaborative Report | FashionforGood_Polybags_in_the_Fashion_Industry_Whitepaper-1 | 2020-11-24 |
| Excel_Potential Interviewee List | List of Potential Interviewees_FFG Eval_2020-03-10 | 2020-11-24 |
| PDF_Future of Circular Fashion Collaborative Report | The-Future-of-Circular-Fashion-Report-Fashion-for-Good | 2020-11-24 |
| Document_Co-Locator Outcome Data | CO-LOCATOR Textile Exchange Creating Material Change (outcome data) | 2020-06-22 |
| PDF_2019 Material Change Insights Report | CO-LOCATOR_Textile Exchange_Material-Change-Insights-Report-2019_Final | 2020-06-22 |
| PDF_2020 Sustainable Cotton Annual Report | CO-LOCATOR_Textile Exchange_2025_Sustainable-Cotton-Challenge-Report_20201 | 2020-06-22 |

| Document name | File name | Date |
|---|--|------------|
| PDF_Textile Exchange 2019 Sector Scorecard | CO-LOCATOR_Textile Exchange_Material change 2019_CFMB_Sector_Scorecard | 2020-06-22 |
| PPT_Textile Exchange Quantis | CO-LOCATOR_Textile Exchange_updated Quantis Slides | 2020-06-22 |
| PDF_FFG Intro Workfile | workfile intro Fashion For Good doc | 2020-06-22 |
| PDF_About FFG | 20181016 FFG One-Pager V4 (2) | 2020-06-22 |
| PDF_Tracing Organize Cotton Pilot Report | FFG Report_2019-11_Organic-Cotton-Traceability-Pilot | 2020-06-22 |
| PDF_Investing in Textile Innovation Report | FFG Report_2019-10_Investing-in-Textile-Innovation | 2020-06-22 |
| PDF_The Future of Circular Fashion Report | FFG Report_2019_The-Future-of-Circular-Fashion | 2020-06-22 |
| PDF_Innosight Six Lessons for Corporations Building Innovation Accelerators | Six Lessons for Corporations Building Innovation Accelerators_2013 | 2019-12-17 |
| Doc_OEE Report Excerpts | Excerpts on FFG from OEE report_2019-11 | 2020-01-31 |
| PDF_Benchmarking Metrics Blog Post | Benchmarking Metrics for High-Tech Incubators and Accelerators - ICIC | 2020-10-23 |
| PDF_Business Finland How to Benchmark Accelerators Report | HowtoBenchmarkAcceleratorsandotherBusinessSupportPrograms | 2020-10-23 |
| Excel_FFR Partner Survey Responses | 20200201_FFRPartnerSurveyResponses (3) | 2020-10-23 |
| Excel_TRL Progression per Innovator 2019 | TRL progression per innovator-Jane-LGgram-2019 | 2020-10-23 |
| Excel_TRL Progression per Innovator | TRL progression per innovator | 2020-10-23 |
| Excel_Innovator Collaborator Tracker | 20200611_CollaborationTrackerDL | 2020-10-23 |

APPENDIX 5. KEQ 1.B. QUOTES AND REFLECTIONS

"I think **Fashion for Good** has been quite instrumental both in a business-to-business but also very much in a business-to-customer sentiment, communicating those issues. I feel that there's more awareness about the problems in fashion and textiles than there were four or five years ago. It's unusual to find an organisation which can do that so well in both elements. ... They can't go fully critical of certain brands and retailers to appease consumers. But I think they do a good job of getting the main message out. So that's very good. **I do think you're starting to see a slight move in the needle.**"

– Co-locator

"**Maybe not shifts in practice, but shifts in intention.** There's definitely been some kind of problems brought to the table from brands, where **there's been a decision to make collective action.** One of the most notable ones is **around the recycling of polybags** that [another corporate partner] had pitched to the group saying, 'this is a top issue for us. Is it an issue for everybody else?' **Everyone agreed that it was, and Fashion for Good mobilised to try and find solutions** for testing polybag recycling."

– Corporate partner

"What was giving me a glimmer of hope is the fact that the companies were at least in the same room. And conversing with each other – baby steps, right? I think that's a good first step. Even though there weren't necessarily collaborative sessions that I remember, **it's more about instilling the idea of collaboration that I think Fashion for Good is doing quite well. At least getting it into the mindset;** maybe they're not collaborating with other Fashion for Good corporate partners, but when the opportunity presents itself, they're like, 'Oh, you know what? Maybe this is a good idea to move things forward,' **because they're getting that indirect education from participating in this program.** And that's for the brands more so than the innovators."

– Innovator

"I wouldn't say it influenced [our entire company] in a big way, maybe it's still to come. I mean again, it's only been three years. **But I think definitely within three [more] years.** But we got much more interaction with those innovators across the company and I think that's what's really interesting."

– Corporate partner

"It's a very old-fashioned industry, and therefore, to have those innovators, which are in some cases coming from totally different industries and sort of challenge the bigger players within the industry. I think it's fantastic. **It's exactly what we need,** and I think Fashion for Good was able to give those innovators this platform, which the big guys are getting a bit scared of. And as well [they] get a little bit additional incentive to innovate."

– Corporate partner

APPENDIX 6. KEQ 2.C. QUOTES AND REFLECTIONS

“How can we decouple the business growth of a brand, of a company, from its footprint? I think then you need to think differently: what else can a brand offer to a consumer, and not necessarily sell 100 million products more? I think **these are more operating model or business model related topics ...** And here, innovation is reaching its limit there.”

– Supervisory board member

“I would like that the fashion industry really becomes a circular industry. Very specifically, **we need to get the reverse logistics ready**, I think we are we are good in producing stuff but we are not good in taking stuff back and regrading, and remaking stuff.”

– Corporate partner

**FASHION
FOR
D**

THE FUTURE OF CIRCULAR FASHION



“I think **where they aren't doing enough work** (maybe they aren't able to because of who they work with) **is this business model transformation. The only way that they're working on that right now is through these innovators** that have platforms that could help a big company to try and test or do different circular business models. And **I don't feel like that's the game changer for a circular business model transformation.** It's certainly helping, but I'm not sure that that's the game changer. I think the game changer is only going to come when we're designing all of our products for a circular economy. And I just don't see the incumbents disrupting all of their product design for circular.”

– Board member

“**Circular is indeed not linear;** you do want to recover the materials. But **getting to circular can involve interventions that fit into the current linear value chain, provided that the intervention doesn't lock you into that linear value chain.** And there are some innovators where like, 'no that's locking us in,' like some of the polyester innovations. But you can't win them all.”

– Board member

APPENDIX 7. KEQ 2.D. QUOTES AND REFLECTIONS

“We’ve also learned a lot about what stages innovation. I mean, when can we introduce innovation to the organisation? Managing the expectations around innovation and what it takes. **And it has been good for us to be part of Fashion for Good to get insight in where the different innovators are.”**

– Corporate partner

“It definitely **gave us contacts in the industry**, in such a short period of time, certainly when you’re trying to do it from [a country outside of Europe].

And it **helped us build a pipeline of customers**, or that part of our business that was more about servicing large multi-brand retailers. **It gave us that platform to build connections with consumers and brands** to help us launch in Europe at the time.”

– Innovator

“We had a poster child experience with them when we went from their accelerator. I think **we were just in the right place, as a business, to be open-minded to their suggestions during the accelerator and that really improved our business** ... they helped us shape what the business looks like and how we can make it better. And then we get to implement all of those ideas into actually doing it right.”

– Innovator

“I think Fashion for Good has done some good, like with plastic in our work groups. **They’ve started different work groups, which I think are really good. I think the staff is really dedicated, there’s ton of bright, young, motivated people**, so I think that’s super good.”

– Affiliate partner

“One area where I think it could be improved is on the impact measurement side... they really haven’t hit the right formula for impact. And it’s very important for us to understand the data better and I know with new solutions, they’re not going to all have LCA server or robust data but I feel like **we need to have more of that information in a more accessible way.”**

– Corporate partner

“And so it is about having more current, in-depth information about the innovation and opportunities that are out there, and connect to brands that are interested in pursuing those ideas. I think it is helping **catalyse accessibility to information and opportunities and adding depth to the work that we’re doing** because we don’t have that depth and expertise.”

– Co-locator

APPENDIX 8. KEQ 2.E. QUOTES AND REFLECTIONS

“Like if we just call up Kering Group or PVH and say ‘Hey do you guys want to get together and talk about sustainability?’ I mean, who has the time? And who really thinks you're going to get value out of it? **But by having a common interest and a common facilitation that ended up being extremely valuable.** Because we could kind of get confidential validation of certain things... And those things started to give the company, and particularly the senior leadership team and the board, the feeling like they could reference our ambitions a little bit better.”

- Corporate partner

“They say [to the brands], ‘Of course your enthusiasm is very welcome; come and join us.’ The first year they remained quite light touch and my impression from the outside looking in, fairly undemanding of these brands. But slowly upping the volume. And I think also over time, they've evolved the model when it comes to their partners and the requests they make within that model. So **initially in the earlier years the requests were very light and I have faith that those requests would have become a bit more demanding now.**”

- Innovator

“I also think in general for our team but also for other partners that were involved, **it has been just great to have this pre-competitive thing to talk about the same challenges we're all facing, and you think about common approaches.** And I think at the beginning this industry alignment approach that Fashion for Good really creates is very unique and I think we could also leverage that to other teams in our company.”

- Corporate partner

“**We're actually, as a cohort, still in touch today.** We have a WhatsApp group that we talk regularly on. We became such a strong group because everybody was working on something really interesting and innovative that brought ideas to the table that was valuable to all of us. **We just really bonded because we all have the same passions and the same challenges...**we were all from somewhere else, and so you can imagine that would have been a really bonding experience.”

- Innovator

"It's very good to be a part of this community where there is a lot of shared synergies, ambitions, goals, and alignment going on, and a lot of the ways that organisations think and act behind the scenes, even if it isn't like formal projects going on."

- Co-locator

"[W]hen I joined the sustainability team, I was really surprised to hear that we were collaborating with our biggest competitors. Because where I came from, you don't do that... Well, in this whole sustainability area, it's pretty common to work together. And I think it changed because we're all facing the same problems and it's very clear to the people working in the sustainability that there is no problem you can solve on your own. So, for people outside of sustainability, it might sound weird, but once you are in there. It's absolutely normal to collaborate."

- Corporate partner

"It was a great experience overall, like we got access to expertise, peers and stuff that we don't have access to here in [our home city]."

- Innovator

APPENDIX 9. KEQ 3.A. QUOTES AND REFLECTIONS

Overall industry impact: We are not there yet, but there's a growing appetite for change.

“But ultimately, are they really moving the needle and getting the industry to shift? And that's a question. And I think we talked about this before, but **to me the secret sauce is the role of the brands and retailers, because they're the only ones that seem to have brought together the market, and the innovators to collaborate to change business as usual. I don't see that happening anywhere, in that way.**”

– Board member

“**There is an appetite for change, but it's happening slowly** with the brands and retailers, which control the space; they're very much the ones which consumers see. **Often it takes a while for a brand or retailer to be brave, take those first steps and then they'll get the positive news from it and then the other ones will look over their shoulder like, 'He or she's doing this; we need to start doing this as well' because they don't want to be left behind.**”

– Co-locator

“I know those are the issues, but what are the solutions and can we put it into scale? Because otherwise you don't change industry. So if FFG says to me, ‘We want to change the industry simply by being an innovator,’ you don't change the industry. And that's something which I still have to think about. **It's a journey of course, but if you're honest about the tagline and why it was initiated, then I would say we are not yet there where we should be. We have not changed the industry to the extent that you have volume placed in the world.**”

– Board member

“**The second thing which has changed is also acceptance of circular models.** So, people are very extensively looking at recycling, repurposing, or making things more durable. **These were not very popular terms four or five years back, if one contemplates. And this has also opened gates for many of the new materials. I think Fashion for Good also has a significant say, in terms of what they're trying to do in terms of start-ups which are promoting these technologies.**”

– Affiliate partner

It is still early days, and the uptake is very dependent on others

"We want to work first with our own ecosystem before putting [a new product] on a market or putting on the press or on the platforms and so the timing is kind of long. **So for the two years we've been with Fashion for Good, so far nothing has reached the market.** But we've had a lot of introductions with all the start-ups. We know most of them are interesting to us. Of course, we might be picky. We're interested in leather and silk, but also plastics. We were not interested at the beginning, now it's becoming more and more."

– Corporate partner

"[Fashion for Good is] more of a solution provider. ... **I think the acceleration comes from other parties and from other stakeholders** who were concerned, but there are definitely much more acting as a solution provider with their innovation portfolio, yeah."

– Corporate partner

"I don't know that any organisation, that it's an appropriate expectation that they would significantly impact an industry in three years. I get the point of the question. And what I would say instead is that **there have been really significant innovations and proof points created that are clearly tied to Fashion for Good.**"

– Corporate partner

"It's a matter of time too. You look at companies that have done very well this year. **These companies have been around, involved I think for 10 years.** The fact that you can count that kind of success only now shows that any of these new innovations takes time. Fashion for Good has only been around for like two or three years now. We are in the early stage of the process."

– Investor

However, some pilots have gone further or wider than others

“And yes, **with a few of the innovators, we had additional engagements, which came up to pilots, and in some cases even up to investment.** So, we invested in one or two of the start-up companies. ... One or two of the innovations made it up to a product creation level, and that was an open expectation that we would be able to then to drive more innovation into our company and that definitely also met with our expectation.”

– Corporate partner

“We have one that's come onto the market now but it's not public.”

– Corporate partner

“Just looking at the **raw material innovations** that were started very early on and seeing so **many brands taking them on, looking at Mango Materials for instance. That has a huge range and so many brands participating in that.** And Fashion for Good for putting out those innovators, like in big outlets, brings them to come and have a fashion summit meeting with the industry. So then that has contributed to a more sustainable fashion industry.”

– Corporate partner

“There have been a lot of instances where **we were trying to work collaboratively ... for instance one pilot on water implementation technology.** There we had our own – the start-up, our sales, Fashion for Good – and three textile brands or retail brands supporting the pilot. And all doing it in a sort of pre-competitive environment, which involves a lot of movement of heavy-duty machines from the US to India. **And then the whole project was running for six months and I think we did not expect things to become so intense and so large scale for a pilot and being coordinated well among different partners, so I think that was really a delightful experience for us.** And then also showed us a path forward for some of the other pilots that we will do in coming time.”

– Corporate partner

The following quotes from stakeholders are presented within the context of the evaluative rubrics and Key Evaluation Questions. Numbers correspond to those in the body of the document for KEQ 4.c. Missed and emergent opportunities and ideas

KEQ 1. Initiative quality

1. IDENTIFY AND SELECT INNOVATIONS THAT OFFER SOLUTIONS TO ADDRESS NOT ONLY FOR SUSTAINABILITY ISSUES BUT ALSO FOR OTHER IMPORTANT BUSINESS ASPECTS SUCH AS EFFICIENCY, COST SAVINGS, AND PROCESS OPTIMISATION, SO THE INNOVATIONS WILL BE MORE ATTRACTIVE TO BRANDS, RETAILERS AND MANUFACTURERS
-

“I would like to see much **more solutions being presented, who even offer far beyond more than sustainability solutions. Efficiency solutions, saving solutions, process optimisation solutions.** Because when I look at those solutions, we have to be taken on board as a business. **We never did it just for the sustainability costs.** Never. And we always try to find an additional synergy with other topics if it comes to **higher efficiency, better process management, cost savings.** Having said this, I think this is something we really need to just bring in closer in our briefings and our expectation-setting to Fashion for Good.”

– Board member

2. DEVELOP WITH BRANDS A SHARED VISION FOR THE NEEDED WHOLE-SYSTEMS CHANGE, SELECT INNOVATORS THAT CAN HELP REALISE THAT VISION
-

“The time is coming to change the way of working. **Fashion for Good should have an in-depth discussion with a group of people in every partner and every brand to find their needs, including their hidden needs.** So, get away from shallow discussions that everything needs to be done better and that we have a climate problem and that we have a humanitarian issue. No, but how are you going to change? **What is your long-term vision? What is your long-term perspective for the company? And how do you want to profile yourself between now and five years in the market? ...** Go out of the building and to the brands; meet them at their own location, in their own boardroom, in their own facilities. **Try to challenge them to really think about the future.** That would be new for Fashion for Good.

Have a strong focus on understanding the deep issues from all the partners, bring them back and bring them together. I think Katrin Ley could do that very well. And **make an analysis of it and see where the strongest needs for change are.** Now you can use the knowledge of the innovation managers of Fashion for Good to supply what is needed. And then you get another

discussion; it's no longer a voting system of these 50 innovators that came through the long list. ... **There will be far more one- on-one relations with the different partners."**

– **Industry expert**

3. ASSIGN A PROACTIVE POINT PERSON AT FFG TO EACH BRAND, RETAILER AND MANUFACTURER TO HELP THEM TAKE ADVANTAGE OF OPPORTUNITIES AND OPTIMISE THEIR PARTICIPATION
-

"I think the only thing I would like ask for improvement is... **we kind of have a point person but it would be good to have one point person that followed everything that we did with them for us in Fashion for Good. Like someone assigned to the brand.** I think we do on paper, but it doesn't really function that way. And so I think that's something that would help a brand of our size a lot is having **someone that kind of holds our hand a bit more,** and says, **'here's the opportunities that work for you based on what I know.'** ... It's not just you're invited to everything it's, **'this is when we need you, this what we need from you,'** to move things. And I think that kind of shift in thinking would be very helpful."

– **Corporate partners**

4. PROVIDE MORE INTENSIVE AND DIVERSE MENTORING TO THE INNOVATORS IN THE ACCELERATION PROGRAMME
-

"The other accelerator program... **gives a specific mentor from within the brand and from outside as well to give an outside perspective, saying that, 'hey, this specific company is yours. We need to mentor them on these aspects.'** In fact, there were four mentors who have been assigned to [us]. Each of them brings a different perspective: one brings in a business context, one talks about branding, and so on. The other one comes with the industry knowledge and they typically are from the brand. The other one could be either industry or they could still be from the company and so on. **We get different perspectives and we are like their baby, so their success is that they make us successful. And they're measured on that.** Which could also mean that it helps them build a profile going forward. They can also be the ones to sort of help us grow, they can become like proper mentors or advisors, become board members, etc. So, there are multiple aspects to it, I would say."

– **Innovator**

5. EXPLORE THE POTENTIAL TO FIND INNOVATIVE CIRCULAR BUSINESS MODELS THAT FFG'S PARTNER ORGANISATIONS MAY BE MORE RECEPTIVE TO ADOPT NOW GIVEN THE EFFECT OF COVID-19 PANDEMIC, ESPECIALLY ON RETAILERS.
-

“So if you're a brand, and 50 to 70% of your business is wholesale in the US, and all the retailers are closed – Lord and Taylor just announced they're liquidating, Neiman Marcus just filed for bankruptcy, Macy's is probably going to open with less than half the stores they had in the past – where's your revenue coming from? The business model of the brands in apparel is to make new things and sell new things at wholesale to retailers that will sell them on their behalf. When the retailer doesn't exist anymore, your business model is making new things and sell new things to nobody. That's not a business!

So I think that's what's really fascinating, **seeing a ton of panic in the industry now because there is no business model.** And that's why the apparel industry, next to travel, has been the hardest hit industry in the entire world. So, **these executives are all going to have to come up with new business models really quickly, which is a golden opportunity for a group like Fashion for Good,** which has spent the past five or six years assembling what they believe are the 75 best innovations in the market to offer sustainable circular solutions that they've been trying really hard to get the brands to do. So, **no time like the present for Fashion for Good to make some serious movement with these brands, but they have to get in there and offer them the opportunity to make it happen.”**

– Innovator

KEQ 2: Intermediate outcomes

6. BROADEN AND SOLIDIFY A GLOBAL PRESENCE, REACHING NEW KEY PLAYERS IN THE INDUSTRY OUTSIDE THE GEOGRAPHIC AREAS FFG CURRENTLY REACHES
-

“I think we should have thought maybe earlier about the need to have a broader global presence ... a lot of competing initiatives have popped up all over the world ... we try to create partnerships and alliances [with them]. But it decreases the value proposition of Fashion for Good being 'the' platform. So, maybe the model should have been more of a franchising model. Where you set it up to show how it works in Amsterdam, and then others want to take that in other markets, they still use the Fashion for Good branding and you get more global reach ... **A lot of brands we talked to in the US, for example, said they were interested but it didn't make sense for them to partner with someone in Amsterdam. ... So, I think that lack of a global reach was difficult, because the secret sauce again is bringing the market together.”**

- Board member

“I don't know that FFG needs to launch FFG New York or San Francisco, but I could see FFG partnering, for example, with the Centre for Circular Economy and launching a vertical in New York. It makes sense to me that the hub is in Amsterdam. ... the opportunity to have a designer

or a textile engineer, or any of those folks just stop in and hang out, and spend time with the innovators and see what's going on. **We're just totally limited in our ability to do that because of our location.** ... So having that perspective is important.”

- Corporate partner

7. IDENTIFY AND SCALE POWERFUL INNOVATIONS TO TACKLE SOCIAL INEQUALITY MORE EFFECTIVELY IN THE FASHION INDUSTRY

“There's this whole question around **the social justice side of fashion**, and increasingly, **I don't think we can have meaningful conversations around how the environment is intertwined with the economy without addressing the social part of it.** Poorer people of color are most impacted by climate; they are disproportionately impacted by COVID, by air and water and chemical pollution. **I don't think anyone's cracked that nut, but whoever figures out how to talk holistically about this, because they are all intertwined, it's going to add a ton of value for what feels like silos of social and environmental work.** I think it's easier to divide up that way. But these issues are so intertwined, I don't think we can continue to divide them.”

- Corporate partner

“We've landed squarely in the place where you start, which is the more fascinating, interesting, sexy, technological side of the equation. **We've done a bit on wages; we've done a bit on the manufacturing; but I think we could do a lot more.**”

- Board member

8. ESTABLISH EFFECTIVE STRATEGIES TO ENSURE BRANDS, RETAILERS AND MANUFACTURERS WILL BRING TO CONVERSATIONS (AMONG THEMSELVES AND WITH INNOVATORS) REPRESENTATIVES FROM THE OPERATIONAL AND INVESTMENT SIDE OF THEIR COMPANIES, IN ADDITION TO THE SUSTAINABILITY TEAM

“So that might be hard to pull off but to the extent that happens and you've got a match, **it's super helpful to have people who are actually in the operational side of the business. Or on the investment side of the business** or whatever it is, **something beyond just the sustainability teams.** So I recognise why that's difficult, but it would be helpful the more that you can actually talk to partners into bringing some people along.”

- Innovator

“[Y]ou wouldn't think it'd be a challenge but **it has been a challenge for us the fact that we're in [a city in the United States] and they're in Amsterdam.** I've loved it when I've seen other teams,

many who are based in places like Paris or Berlin, they've got somebody from their venture fund, apparel group and sourcing group. **They collectively have this really interesting team perspective to share with us.** It's often that we will take turns with one of us going. **I wish that we could come as a group of four or five people from different parts of the business.** I think our experience would be richer because of it. **So I would say that has been a real barrier for us, just the geography.”**

– Corporate partner

9. BRING ON BOARD MID- AND SMALL-SIZE BRANDS, RETAILERS AND MANUFACTURERS WHO ARE EXEMPLARS IN SUSTAINABILITY

“So, maybe, maybe there should be also some small, for example, **smaller textile brand owners or smaller textile companies but who we know already that they are one of the best when it comes to the sustainable use of the materials.** I don't know what has been, what is the main selection criteria with joining into the Fashion for Good. Because now if you look at all, who are partners, I can't say that all the companies are the best, most sustainable textile companies.”

– Innovator

10. FURTHER STRENGTHEN STRATEGIES FOR MONITORING ALUMNI OF THE ACCELERATOR AND SCALING PROGRAMMES AND ENSURE THEY KEEP INTERACTING WITH PARTNERS AND INCOMING INNOVATORS

“I don't know, but it feels like there's a piece of work around the **longer-term impact of partners or brands** or whatever it is. Any accelerator model can launch something to the world and you have no control over how it grows up. And so, I think **if Fashion for Good wants to be true to its mission long term, it has to think about that. How it continues to engage with and advocate for alumnus.”**

– Corporate partner

“I'm sorry I'm slow to answer this one, I think it's very important. I hope that I and my team will still be a part of Fashion for Good. The reason that I say that and they let me do this too, so that was great. **That was great, that towards the end that I had the opportunity to share my experiences in that workshop that I had mentioned, learning this. How to make the best Fashion for Good, with the incoming cohort. And I hope that made a difference.** I didn't have that coming in. **I would have liked to have had that.** But I was able to give it. And so I hope to be able to keep on doing that and giving back to the community, because this planet needs all the help we can get. The industry needs the help it can get out love to give it. I think most innovators feel that way as well. So, that would be one suggestion is to **keep alumni engaged and interacting with the incoming innovators, and the partners.”**

- Innovator

KEQ 3. Long-term value

11. HAVE EFFECTIVE STRATEGIES IN PLACE TO ASSESS THE IMPACT OF SUSTAINABLE INNOVATIONS AND DISSEMINATE THE RESULTS TO ATTRACT MORE INVESTORS AND TO HELP CHANGE CONSUMERS' MINDSETS
-

"I think being able to capture the impacts that these materials and innovations are going to deliver would be one thing. **Real, concrete impacts can be measured and moved along.** Another thing would be to, how can I say this? **What is the LCA plus it ties to impacts?** Because **the only way you're going to get more investments,** or consumers to pay more is to really understand the value of 'when you buy this, you're saving x much or you're promoting x.' Really helping you understand **what resonates for consumer messaging that changes behaviour** so there may be something that can be done in there on some consumer research."

- Co-locator

12. TRANSFORM THE EXPERIENCE CENTRE INTO A HYBRID MODEL COMBINING A RICH AND ENGAGING VIRTUAL MUSEUM AND A POP-UP EXHIBIT TRAVELING THE WORLD
-

"**I would change it from a physical to a digital one.** And stop the museum and use resources to build a truly digital showroom, and **then we would reach a much higher audience. Exactly that flavour and the spirit of sustainable fashion.** And I do think that even by going digital, **we have even more instruments in showing the audience:** what are the opportunities? I'm thinking about traceability, transparency, material composition. And basic chemical information, process management. **I do think by going digital, we have much more opportunities than showing this physically.**"

- Board member

"I could see **we're in the world COVID,** you asked me about something you said, 'What's the chance of COVID?' The chance for Fashion for Good to close this physical environment and set up a virtual environment. That's the chance. Because **now virtual environments are accepted, before you need to have touch things. That's the opportunity.**"

- Co-locator

"**The museum Experience Centre for me, it's very good.** And I think it's absolutely important role in Amsterdam and every time I was walked through it, I think it's incredibly well done. And I know a lot of people go. **But I wish it was more mobile. Could you bring it to the consumer, front to end?** I wish we could. **I think we should work with retailers and do pop ups in their stores, but**

nowadays post COVID, life is really tough for most retailers. People are confronted with the bankruptcy, many of the weaker ones are. But for me that's no excuse not to get out there and be more visible, be more mobile... **I wish it was more mobile and more vocal.**"

- Board member

13. MAP AND INTRODUCE A GREATER DIVERSITY OF INVESTMENT FUNDS TO SUPPORT INNOVATORS

"I mean because since **we've gotten to know a number of funds that are very much specifically focused on fashion sustainability and the technology of fashion sustainability.** And maybe, as I said, they've already built relationships and brought some of those funds in to meet with the cohorts and really have direct interactions with them, but **that would be enormously helpful. If they can really identify and build relationships with all these different funds** and some of the states, there are some across Europe. They're scattered around. But there are these funds that are very focused on fashion sustainability that have a primary area to get those funds and have them really **view Fashion for Good as a great scout and filtering mechanism for potentially good investments.** I mean **that would be really beneficial for the cohort members.**"

- Innovator

This short report responds to a requirement in the Terms of Reference for the independent evaluation of Fashion for Good. It presents a series of ideas for consideration by Laudes Foundation as they plan the implementation of a new lighthouse initiative, similar to FFG, for the built environment. The initiative will start in 2021 and the industry is new to the foundation. The ideas that follow are based on the lessons learned by FFG’s management team over the three years the initiative has been in place and on reflections by the external evaluation team.

Tips for Creating a Built Environment Lighthouse Initiative

The following ideas result from reflections by the evaluation team that were corrected, complemented and expanded through conversations with the FFG and Laudes Foundation teams during evaluation sensemaking meetings.

TIP 1: Build a consortium or coalition of mission-aligned frontrunners

Ideally, the lighthouse should be an industry initiative rather than a single brand or company initiative. Start by bringing together a few influential, high-profile players from the built environment area (such as real estate developers, built materials manufacturers, and others) that share Laudes Foundation’s values of promoting climate-positive and equality-enhanced practices in the industry. Engage them in a dialogue to co-create and develop ideas for the lighthouse. In FFG, C&A was the only company initially onboard. That put the onus on the company to sell the idea to other parties. Even though FFG attracted some frontrunner brands, retailers and manufacturers quickly, creating a ripple effect, it was an extremely (and unnecessarily) stressful period. Creating a broad coalition of the willing from the beginning will help generate better ideas, increase the odds other businesses will buy in early on, and share responsibilities that will contribute to a stronger beginning and consistent growth. Even if the process takes a bit longer than it took to get FFG up and running, it should be worth it.

TIP 2: Hire your key staff first

Third-party firms to perform crucial parts of the business model, becoming integral to the value proposition and service model of the new lighthouse, should only be selected once the core team or “captain of the ship” is on board. Doing so will allow close work with the initial coalition of frontrunners to make sure their values and ideas are truly reflected in the work. Having a consulting firm, even before key staff are hired, to help get the initiative minimally in place might be OK.

TIP 3: Be open to different intervention points and possibilities

Engage the coalition members in reflection about the best ways to intervene in the industry, using the best evidence available and, if necessary, commissioning short, focused studies to

map or build scenarios to help inform decisions. It could be that Accelerator and Scaling programmes are not the best approach to tackle the innovation problem in the built environment. For instance, a consortium of shipping companies interested in promoting sustainability in their sector, decided that the best strategy for them to intervene was to create a strong in-house technical setup, including university and other research laboratories.

TIP 4: Creating a physical component is important

Making innovations tangible to people is an important aspect, though this does not have to be a museum, as FFG has. However, it should be a space where potential partners, the press and the public can have a tactile experience of how the innovation can look and feel like. It is not until someone is physically in an innovative space, especially in the built environment, that the importance of the sustainability issues becomes clear.

TIP 5: It is important to embed quick wins in the lighthouse strategy

It takes a bit of extra time to bring all members of a coalition together. But doing so is essential to build the trust, buy-in and consistency, that will ensure stability over the long haul. At the same time, to attract new business frontrunners and early adopters to join forces, it is important to show positive results as soon as possible. Establishing some quickly achievable early milestones in the lighthouse strategy will help fulfil the need to balance long-term changing processes and demonstrable evidence that the initiative is going in the right direction.

TIP 6: If you will work with start-ups, you need to make it worthwhile for them

To attract and retain good innovators, it is essential to put in place a financial structure to ensure start-ups will be able to make some money as a result of their engagement. In addition to being a huge incentive to engagement, generating revenues will ensure the viability of start-ups.

TIP 7: Create collaborative projects as soon as possible

One of the most successful FFG strategies is evident in current projects involving several stakeholders – innovators, brands, retailers, manufacturers and investors – around issues of common interest, such as chemical recycling. Besides increasing engagement and fruitful dialogue among several key players at the same time, these collaborative initiatives have greater potential to produce larger, perhaps disruptive, changes in the industry than standalone bilateral (brand-innovator) projects.

TIP 8: Reach a clear agreement about financial sustainability

It will be essential to the initiative's design and strategy to get clarity about what the senior leadership of the Brenninkmeijer family expects from the new lighthouse regarding financial sustainability. The lighthouse design should account for any limitations in the timeline of the family's investment and any expectations about the self-sustainability of the Built Environment Lighthouse.

TIP 9: Find the right niche

Mapping similar existing initiatives will help identify the right niche(s) for the lighthouse. Mapping should also inform which connections and collaborative efforts are important to establish early on to ensure synergy, take advantage of strengths and avoid duplication.

TIP 10: Pay attention to the policy space

Even more so than in the fashion industry, policies are hugely important in the built environment, since every physical asset built is tied to some policy requirement. It will be hard for the Built Environment Lighthouse to ignore acting in and influencing the policy space.