

The background of the entire page is a repeating pattern of light gray line-art icons representing various fashion items: shirts, trousers, shoes, handbags, and accessories. A horizontal band of dark red, torn-edge paper texture runs across the middle of the page, serving as a backdrop for the main title.

# INTERACTIVE AWARENESS CAMPAIGN

NIKE & MIT COLAB CHALLENGE





## MS STRATEGIC DESIGN AND MANAGEMENT

INTEGRATED STUDIO 1

PROFESSOR RHEA ALEXANDER

SEMESTER TWO

### *Team*

ANDRÉS ORTEGA | SHREYA RAO | VANYA MITTAL



# CONTENTS

---

TEAM	8
NIKE + MIT CO-LAB CHALLENGE	10
	12
OUR PROCESS	14
<b>PHASE 1 - HEAR</b>	17
IDENTIFY PROBLEM AREA	19
ECOSYSTEM MAP	20
STAKEHOLDER MAP	21
FRAMING RESEARCH OBJECTIVE	22
DESKTOP RESEARCH	27
COMPETITIVE ANALYSIS	28
RECYCLING	31
FASHION & TEXTILE INDUSTRY	35
AEIOU	38
<b>PHASE II - CREATE</b>	43
INTERPRETING & VISUALIZING KNOWLEDGE	45

JOURNEY MAP + PERSONAS	46
TREND MAPPING	50
RESEARCH INSIGHTS	53
SYNTHESIZING INSIGHTS	56
BRAINSTORMING IDEAS	59
IDEATION	61
TOP IDEAS	62
FINAL SOLUTION	64
<b>PHASE III - DELIVER</b>	67
CONCEPT 1 + PROTOTYPE	68
CONCEPT 2 + PROTOTYPE	70
FINAL CONCEPT - PHASE I-IV	72
PROTOTYPE + BUSINESS MODEL	76
FINAL RESULT	84
COST STRUCTURE	88
KEY PARTNERSHIPS	89
CURRENT + FUTURE PLANS	92
MATERIAL IMPACT	94
APPENDIX	96
BIBLIOGRAPHY	110

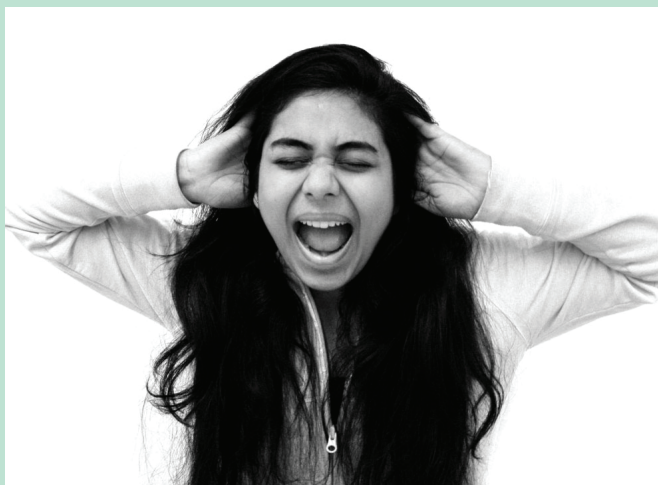
CONCEPT AND LAYOUT DESIGNED BY VANYA MITTAL.  
CONTRIBUTIONS BY ANDRES ORTEGA AND SHREYA RAO.

“

*Alone we can do*  
*so little,*  
*together we can do*  
*so much.*

”

~ HELEN KELLER



# TEAM

1

---

ANDRES ORTEGA

---

**Multimedia Designer**

A passionate Multimedia Designer from Mexico City with more than 10 years of solid work experience in various fields, such as Marketing, Media, Environment and Multimedia Design among others.

2

---

SHREYA RAO

---

**Fashion Designer**

I am attracted to laughter. If someone smiles often and thinks positively; and can enjoy small things in life; I am naturally enticed with who they are. For me every problem comes with a solution and little patience can lead you to it.

3

---

VANYA MITTAL

---

**Design Strategist & Visualizer**

An empathetic design strategist, with focus on user-centered design, design thinking and sustainable business models, I aspire to lead innovation initiatives and trigger change. I wish to become an entrepreneur of business and a navigator of the unknown.

# THE CHALLENGE

---

MIT CLIMATE COLAB CHALLENGE + NIKE

“

*Fabrics and textiles impact our climate. A lot.  
It's time to create a materials revolution.*

“

## WHY:

The materials we use to clothe ourselves and cover our things have a profound impact on the climate. They are all around us – in the furniture we sit on, the cars we drive and the clothes we wear. The fact is, materials matter. According to research compiled by MIT Materials System Lab, approximately 25 billion kilograms of cotton was produced worldwide in 2013, resulting in the same annual GHG emissions as 51.3 million passenger vehicles. Enough leather is produced annually to cover the state of Maryland. Polyester production for use in textiles in this year alone is estimated to generate as much greenhouse gas emissions as the annual emissions of 185 coal fired power plants. That's a material issue.

## WHAT:

Developing new material compositions and reducing the impact of fabric production is necessary, but not sufficient to reduce the climate impact of industries that rely on fabrics. Before we can advance and scale innovation in materials, we need to build an understanding of the challenges and opportunities that exist. We need to redefine society's relationship with fabrics and textiles. This contest seeks novel and well thought-out ideas on how to engage industries, designers, product creators and the public in valuing, demanding and adopting lower impact materials.



## CREATING A MATERIALS REVOLUTION

Lower impact materials exist and more are being developed. Fabric manufacturing process improvements are able to reduce energy, water and chemical inputs which reduce the overall climate impact. The apparel industry and adjacent industries are using lower-impact and recycled materials, designing their products differently, using new manufacturing methods that require less material and electricity and generate less waste, and implementing take-back and reuse programs.

While these new materials are important innovations, they are just scratching the surface of what is possible.

## HOW:

Design Intervention with a 360 degree holistic overview of the ecosystem and by gaining insights through field research by deploying the tools of human centered design and design thinking process to conceptualize ideas and business models that would help catalyze a behavioral and actionable change among consumers and companies towards sustainable and modern lower impact material use.



# THE BIG QUESTION

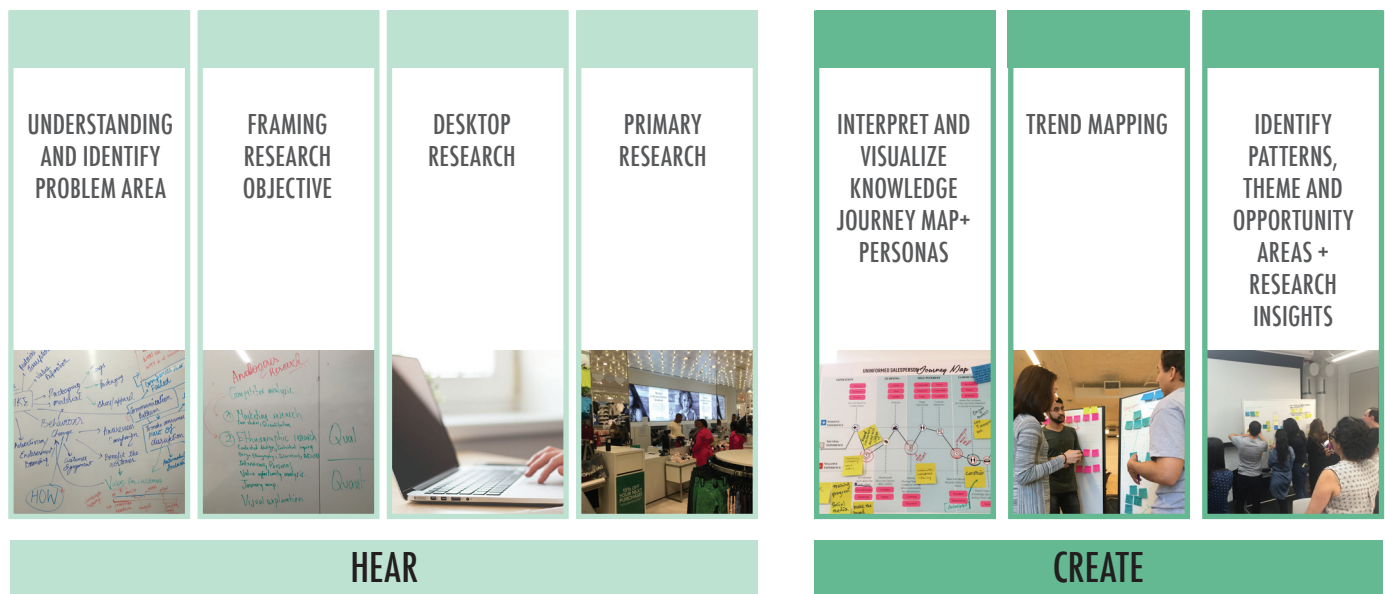
*How can we  
spark a **materials**  
**revolution** by  
rethinking how  
we value and  
use them?*

# PROJECT CALENDAR

Below is the calendar we put together to tackle our complete project with NIKE and MIT Co-Lab. We broke the project down into three phases and had a concurrent Google Calendar on which we detailed the work we did, which team member did the work, and the result/accomplishment of the work.

## FEBRUARY

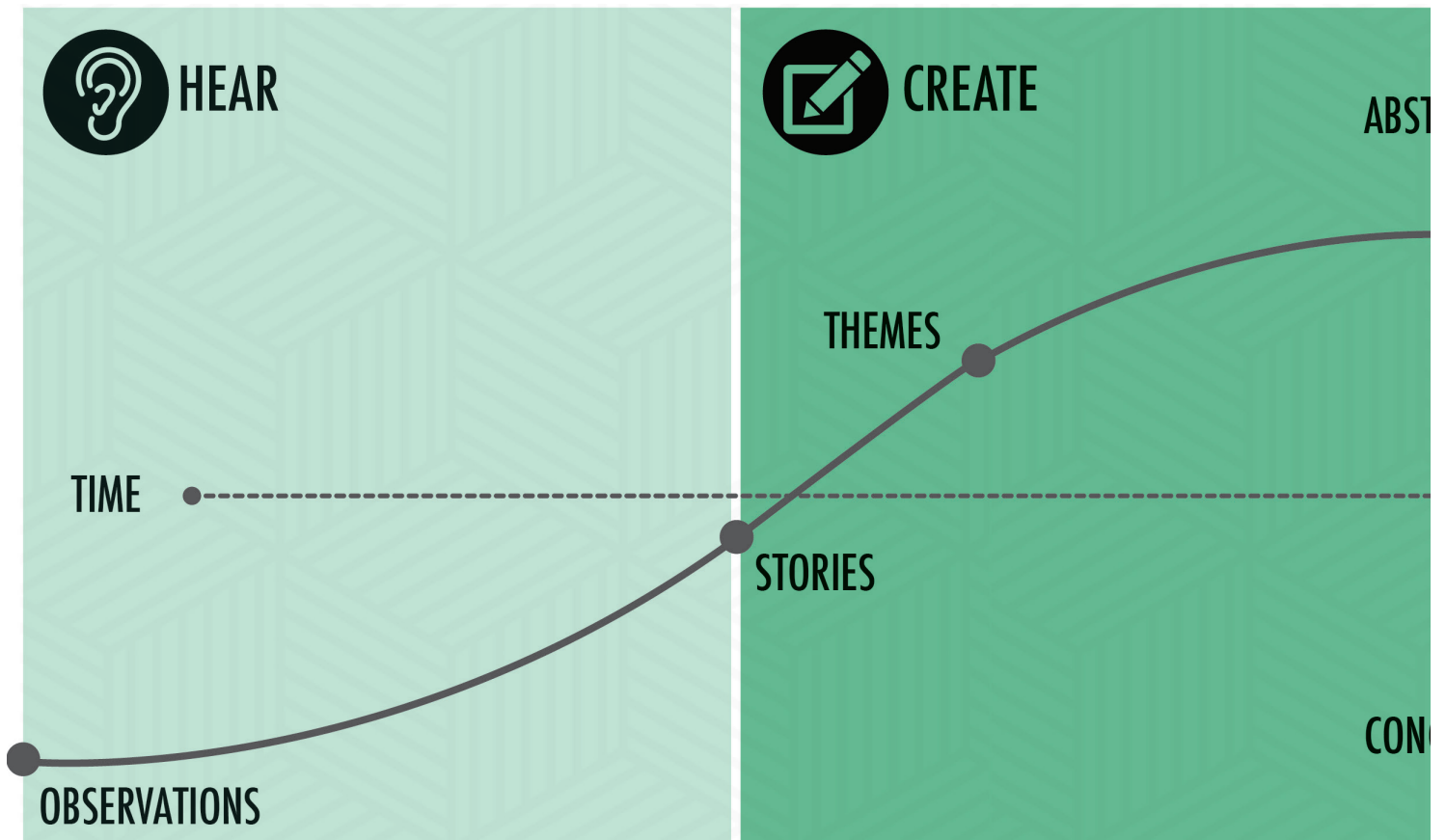
## MARCH





# OUR PROCESS

THE DESIGN INTELLIGENCE PROCESS





## HEAR

During the Hear stage, we collected stories and inspiration from target communities using tools and strategies like individual or group interviews, context immersion, desktop research, self-documentation, and expert interviews.



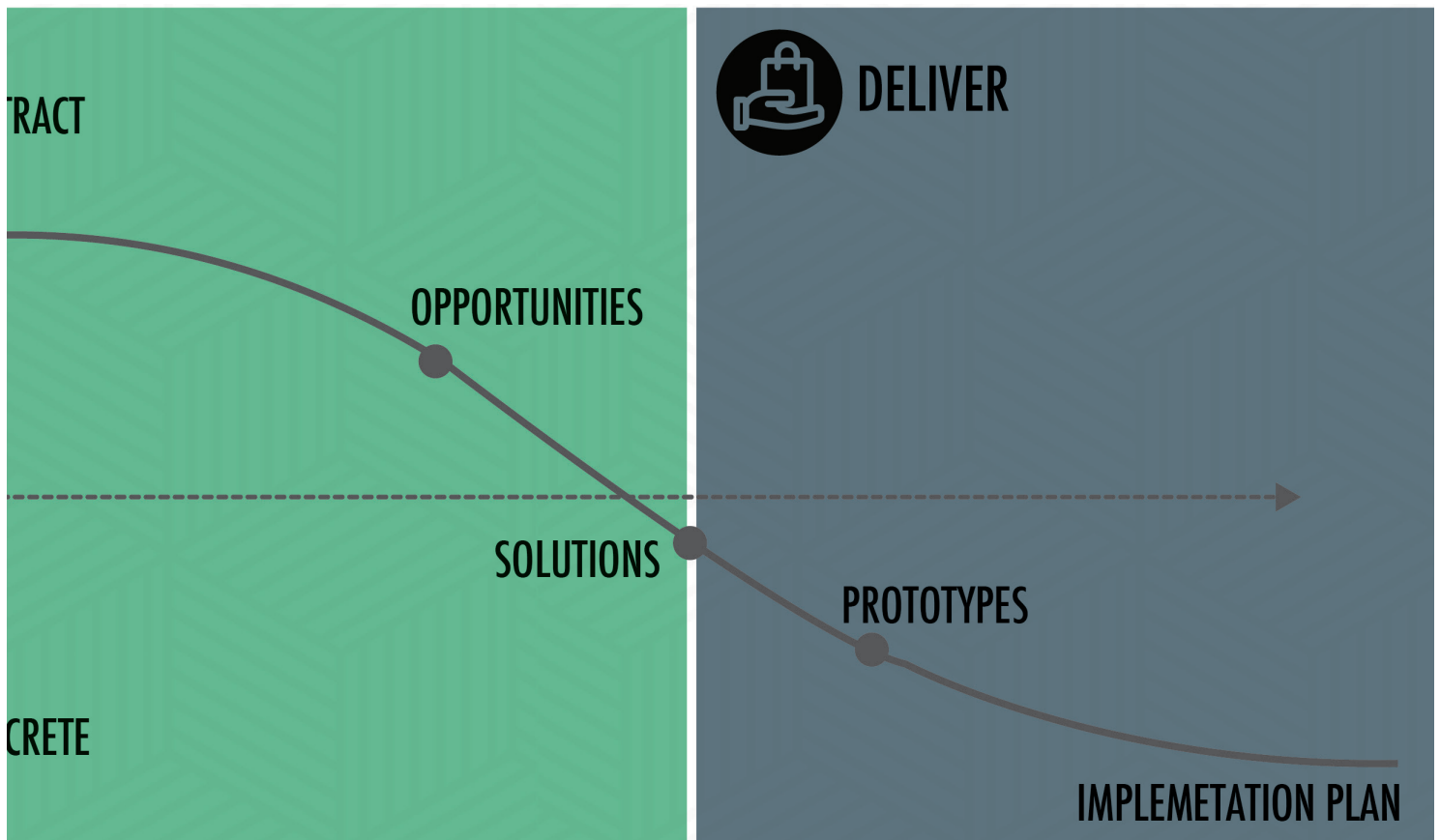
## CREATE

The Create stage is where we “translate” the information collected during the Hear Stage into “frameworks, opportunities, and solutions.” In this stage we move from the “concrete” details and scenarios to abstract insights.



## DELIVER

The Deliver stage involves repeated prototyping, mini-pilots and pilot projects with the goal of delivering a sustainable product. The stage includes learning, iteration, measurement and evaluation to create a lasting, sustainable and useful product.





# STAGE 1

---

---

# HEAR

## **THIS STAGE INCLUDES**

1. IDENTIFY PROBLEM AREA
  - ECOSYSTEM MAPPING
  - STAKEHOLDER MAPPING
2. FRAMING TEAM OBJECTIVE
3. RECOGNIZE EXISTING KNOWLEDGE
  - DESKTOP RESEARCH
  - PRIMARY RESEARCH

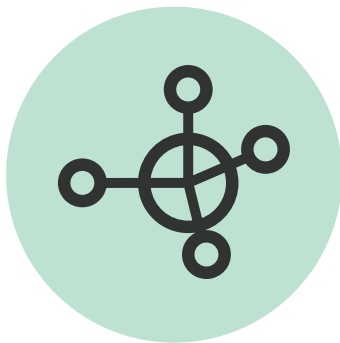


# IDENTIFY PROBLEM AREA

---

## THE CREATIVE THOUGHT PROCESS

To understand better the areas that need change immediately and in the near future, we proceeded to develop stakeholder maps and industry ecosystem maps. Through these tools we identified who were the most important actors and what they were doing in order to develop sustainable solutions in terms of materials. From our analysis we concluded that the industry was developing successful strategies along the value chain and there were different actors performing these activities. However, there was a disconnection between these efforts and what the consumer was perceiving. Indeed, although the apparel industry invest millions in marketing campaigns, few of those millions are spent in campaigns that showcase the efforts in terms of material sustainability.



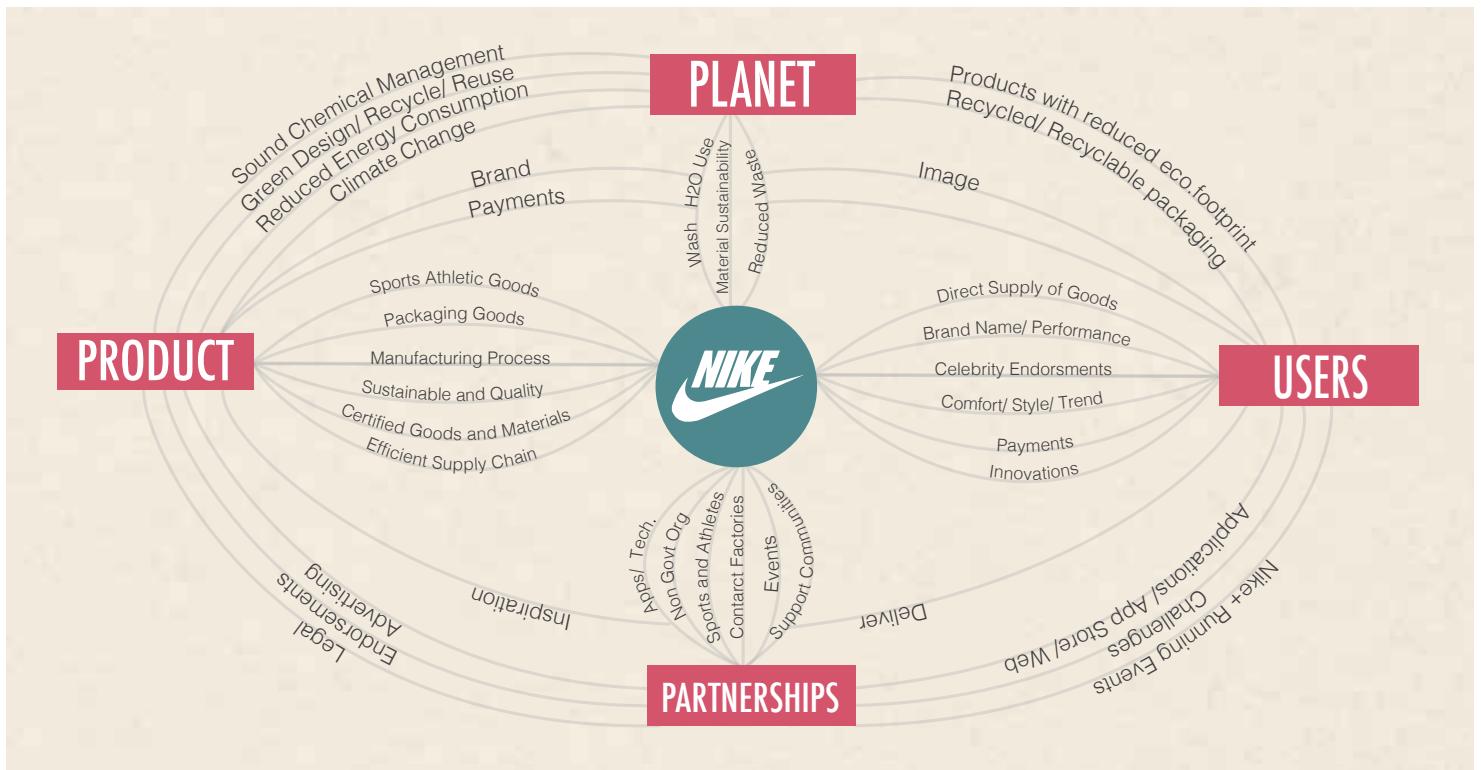
ECOSYSTEM MAPS



STAKEHOLDER MAPS

# ECOSYSTEM MAPPING

The Eco-System Map segregated the information into different sectors associated to the brand such as government, NPO's etc. It also talks about how the brand is inter-related to various segments such as users, partners, products and the planet. Through this we are able to identify the areas that might represent places for intervention.



## KEY INSIGHTS

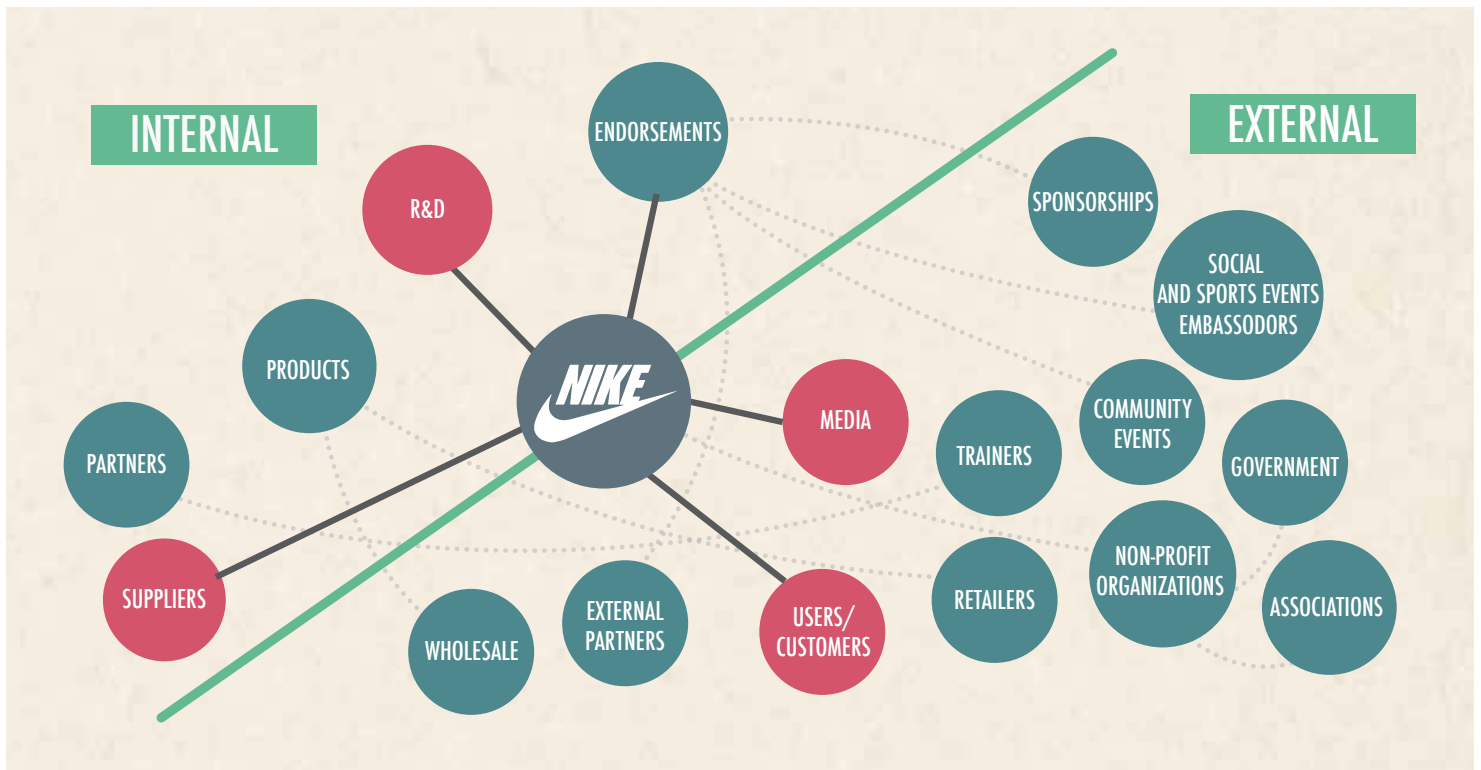
The interrelationship among the stakeholders and how the external initiatives have been impactful influencing the actions of the stakeholders.

There is a huge disconnect with what the brand is doing internally in terms of sustainability with what is being conveyed externally.

Customers are unaware about the great initiatives taken by brands in terms of environment and sustainability.

# STAKEHOLDER MAPPING

The Stakeholder Map mapped out the various stakeholders of the brand and the existing relationships between them. It gave an understanding of various internal and external factors that effects the operation of Nike. By this the potential areas of intersection are identified; leading to the recognition of areas to focus.



## KEY INSIGHTS

The customer-care are important stakeholders in developing a sustainable relationship between consumer and the brand to cultivate the value after sales.

Social Media and Celebrities play a major role in influencing customers.

Customers are not connected with the internal part of the brand and other NGO and Government sustainability initiatives.

# FRAMING RESEARCH OBJECTIVE

---



## OBJECTIVE

To conduct research on how brands help their customers identify and take advantage of “sustainability”, while identifying the disconnect between the Socially Conscious Mission and how the audience perceives it.

We will be studying how brands around various industries, communicate the benefits of sustainable behavior so it resonates on a personal level with consumers, consequently sparking a change in action.

- Behavior change
- Awareness campaign
- Benefits for the customer
- Customer engagement

Secondly, quantitative and qualitative research methodologies will be used to conduct cross-industry research with reuse/recycle programs. Gathering the information of their mechanisms, channels, policies, and the outcomes.

Through the results of the investigation, we are eager to understand the value of current reuse/recycle systems and how they resonate within the company and the public. This result of our research, will further help us identify if this is an area of opportunity for an impact and one of the prongs of our tipping point for change.



## KEY INQUIRY AREAS

- How does brands communicate its value to the target audience?
- How it impacts customers?
- How brands in different industries are leveraging customer behavior towards sustainability?
- How the previous approaches/attempts for communicating fashion sustainability impacted on consumer's demand? Why? What more is needed? (Direct Competitors)
- How brands add value to their value proposition(s) in congruence with being sustainable that could drive the consumer to change their behavior?
- How did other industries/fields disrupted

the established markets towards more environmental conscious market? (Industries like food, transportation, lighting, paper etc)

### **Understanding the current systems and user experience**

#### *System & Process*

- Which companies and organizations currently have reuse/recycle programs?
- Do they have partnership with others to proceed with the program?
- What are the procedures? What are the methods and techniques for these programs to turn the used/recycled goods to reusable materials and products?

## WHY IS IT WE DO NOT YET HAVE A SATISFACTORY ANSWER TO THIS QUESTION?

Brands communicate what the company creates, promises and fulfills for its market, for its customers and its prospects. In this way the brand is more than a first impression, it is the entire experience that others have with the company from the very first time they learn about it. But after our initial research we realized that most of the sustainability programs that companies undertake happens within the firm and the customers are left unaware of their impacts. The customers are not educated enough about how companies are helping the world become a better place and more sustainable for future. We understood that a socially conscious mission in itself is unfortunately not enough to inspire customers.

## HOW WILL OUR PROPOSED RESEARCH BRING US CLOSER TO ANSWERING THE QUESTION?

Due to the size of the company, brands interacts with customers at different levels and environment creating experiences through different channels. The proposed research will help us gain further understanding of the challenges an organization faces to communicate sustainability to consumers. This will assist us in brainstorming ideas around bridging those gaps.

### KEY QUESTIONS

- What kind of material revolution can recycling initiatives spark?
- What do such programs cost the companies?
- How can the outcome of the program be measured?
- What are the main factors that cause each program's efficiency and inefficiency?
- What make people participate in sustainable or recycle initiatives?
- What are the incentives to make consumers more or less willing to take actions?

### Defining the opportunities and pain points in current systems

- What are the advantages and shortages of each program's operation procedures?
- Can we find the ways to improve the weaknesses and leverage the strengths of each system?
- Can we reduce material consumption through educating consumers?
- How can we increase stakeholders' engagement in sustainable and reuse/recycle programs?
- Is there any opportunity to improve the user experience? What kind of external or internal factors might affect provider/user behavior?
- Based on our findings, how can we create an ideal reuse/recycle program?

*#Sustainability*

*#GreenToBlue*

*#GreenLife*

*#SaveTheEarth*



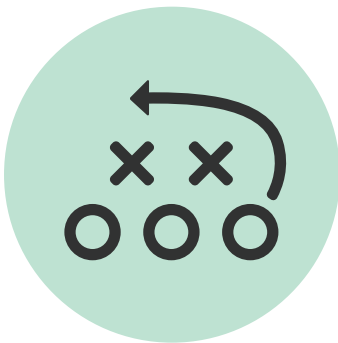
# RECOGNIZING EXISTING KNOWLEDGE

---

## DESKTOP RESEARCH

This phase encompasses understanding and synthesizing the already published data and reports from internet to curate holistic scenarios about how different apparel industries promote sustainable initiatives and awareness campaigns. Looking at the existing industry and other stakeholder's efforts of communicating and valuing sustainability through different mediums and channels like current market demand, annual reports, CSR, Case studies, ratings and through social media like Facebook, Twitter, Instagram, Youtube etc.

Another aspect of desktop research includes analogous research of different industries including automobile, food, furniture etc. This research will help gain insights about how different industries leverage the value proposition of sustainability to spread the awareness among their consumers.



**COMPETITIVE  
ANALYSIS**



**ANALOGOUS  
RESEARCH**



**REVIEW OF RELEVANT  
RESEARCH &  
TREND ANALYSIS**

# COMPETITIVE ANALYSIS

FOOD INDUSTRY

*"Whole foods, whole people,  
whole planet"*



## Core values

- Team Members Happiness
- Partnership with Vendors and Suppliers
- Satisfied and Delighted Customers
- Community and Environmental Responsiveness

Whole foods leads the conversation about sustainable food consumption and the relationship between what we eat and what we are. However, their strategy lacks of KPI and specific goals.

*"Performance with purpose"*



# PEPSICO

## Strategy

Sustainability is integrated in the business model at all levels

- Performance
- Human Sustainability
- Environmental Sustainability
- Talent Sustainability

PepsiCo is leader in business performance reporting applying an integrated framework in their annual reports.



# COMPETITIVE ANALYSIS

VARIOUS INDUSTRIES

*"Change begins at home"*



## Strategy

Make a difference without leaving home:

- SAVING ENERGY - We've gone all-in with LED
- SAVING WATER - Tapping into more ways to use less water
- WASTE & RECYCLING - Using resources in a smart way

Ikea is a worldwide leader in educating consumers around ways to reduce environmental impact.

*"It's time to #COME CLEAN"*



## Strategy

Sustainability is integrated in the business model at all levels

- Performance
- Human Sustainability
- Environmental Sustainability
- Talent Sustainability

Pepsico is leader in business performance reporting applying an integrated framework in their annual reports.

*"Let's go all in on selling sustainability"*

Steve Howard  
Chief Sustainability Officer  
IKEA Group



**We list all ingredients on our label.  
Not everyone does.**

It's time to tell cleaning companies to

**#COMECLEAN!**



# ENVIRONMENTAL MARKETING

APPAREL INDUSTRY

## The 8 C's of sustainability branding

- **Consumer-Facing:** will have the most immediate impact on your brand's public perception.
- **Competitive:** Differentiate yourself with sustainability features.
- **Core:** Tie sustainability to a brand's core business.
- **Conversational:** Invite users to participate in a conversation about to strengthen the relationship.
- **Credible:** Green-washing, even if unintended, can do a brand serious harm.
- **Collaborative:** Brands with sustainability credentials are banding together to create standards and encourage consumer confidence.
- **Certified:** More companies are going further, forming creative partnerships with NGOs.
- **Quiet:** More sustainability built in, and less sustainability talk.



# RECYCLING

ON RECYCLE AND REUSE

## LANDSCAPE/ CURRENT RECYCLE PROGRAMS



# RECYCLING

---

According to the way it functions,  
the current recycle programs can be divided into 7 categories:

## PARTNERSHIP

Partner with other companies to deal with the used goods they collected.  
Eg. H&M, Levis, Reformation, Uniqlo

## FREE SHIPPING

Provide free-shipping label for consumers to send their used goods back for recycling. Eg. Reformation

## THIRD PARTY PLATFORM

The organizations or companies which help individual or companies to do recycle. Eg. I:CO, GrowNYC, 2ReWear

## REWARD & INCENTIVE

Provide in-store product voucher or discount for consumers who recycle their used goods. Eg. H&M, Levis

## PRODUCTS AS RESPONSIBILITY

Take recycling as one of their production processes. Minimize garbage to landfill.  
Eg. Patagonia, Apple

## FREE REPAIR SERVICE

Provide repair service for their own product. Eg. Patagonia

## GO GREEN TO BLUE

Create multiple use of recycled materials.  
Eg. Bonded Logic, Recycled denim turned to a building insulator; Worn Again, chemical-recycling technology.

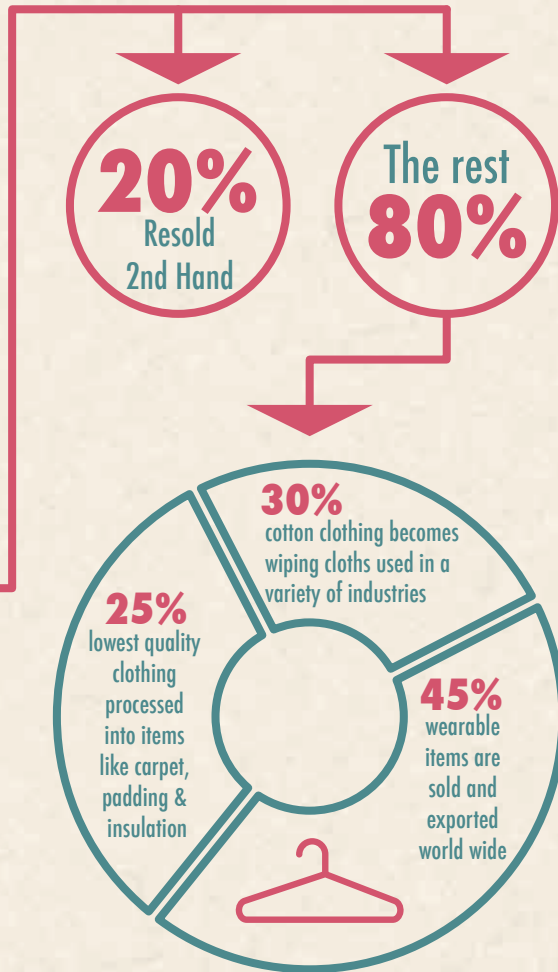
The U.S. generates an average of  
**25 BILLION POUNDS**  
of textiles\* per year.

The average U.S. citizen throws away  
**68 lbs.** of  
clothing  
each year



 **yet only 15%**  
gets donated or recycled

**85%** goes to a landfill 



that amount is equal to **21 billion lbs.** or **260,000 truckloads**



\*textiles includes clothing, footwear, accessories, towels, bedding, drapery, etc...

# FUTURE TREND FOR RECYCLING

---

## TIME SPACE

Efficiency, easier access, and advanced technology to recycle in a shorter period of time.

## INNER SPACE

Study consumers' psychological behavior and find the motivating factor for people to participate in recycling.

## MICRO SPACE

New technology to transform materials into more reusable materials. ("The future of textile recycling lies in the supply chain, not retail stores." "Textile-to-textile, chemical-recycling technology".)

## GREEN-TO-BLUE SPACE

Decomposed the recycled products into various implication of technologies. (Eg. Bonded Logic uses recycled denim as building insulator. Wal-Mart uses rubber in store baseboards that is made partly from old diapers, steel containing recycled components and concrete composed of fly ash.)

## PLAY SPACE

Creation of recycle platform becomes an online competition worldwide. People can compete online for better result.

## INTER SPACE

Create an universal recycle platform for all sectors (government, end users, etc.) to interact with each other.

## STORAGE SPACE

Extract ingredients from recycled materials to enhance storage capability.

## DESIGN SPACE

All products associated with recycle procedures are more fashionable and attractive to people.

## CYBER SPACE

Greater interaction among all social media or rewards program to create a recycle-friendly platform.

## OUTER SPACE

Develop an universal recycle program for all countries in outer space.

# FASHION AND TEXTILE INDUSTRY

---

Over the last decade sustainability and sustainable growth has become one of the most prominent and important topics in our society. Second to oil, fashion and textiles is the most polluting industry in the world. Every stage in a garment's life threatens our planet and its resources. It can take more than 20,000 liters of water to produce 1kg of cotton, equivalent to a single T-shirt and pair of jeans. Up to 8,000 different chemicals are used to turn raw materials into clothes, including a range of dyeing and finishing processes. And what becomes of the clothing that doesn't sell, falls apart or goes out of style? More often than not, it is discarded in giant landfills.

## APPAREL INDUSTRY BY NUMBER



68

POUNDS

The amount of clothing that the average American discards each year, 85% of which ends up in landfills or incinerators.



8,000

The estimated number of synthetic chemicals that are used worldwide to turn raw materials into textile.

60,000,000

The estimated number of people who work in the fashion industry worldwide



2.6%

The percentage of global water used for growing cotton.

700  
GALLONS

The amount of water it takes to produce a single cotton T-shirt.



3<sup>rd</sup>   
BIGGEST

Culprit of water pollution in the nation, producing 2.5 billion metric tons of sewage in just one year is TEXTILE.

4%



The percentage of global landfills that are filled with clothing and textiles.



17-20%

The estimated percentage of industrial water pollution that comes from textile dyeing and treatment.

## 7 MOST SUSTAINABLE FIRMS



STACY FLYNN, CEO  
FOUNDED: 2014  
**PREMIUM TEXTILE FIBRE  
MADE FROM GARMENT WASTE**

"I see so many **issues with the framework** of the textile and apparel system, mainly with fibre procurement and **waste** (the beginning and the end of the linear supply chain)."



NEW YORK CITY, NY  
FOUNDED: 2004  
**SUSTAINABLE APPAREL  
AND UNIFORMS**

"We hope to replace the conventional T-shirt in someone's closet with an organic one. When the **customer** has the **opportunity to understand the supply chain of a product**, they are more likely to keep, respect, and repair that product."



KRISTIN GLENN, FOUNDER  
& CEO; FOUNDED: 2013  
**SOCIALLY RESPONSIBLE  
WOMENSWEAR**

"The fashion industry is a dirty business that, for the most part, is all about quick buck. By **producing locally**, I'm able to **offer products** that **I believe in** and **feel good** about."



ABBY SUTTON, CO-FOUNDER  
FOUNDED: 2012  
**RESPONSIBLY MADE,  
HIGH QUALITY JEANS AND  
CLOTHING**

"The beauty of conscious company is that the **work is so integrated** that the **good stories flow naturally** from the **heart** of the business and there is no need for extra initiatives."



COURTNEY MONTAGUE,  
CO-FOUNDER; FOUNDED: 2012  
**SOCIALLY RESPONSIBLE, STYLISH  
APPAREL AND ACCESSORIES,  
SELLING ARTISAN PRODUCTS AND  
ECO-FRIENDLY VINTAGE PRODUCTS.**

"I believe that everyone who works with us, from our interns to vendors, **value our mission** and add to the over all desire to provide us with great service."



MATTHEW REYNOLDS,  
CO-FOUNDER; FOUNDED: 1994  
**ORGANIC, FAIR TRADE MEN'S  
AND WOMEN'S CLOTHING.**

"From land to the loom to the hanger, we've made a **conscious decision at each stage** of the way to stay **true to quality, ethics, and sustainability.**"



EILEEN FISHER, FOUNDER  
FOUNDED: 1984  
**ORGANIC, SUSTAINABLE  
CLOTHING FOR WOMEN**

"Throughout the company lots of **people** are really **encouraged to be passionate** about these things and are given permission to care."

# ANALOGOUS RESEARCH

FAST FASHION - While it works for the customer, it's clearly promoting a culture of disposability.

## THEIR LABOR PRACTICES ARE UNACCEPTABLE



H&M is the biggest garment-producer in Bangladesh—  
KNOWN FOR **devastating conditions of clothes manufacturing** DUE TO THE Rana Plaza garment factory CASE in April 2013 killing 1,100, injuring 2,500

## TRANSPARENCY

H&M publishes a **list of its factories**, but it doesn't tell much beyond the enormity of their operations.

## NOTABLE EFFORT FUTURE PLAN

- Committed to **get rid of all hazardous chemicals** from its manufacturing process by 2020.
- Pledged to get all of its **cotton** from "**sustainable sources**" by 2020



Accused by The Institute for Global Labor and Human Rights for using a **Bangladeshi sweatshop** where **workers regularly must work 100 hours per week** for less than **25 cents per hour**.

Gap Inc.'s **committed to leading ethical business standards and practices**, and driving long-term value for customers, employees, suppliers, and investors.



In 2011, **the book The Glory and Disgrace of UNIQLO** was Published, condemning the company's "**extremely harsh, slave-like labor conditions**."

Fast Retailing's reporting is among the best of this group. The company **lists its failures** in an annual report by factory, location, and situation.

- Works with **ONLY 70 RETAILERS-** monitor CLOSELY, improve quality and waste-reduction efforts.
- Working on becoming **energy-efficient** through every part of the garment production process.
- Pledged to **completely eliminate hazardous emissions** by 2020.



Came under fire in **2012** for its "**sweatshop-like conditions**" and has a history of refusing to hand over documentation of its labor practices.

Forever 21 is **privately held** and reveals hardly any information about its operations.

- The conglomerate has **installed LED lights in new stores** to reduce energy use,
- **Shipped goods by sea** instead of air to cut down on carbon emissions,
- **Recycled all the boxes** at its distribution center.

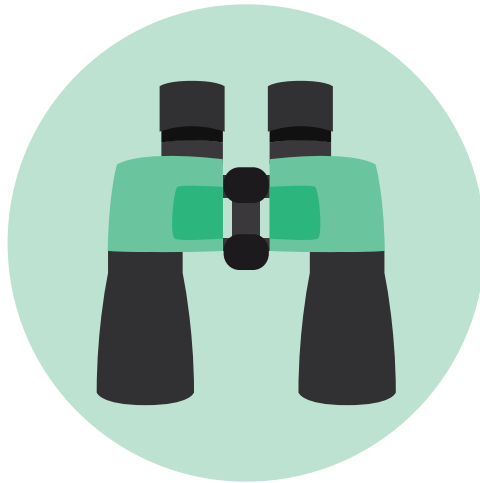


Has been found using **slave labor** more than once.

While Zara has been **highly publicized for its labour rights** violations mostly in South America, it has a robust set of practices in place to **ensure fair and safe working conditions**. This includes a code of conduct for manufacturers and suppliers, health and safety and social and Environmental considerations.

# AEIOU

---



AEIOU is a heuristic method to help interpret observations gathered by ethnographic practice in industry. Its two primary functions are to code data, and to develop building blocks of models that will ultimately address the objectives and issues of a client.

**Activities** are goal-directed sets of actions—paths towards things people want to accomplish.

**Environments** include the entire arena where activities take place. What is the character and function of the space overall, of each individual's spaces, and of shared spaces?

**Interactions** are between a person and someone or something else; they are the building blocks of activities.

**Objects** are building blocks of the environment, key elements sometimes put too complex or unintended uses (thus changing their function, meaning and context).

**Users** are the people whose behaviors, preferences, and needs are being observed. Who is there? What are their roles and relationships? What are their values and prejudices?



## UNDER ARMOUR STORE NY



## ADIDAS STORE, NY

 <b>A</b>	<b>ACTIVITIES</b>	<p>Sales of performance based clothing. Workout stations. Performance interactions, product testing stations.</p>	
 <b>E</b>	<b>ENVIRONMENT</b>	<p><i>Purely performance selling store. Great line of collection. Store design very expressive in terms of material, performance and visuals.</i></p>	<p>Retail ambiance with clothes and footwear lined up categorically.</p>
 <b>I</b>	<b>INTERACTIONS</b>	<p><i>Nice retail experience, visuals, installations, screens, trying out products, displays, fake grass floors and walls.</i></p>	
 <b>O</b>	<b>OBJECTS</b>	<p><i>Products, different clothing and sports wear segments.</i></p> <p><i>Designed performance indicators stations, wearables.</i></p> <p><i>Audio, information stations.</i></p>	<p>Products, Accessories, information boards, posters, screens etc.</p>
 <b>U</b>	<b>USERS</b>	<p>Uninformed salesman and store manager about sustainable materials.</p> <p>Passionate about telling if they knew about it.</p> <p>Performance driven customers.</p>	<p>Not very informed about sustainability, little informed about recycle initiative</p>

# INSIGHTS FROM DESKTOP RESEARCH

---

**ONLY 15%** of textiles get recycled or donated.

There is **no transparency** about product technology/life cycle.

**Interactive store experience** plays an important role in decision making.

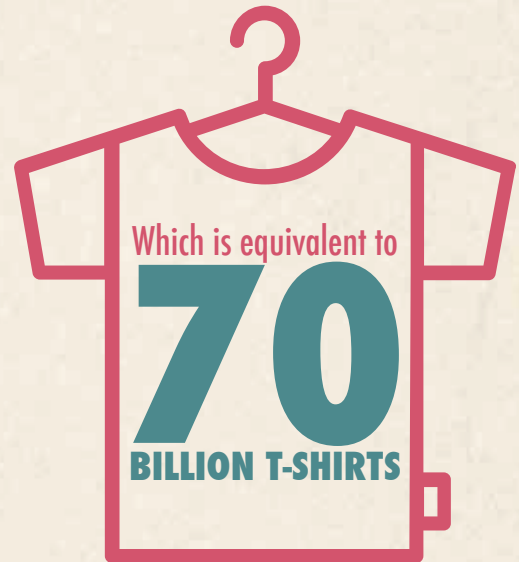
There are many issues with the **framework of the textile and apparel** system, mainly with fibre procurement and waste.

Brands with **sustainability in their DNA** work best in these sectors.

**Minimum interaction between government and users in terms of textile recycle initiatives.**

# 78%

Of people do not know that  
**11 MILLION TONS**  
of textile are trashed every year



## HOW MIGHT WE...

...make more people  
recycle their clothes?

...get greater interaction  
among all social media  
or rewards program to  
create a recycle-  
friendly platform?

...create an universal  
recycle platform for all  
sectors (government,  
end users) to interact  
with each other?

...educate employees  
about sustainability  
and actions taken by  
the brands?

...create transparency  
about product  
technology/life cycle?

... make employees  
better persuade  
customers about  
sustainable products?

...create standardized  
easy to understand  
labels for sustainable  
products?

... make store  
experience more  
interactive?



## STAGE 2

---

---

# CREATE

### THIS STAGE INCLUDES

1. INTERPRET & VISUALIZE  
KNOWLEDGE
2. IDENTIFY PATTERNS, THEMES  
AND OPPORTUNITY AREAS
3. PULL RESEARCH INSIGHTS
4. BRAINSTORM
5. IDEATE



# INTERPRETING AND VISUALIZING KNOWLEDGE

---

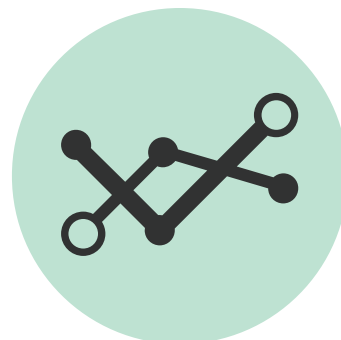
After the Hear stage, our team took a good long look across the desktop research, analogous inspirations, interviews, and other learnings to synthesize its findings and look for patterns in them. In this phase we'll share what we've learned with our team, make sense of the vast amount of data, and identify opportunity areas for design and interventions. We'll generate a lot of ideas, some of which we'll keep, and others which we'll discard.



**INTERVIEWS +  
PERSONAS**



**JOURNEY  
MAPPING**



**TREND  
MAPPING**

# MAPPING CONSUMER JOURNEY

---

## THE PROCESS

In order to understand the consumer mind-set, we used design methods to identify touch points of their engagement during recycling process. This entailed conducting interviews, creating personas and journey maps to identify the key moments in the shopping and recycling process for any community member. In obtaining this information, it was possible to understand consumer behavior and actions which helped us pull key insights that lead to ideas that were later tested, prototyped and pivoted.

## INTERVIEWS

A multitude of interviews were conducted with an array of people in fashion retailer stores. This research highlighted the diversity of the existing community members, but also highlighted their thoughts and perspective about sustainability and brands. We also spoke to employees at different levels from brands and industries. We believed that we could unlock all kinds of insights and understanding that we would have never got from our desk research. We made sure to observe the interviewee's body language and surroundings and see what we can learn from the context in which they're talking.

## PERSONAS AND JOURNEY MAPS

The key insights taken from the interviews were visualized and translated into diverse personas. The journey of these personas was then mapped through recycling experience, allowing the identification of key touch points and moments in the process. We mapped each step of the process along with associated emotions.

## KEY INSIGHTS

- Most people shop at fast fashion retailers because they care more about the price over the quality.
- Some customers always bring their used clothes to Buffalo Exchange or Beacon's Closet.
- Consumers have a lot of used clothes & shoes which do not fit their growing kids anymore.
- They want to know "How can we educate our kids to have a good habit of recycling?"
- They want to know the most convenient ways to recycle?
- They wish to find more information about recycle programs?
- Some consumers only recycle for benefits or incentives.

## WHO

## PERSONAS

### RECYCLE BY INCENTIVES

- Not every shop takes in used clothes for recycle.
- Clothes are cheap but not durable.
- Wonder if there is a more convinient way to recycle.



### ALWAYS RECYCLE

- Fast fashion companies pretend to raise awareness.
- People care for price more than the environment.



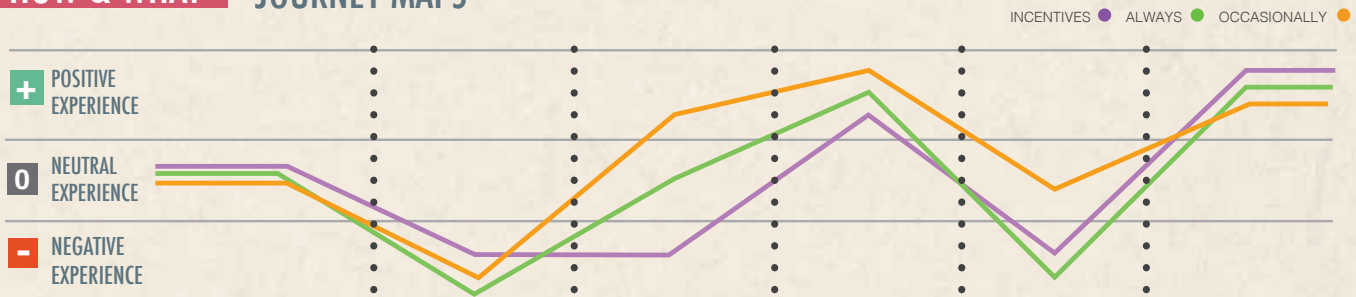
### RECYCLE OCCASIONALLY

- Young generation don't care about the environment.
- No time to recycle properly.
- Recycling faciities are limited.



## HOW & WHAT

## JOURNEY MAPS



MOTIVATION HIGHLIGHTS	AWARENESS	DISCOVER	INVESTIGATE	JOIN	CONTRIBUTE	RECEIVE
	Shops high quality which are more durable.	Knows well about the current programs on sustainability in fashion industry.	Not every store proceeds the recycle program practically	Joins the initiative by bringing the used clothes to the brands.	They refused to take my old stuff	Satisfaction of contribution towards the environment
	Lots of fashion retailers are members of I:CO.	Gets a discount voucher at the brands such as Levi's and HnM	Online print free shipping stamp and mail the old clothes	Spreading about the recycling campaign to friends & family	It is a great way to reuse stuff, but wants privacy	Bringing materials for free repair at stores such as Patagonia.

# JOURNEY MAPPING

---

## THE PROCESS

The stakeholder Journey Map tracks users' steps through an entire experience. This method decomposes the service or the product experience in small actions to gain insights into problems that might be present or opportunities for innovations.

A user journey map tells a story about an individual's actions, feelings, perceptions, and mind sets including the positive, negative, and neutral moments. The process of building a journey map consists in generating a list of activities, cluster them, post them as nodes in a timeline and look for pain points and impacts along the experience.

Different stakeholders, from fashion retail store sales persons, managers and others were interviewed in the process to understand behavior from various perspective.

## KEY INSIGHTS

- Consumers respond to discounts or rewards in order to act.
- Employees have the power to persuade customers but themselves are unaware about the brand sustainability actions.
- Customers feels content and proud when told that they helped the environment.

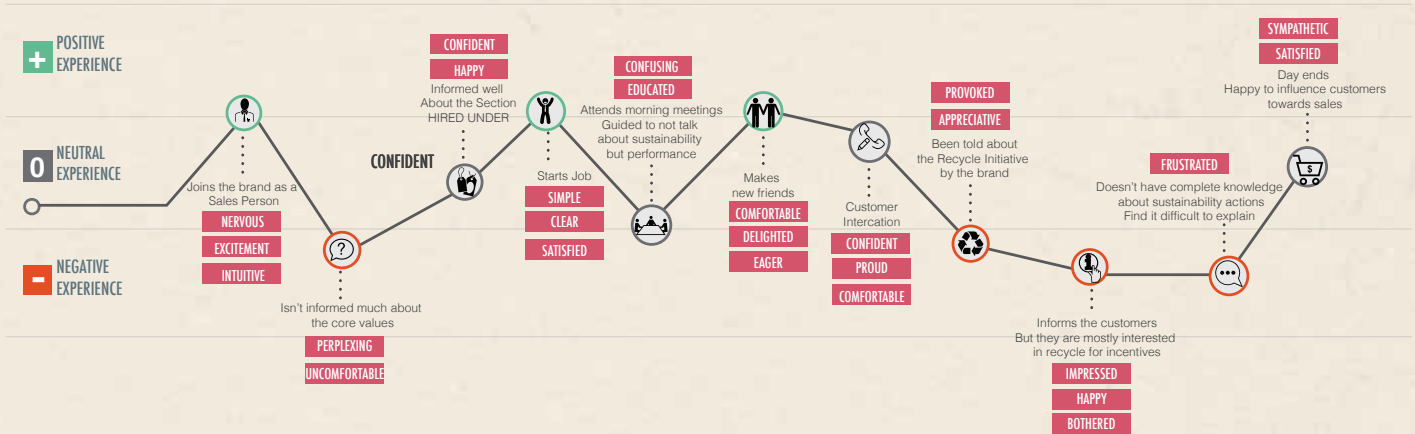
## THE EXPERT INTERVIEW

Ron Gonen, manager of the Close Loop Fund.

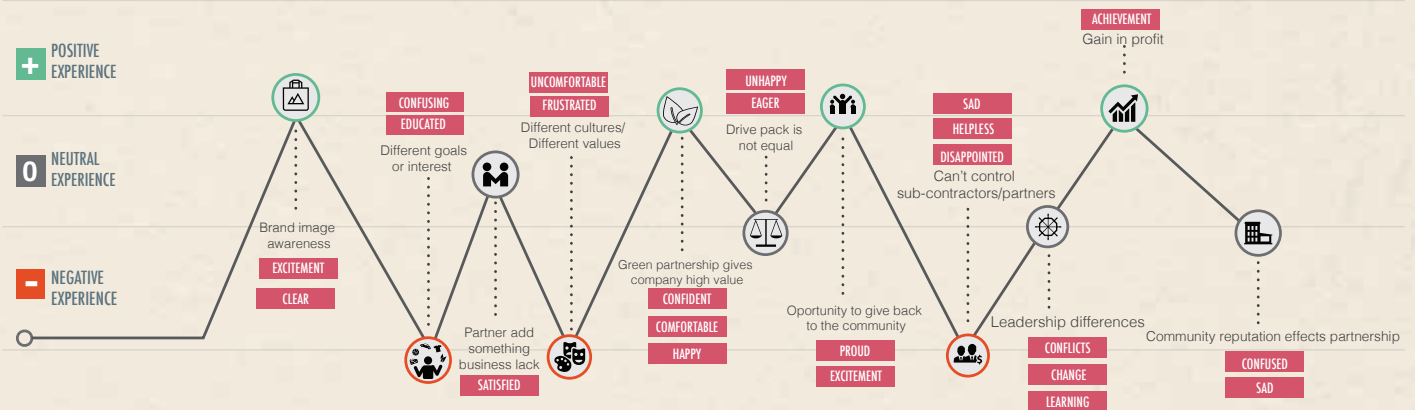
The Closed Loop Fund invests in and finances municipal infrastructure projects focused on recycling. Investors include Walmart, P&G, Unilever, Coke, Pepsi and Johnson & Johnson.



## UNINFORMED SALESPERSON JOURNEY MAP



## PARTNERSHIPS JOURNEY MAP



## HOW MIGHT WE...

...make recycling more efficient and convenient to customers?

... convey performance in terms of emotions?

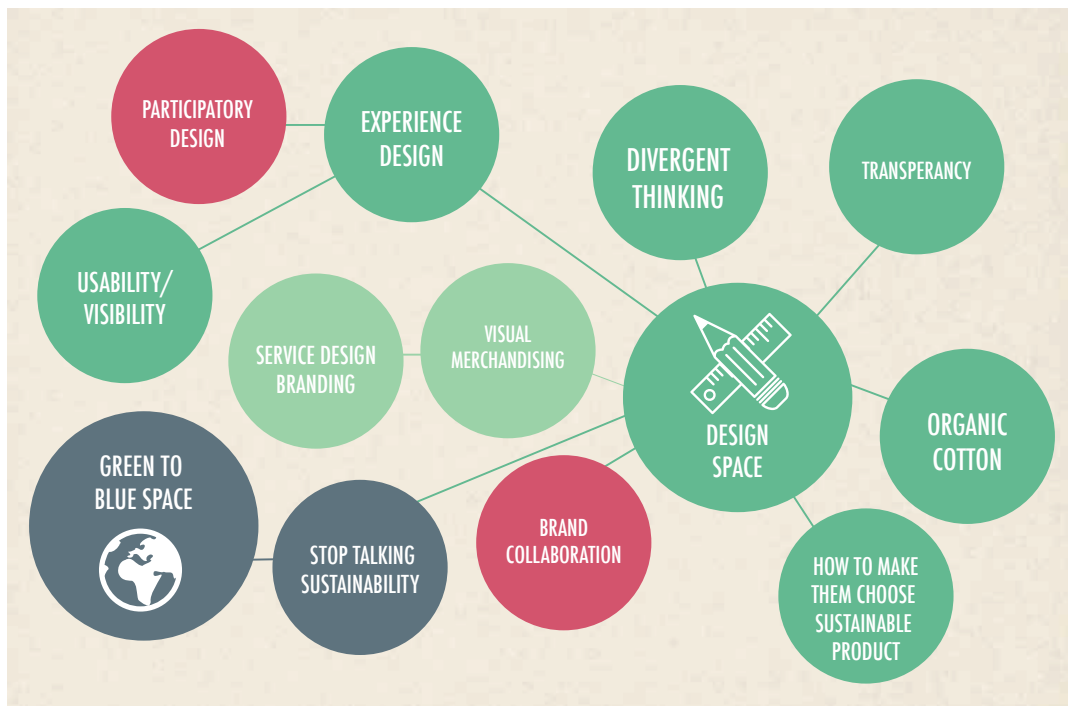
...target customers emotionally and spread awareness?

...communicate awareness through packaging?

# TREND MAPPING

Time frames that separate the major transitions from one economy to another, from tens of thousands of years to decades are collapsing. New and newer trends are emerging at a fast rate changing the way we perceive and do things. It is important to try to find a pattern in the evolution of trends and grasp what is going to be the main drive factor for emerging economy.

Trend Mapping will help us to identify and curate a framework to guide us develop a direction for the ideas generated from this project which would be effective, productive and sustainable in the present and near future.



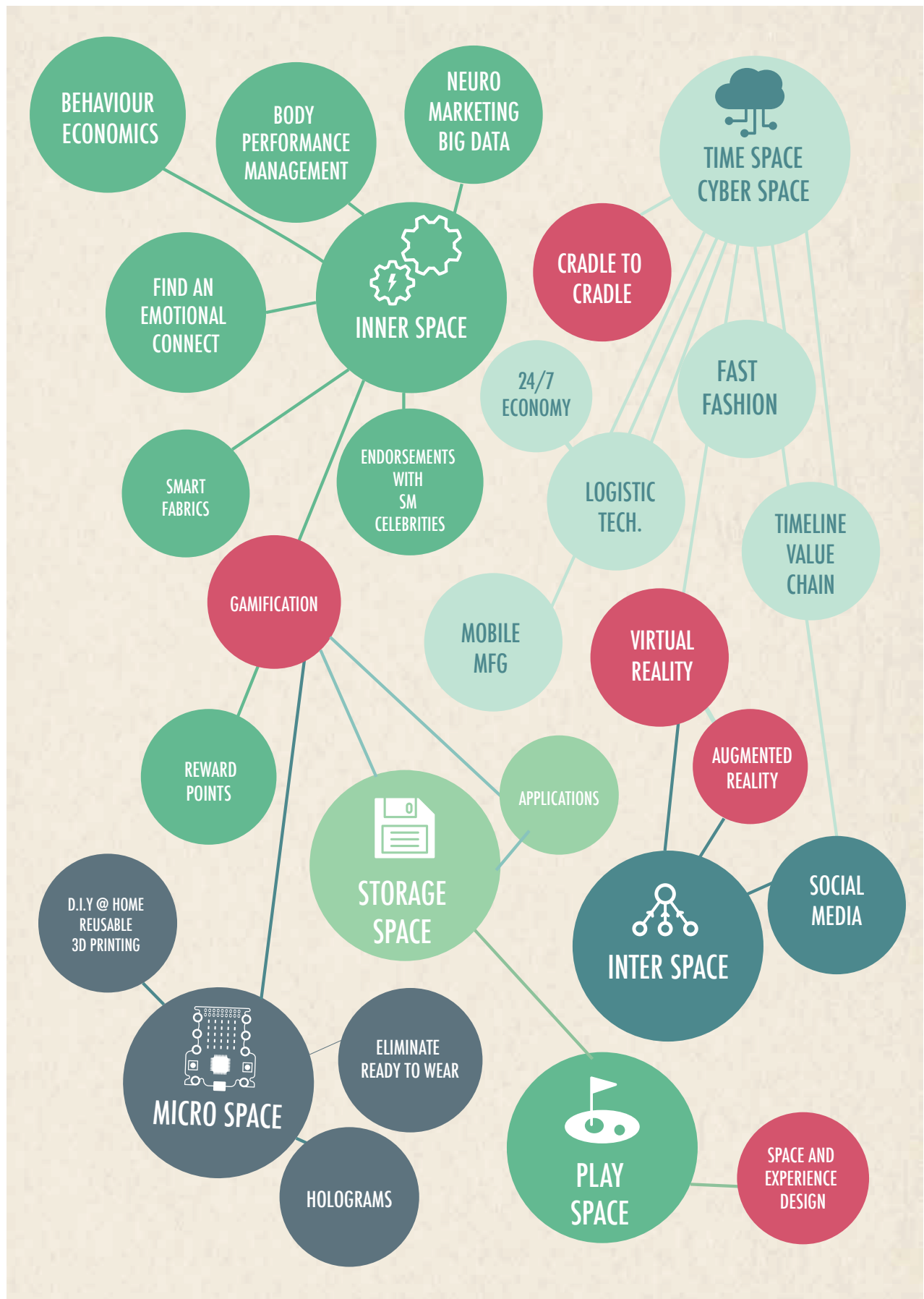
## HOW MIGHT WE...

...educate people through gamification?

...make customer participate more in recycling process?

...have an emotional connect with customers looking through behavioral economics?

...make customer participate more in gamification?





# RESEARCH INSIGHT

---

## BEGIN

Looking for insights through the research is a major task and the most important. To understand the gravity of the insight we need to ask an important question of 'What is its commercial case and is their a real consumer need?'

## IMMERSE

Immersing into the data entails a process of gaining definition + alignment, sitting with the client and getting as much information in as possible, understanding strategic vision, defining of brand equity, conceptualizing product portfolio, consumer segmentation, innovation pipeline, market analysis and commercial overview.

## DISCOVERY

Primary Research: includes survey/in-depth interviews with core consumer segments, primary field work and focus groups.

Secondary Research: includes competitive analysis and in-depth survey of the competitive landscape.

Review of Relevant Research & Trend Analysis: conduct analysis of prior external research reports and evaluations internal client documentation.

Deliverable include discovering and debriefing: highlights key insights from primary/secondary research. This provides an opportunity for the team to provide direction during the formative stage, to get excited about the hypotheses and see the early potential for strategy.

## 7 TYPES OF INSIGHTS

**Behavioral:** solving for pain points hidden in how consumer behave

**Functional:** transformation product utility

**Emotional:** transforming how it makes consumer feels

**Experiential:** transforming the interaction process

**Situational:** transforming the when, the where, and the how often

**Interpersonal:** transforming the value of consumer interaction + relationship with others

**Choice-Based:** transforming the choice set

Finally Clustering observations that seem related and seek out ones that are in tension with one another - ones that appear to be opposing forces. See how these clusters begin to coalesce and form themes. Use the Five Whys to go deeper into the observation to reveal more insights.

## SYNTHESIS








Synthesizing discovery outputs (consumer, channel, company and category - 4Cs) and creating insights based on these 4Cs.

Deliverable entails:

**1. Innovation strategy:** culminates to share recommendations for powerful growth opportunities.

**2. Innovation platforms:** this is a jumping off point for the development phase and represents broad areas of opportunity



 <b>BEHAVIORAL</b>	Tricking the brain in different senses help in behavior change	Consumers responds to discounts or rewards in order to act	<b>Future consumers (Kids) don't have preconceived notions</b>
 <b>FUNCTIONAL</b>	<b>Using minimal Packaging which is also sustainable</b>	<b>Closed loop domestic production could be the most sustainable solution</b>	Minimum interaction between government and users in terms of textile recycle initiatives
 <b>EMOTIONAL</b>	Convey performance in terms of emotions	Customers feels content and proud when told that they helped the environment	
 <b>EXPERIENTIAL</b>	<b>People get the sense of the brand and values through the interior and experience design of the store</b>	Transparency of the process + Participation	<b>Consumer have no time. Efficiency vs. convenience is important</b>
 <b>SITUATIONAL</b>			Consumers participate in gamified - reward based initiatives
 <b>INTERPERSONAL</b>		<b>Employers have the power to persuade customers but themselves are unaware about the brand sustainability actions</b>	Consumers aren't aware about the recycling programs and how it is effecting the environment
 <b>CHOICE BASED</b>	Americans throw 70lbs. of clothes per year		

# SYNTHESIZING INSIGHTS

---

1

Convey performance in terms of emotions



Customers feel content and proud when told that they helped the environment



**CUSTOMER VALUE DOING GOOD THINGS WITHOUT INCURRING AN ADDITIONAL COST**

2

Consumers respond to discounts or rewards in order to act.



Consumer have no time, efficiency vs. convenience is important



**PEOPLE WILL PARTICIPATE EITHER FOR INCENTIVE OR CONVENIENCE**

Transparency of the process

Consumers participate in gamified - reward based initiatives

3

Tricking the brain in different senses can help in behavior change



Convey performance in terms of emotions



**CREATING AN EXPERIENCE THROUGH AUGMENTED/ VIRTUAL REALITY TO TRIGGER EMOTIONS**

People get the sense of the brand and values through the interior and experience design of the store

After pulling and categorizing the insights from all our research and discoveries during field research, we combined some insights with others to come up with final 7 opportunities that we can then brainstorm around.

Consumers participate in gamified - reward based initiatives



Consumers aren't aware about the recycling programs and how it is effecting the environment

Transparency of the process + Participation of users have a stronger impact



**EDUCATING USER THROUGH GAMIFICATION USING FUN AND ENGAGING INTERACTIVE METHODS**

4

Closed loop domestic production could be the most sustainable solution.



Minimum interaction between government and users in terms of textile recycle initiatives.



**UNIVERSAL RECYCLE PLATFORM FOR ALL SECTORS (GOVERNMENT, END USERS) TO INTERACT WITH EACH OTHER.**

5

Future consumers (kids) don't have preconceived Notions



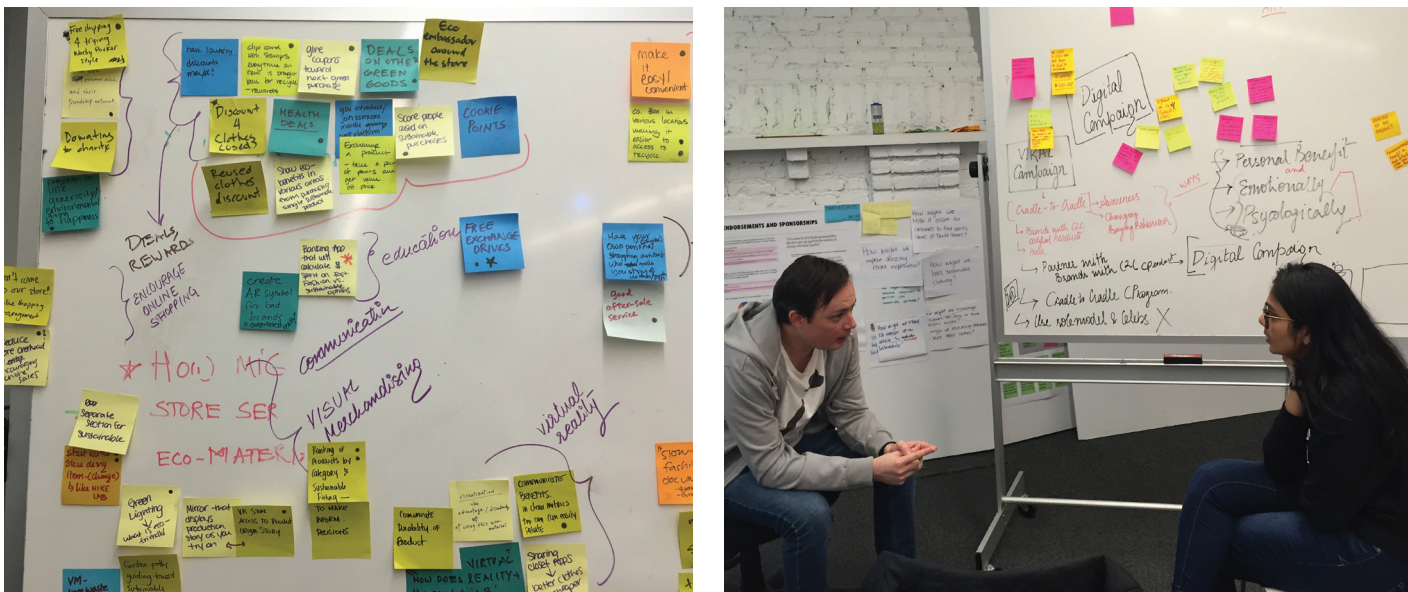
**EDUCATING KIDS ON WHY THEY SHOULD RECYCLE THEIR CLOTHES ALONG WITH PLASTIC AND OTHER MATERIALS**

6



\_\_\_\_\_

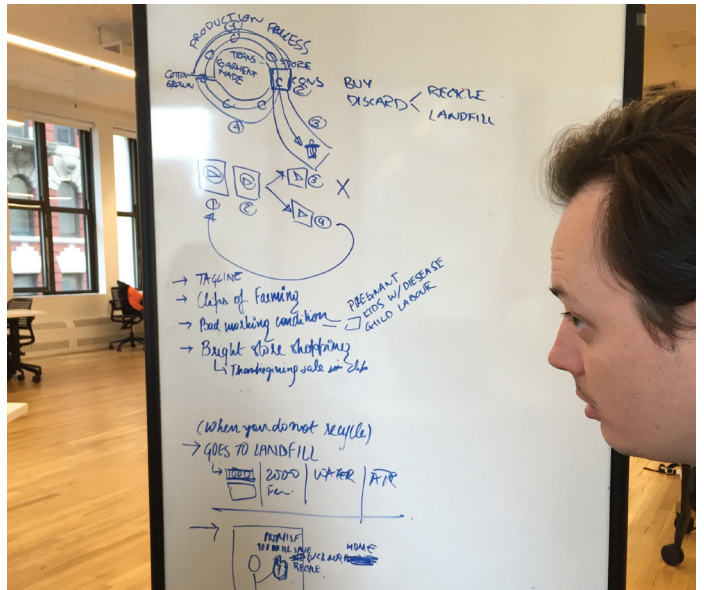
Post session, with an informed mind about the challenge, insights and trends, we produced a variety of ideas to prototype with. Few of them, which we believe have the potential to make revolutionary behavioral change around material sustainability are as follows:





---

Through our process of desk research we analyzed the current scenario around material sustainability, field research helped us grasping the real aspirations and challenges of companies and their employees, AEIOU helped us map the complete realm of the practical retail experience, the personas + journey maps + affinity maps led us find pain points and opportunities to build upon without room for assumptions. These whole 8 weeks of intensive process led us some very important points of opportunities that we believe would have potential to help us closer to our goal.



# TOP 7 SHORTLISTED IDEAS

---

## 1. SUSTAINABLE FANTASY GAME

Sustainable Fantasy Gaming is an online competition in which participants select imaginary teams from among celebrities participating in sustainable actions in real life and score points according to the actual performance of these celebrities. Participants compete against friends to see who can score the most points. This concept is made to create awareness on sustainability amongst participants through following their role models sustainable actions.

## 2. CRADLE TO CRADLE CAMPAIGN

Cradle to Cradle is a concept which revolves around the simple phenomenon of closing the loop i.e how you can recycle and utilize your garment rather than dumping them in the landfill.

We plan to also join hands with C2C certified brands, which would further help us in creating awareness amongst the consumers.

Eg. create community of C2C certified labels which can help in creating awareness about the benefits of buying C2C products. A back to earth box can be created which can help consumers to drop off the C2C products rather than just throwing them away, which will end up in increasing the landfills.

## 3. MULTI-PURPOSE/FUNCTIONAL PACKAGING

The idea revolves around the concept of innovating and designing a Multi-use/Functional Packaging, to reduce and minimize the multi-layers of packaging currently used by brands. The concept will be developed to find ways in which the packaging can be resourceful to the customers for future eg: creating a packaging with material which can be later used as pots for planting .

## 4. EDUCATIONAL CAMP FOR KIDS

As it is said education and learning are one of the most important ingredients to becoming all that you can be. Studies show that compared to adults, children are more open to learning. Thus involving kids in this cause would give us better results. Regular boot camps in schools and colony parks, teaching them the importance of recycling, will be conducted. These camps would also aim at teaching them the importance of recycling, explaining how it helps wildlife, environment and makes our daily lives better. Certain things that could be taught to them during these camps would include: what are landfills and how are they damaging the earth, providing the kids with the DIY kits with materials, products, garments

which they have to recycle by creating anything new out of the old product, the kit will also have decorating material, glue etc.

## 5. VIRTUAL REALITY

Interactive sessions in shopping malls and shopping stores have always managed to attract more number of buyers. It has become an age old technique for the shopkeepers, for attracting the customers. Keeping this technique in mind, putting up large screens in the store displaying the product cycle would increase awareness.

By this step, the consumers will be well versed with product cycle of the garment being purchased. This would increase the transparency of the product and would enhance the relationship with the customer.

## 6. SCAVENGER HUNT

Involving and educating consumers about the recycling process and landfills leaves a positive impact on their brain. Studies prove that their brain sustains it for next 20 seconds. Specially organizing a scavenger hunt for C2C/recycled garment buyer would also help in its promotion. Consumers can play it individually or form a team with the people involved in similar practices. The hunt can be organized in one city or in different locations where the production of garments take place. Consumers would actually get to witness the garments industry and the way garments are produced. The tasks can be related to recycling or to landfills.

## 7. INTERACTIVE AWARENESS CAMPAIGN

The main aim of the campaign is to reach out to the masses to raise awareness on recycling. The campaign posters will be placed all over the city including bustops and subways, where the commuters would regularly see them.

The posters and screens will be showcasing the side effects of not recycling their textile and clothing. Showing the before and after of these might be more effective, as it will give the users an insight into the future if they don't pay attention to this cause. It will also show how the increasing amount of landfills is causing water pollution, deforestation etc and what will be the consequences of all this on the future generation in the coming years.

# FINAL SOLUTION

---

We shortlisted the idea for an awareness campaign, which could make the audience more aware about bad effects of not recycling and thus influence them to recycle more and more. However, we realized that the task is actually quite tricky because the old school 'Don't do this or that!' doesn't work with the audience anymore. This generation is somewhat immune to advertising, especially when it's telling them how to behave, so a very special approach is needed to actually change behavior in this case.

We decided to not adopt a traditional advertising campaign, but instead have an interactive awareness campaign. We are determined to make great content to be able to reach a wide audience.





## STAGE 3

---

---

# DELIVER

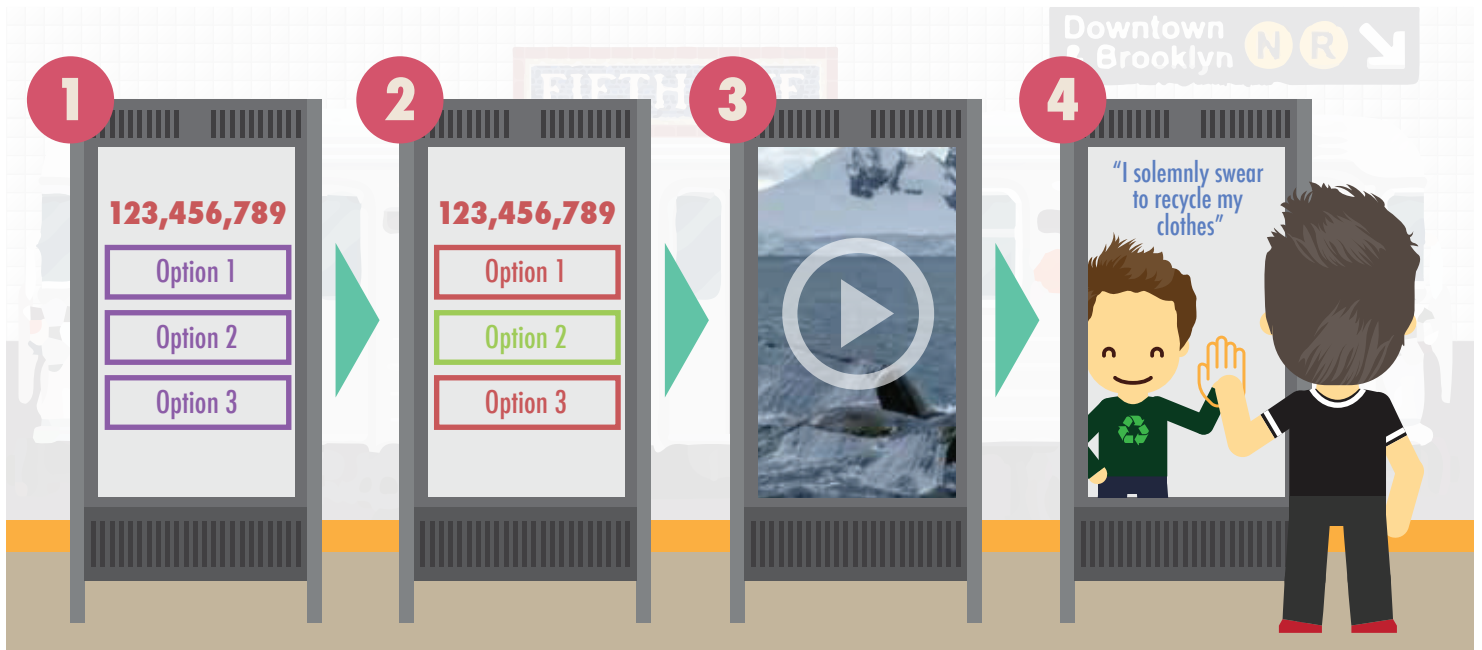
### THIS STAGE INCLUDES

1. PROTOTYPE
2. EVALUATE OUTCOME
3. ITERATE
4. FINAL SOLUTION
5. DEVELOP A SUSTAINABLE BUSINESS MODEL
6. CREATE IMPLEMENTATION TIMELINE
7. MATERIAL IMPACT

# CONCEPT 1

Our first concept starts by grabbing the users attention while commuting, showing on an interactive screen a mysterious number without any information in order to attract their attention through an “unknown factor” and providing three possible answers to such number. The answers provided will have a humoristic tone to them. The user would select one of the answers until they get it right, after which a video showing the effects of not recycling (good and bad) will start playing to connect with them on an emotional level. After the video the user would be able to take a pledge to recycle their clothing with every chance they get.

## PROCESS



## ENGAGEMENT



# ASSUMPTIONS

Based on our final ideas we had to test our assumptions to make sure that our research and brainstorming had really led us to a viable campaign.

## Assumptions tested for the campaign:

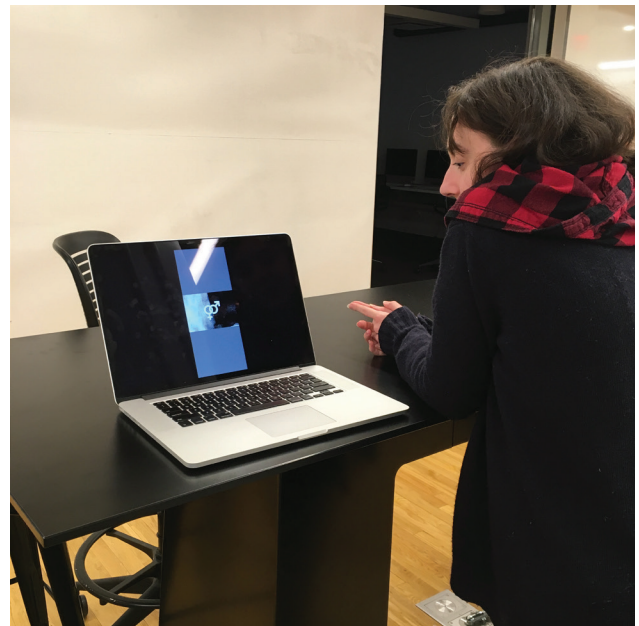
1. People will be interested in knowing the story behind their clothing - Product life cycle.
2. Will people react to a live data, mysterious number?
3. Would they be interested if we show how a simple act of recycling can help save people and their home?
4. How can they find more about this Initiative, since people generally forget about campaigns quickly?



# PROTOTYPING AND FINDINGS

We were able to test these assumptions through a paper and digital prototyping activities:

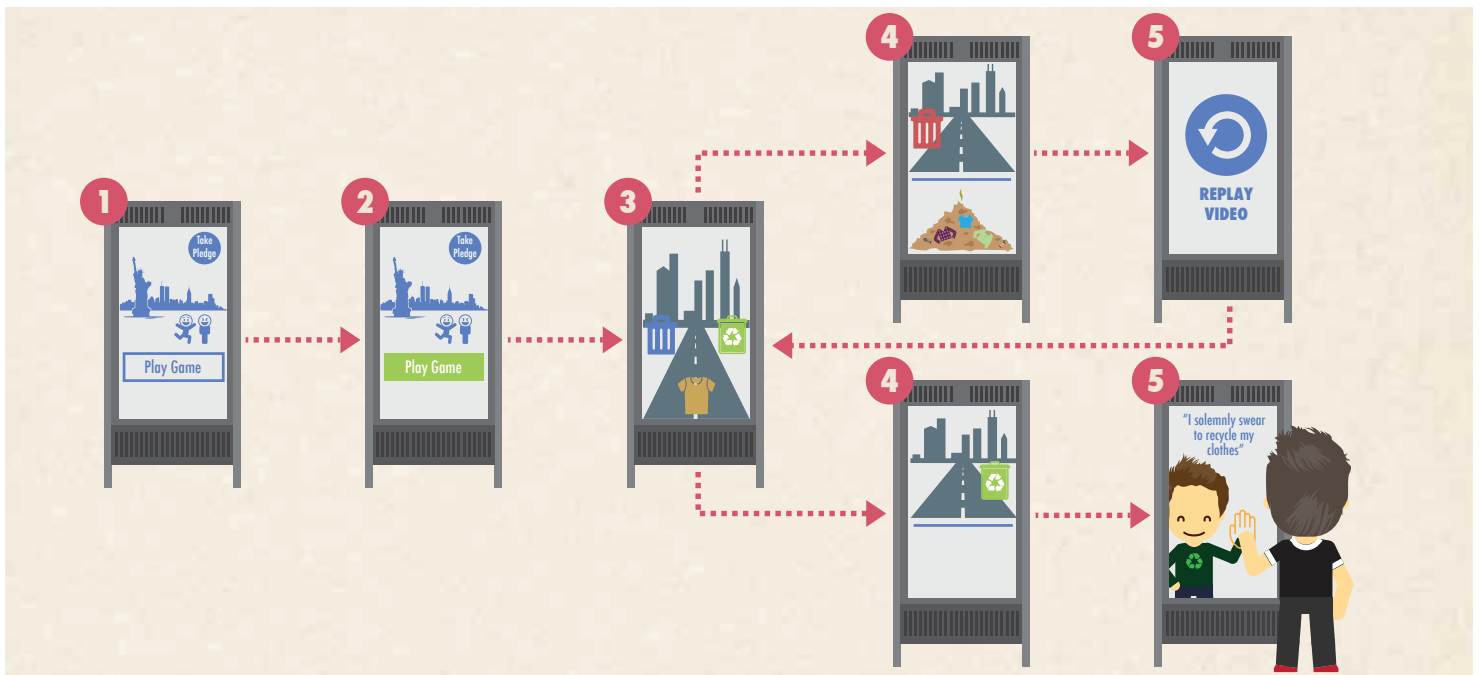
1. People were attracted to mysterious number.
2. The fun and humourous approach made people stay, read and interact for a longer period of time.
3. Preaching doesn't work. People walked off after watching 20 sec - 47 secs of the video.
4. The video lacked interactions, which was not impactful and influential.
5. Documentary style videos aren't engaging enough.



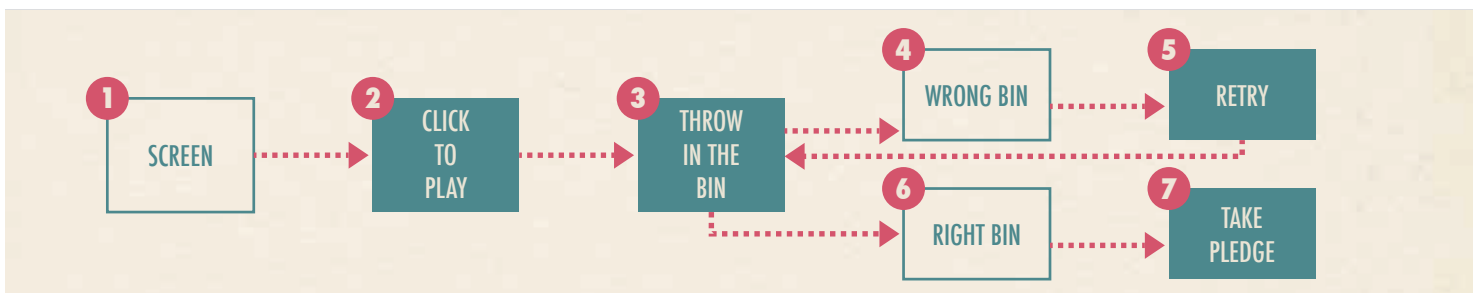
# CONCEPT 2

The second concept is a quick minigame for commuters to play in which they have the options to throw away pieces of clothing to different bins with a simple gesture. Depending on the bin they throw the clothes to, a brief visual description of the outcomes of their choice will appear. If they choose the wrong bin, the visual description will display the bad effects of throwing away the clothes on those bins. After that, they will be able to play again until they get it right. Once the user chooses the right bin, a visual will show the benefits of recycling clothes and invite them to take a pledge to recycle their clothes when they can.

## PROCESS



## ENGAGEMENT



# ASSUMPTIONS

Based on our final ideas we had to test our assumptions to make sure that our research and brainstorming had really led us to a viable campaign.

Assumptions tested for the campaign:

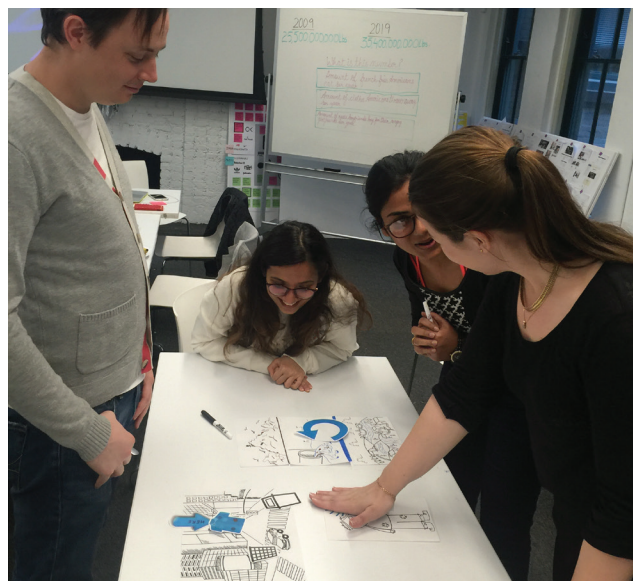
1. Will a game would help engage people for a longer period of time?
2. Would a game attract more people to try and engage with it?
3. Would showing the side effects and good effects of recycling through ludic approach work better?
4. Will personification of the concept have more impact than just showing the environmental consequences?



# PROTOTYPING AND FINDINGS

We were able to test these assumptions through a paper and digital prototyping activities:

1. Teaching or threatening does not work - directly or indirectly.
2. A long engagement decreases the users attention span, making them leave mid-way.
3. The attention retaining span is shorter with less effective methods of information delivery.



# FINAL CONCEPT

---



AN INTERACTIVE AWARENESS CAMPAIGN

“Around the Loop” in simple words is a campaign to raise awareness and motivate people to recycle their clothing and textiles.

But, unlike any traditional Public serving advertising or campaign, it is **“ENTERTAINING”**. The idea is to attract more and more people *without* preaching, threatening, and/or lecturing.

We aim to engage a young audience who is wired to resist lectures and warnings from anyone, but would share recommendations peer-to-peer. It is a holistic approach leveraging art, storytelling, technology and social engagement using social, physical and virtual reality.

# FINAL CONCEPT

---

We believe that the counter intuitive nature of the idea, the weirdness and positivity of the execution, the adorable characters can help reach us a wide audience and spark a revolution that will contribute in reducing energy and potentially useful materials from being wasted.



**GAME APP**



**INTERACTIVE  
SCREENS**

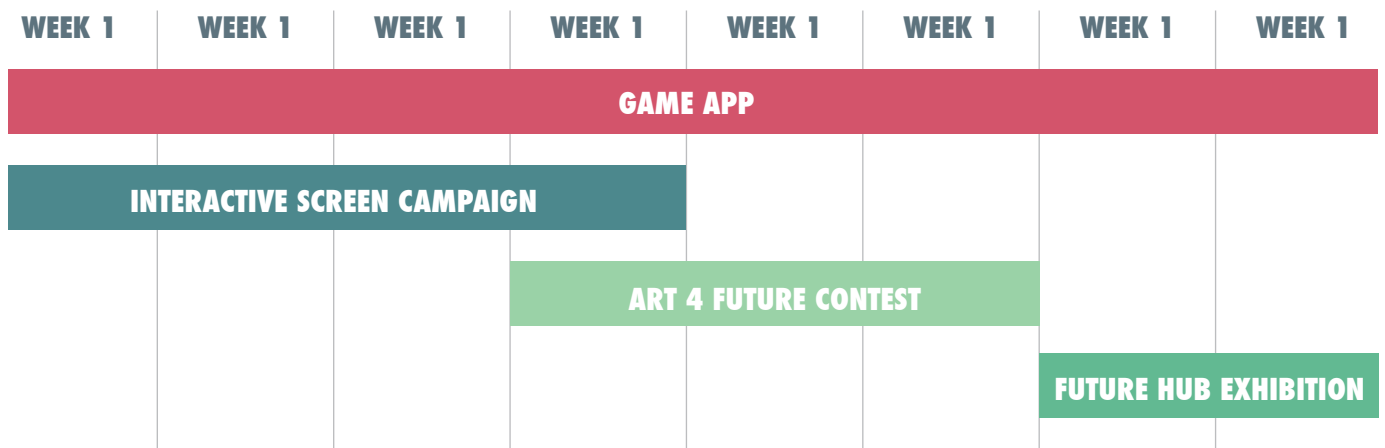


**"ART 4 FUTURE"  
CONTEST**



**"FUTURE HUB"  
EXHIBITION**

## TIMELINE FOR THE CAMPAIGN



## CAMPAIGN LEVERAGES



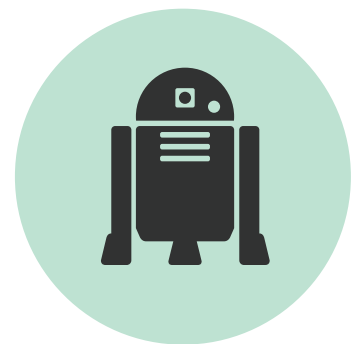
SOCIAL

+

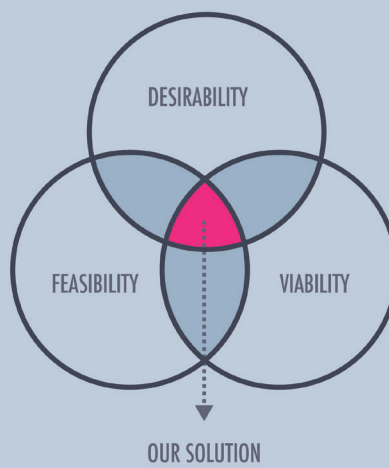


ARTS

+



TECHNOLOGY



# PHASE I: THE APP/GAME

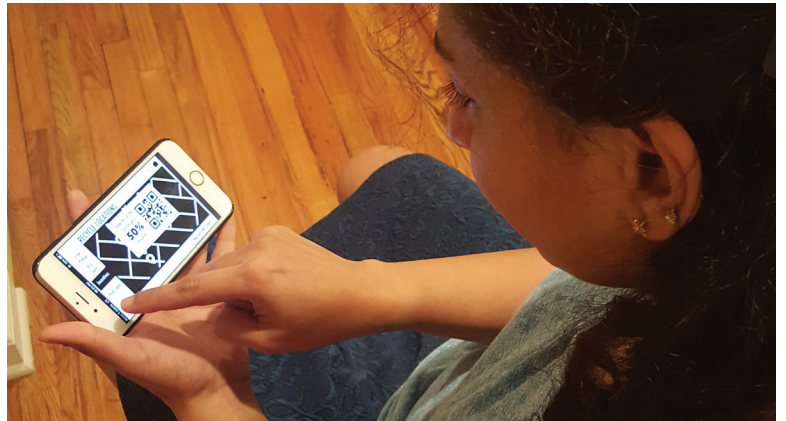
---

The campaign starts with the release of the game. It features animated candy-colored blobs that somehow can end up choking, killing pandas/ fishes or oozing rare fluids from their blob shaped bodies (All in the most charming ways, of course), before finally highlighting that not recycling your clothes ends up increasing pile of landfill, hazardous chemicals and killing living creatures. The app also has a location-based feature, making it convenient for the users to find out the closest recycling bin, with filtering options in terms of store locations, incentive based, free pickups and label printing at home. Recycling using the app, can help them earn free ticket to “The Future Hub” Exhibition, which happens at the last phase of the campaign. A QR code is provided for each method of recycling. So, for example, the user decides to recycle at the closest store (based on their location-as shown on the app), the employee at the store will scan the code and provide them with the ticket.

## ASSUMPTIONS & PROTOTYPING

An digital Invision prototype was created, which was tested with 24 people.

- Will people click on the Recycle button, if there is an incentive promised with it?
- In the invision prototype tested, what are the most convenient and well received ways for people to recycle?



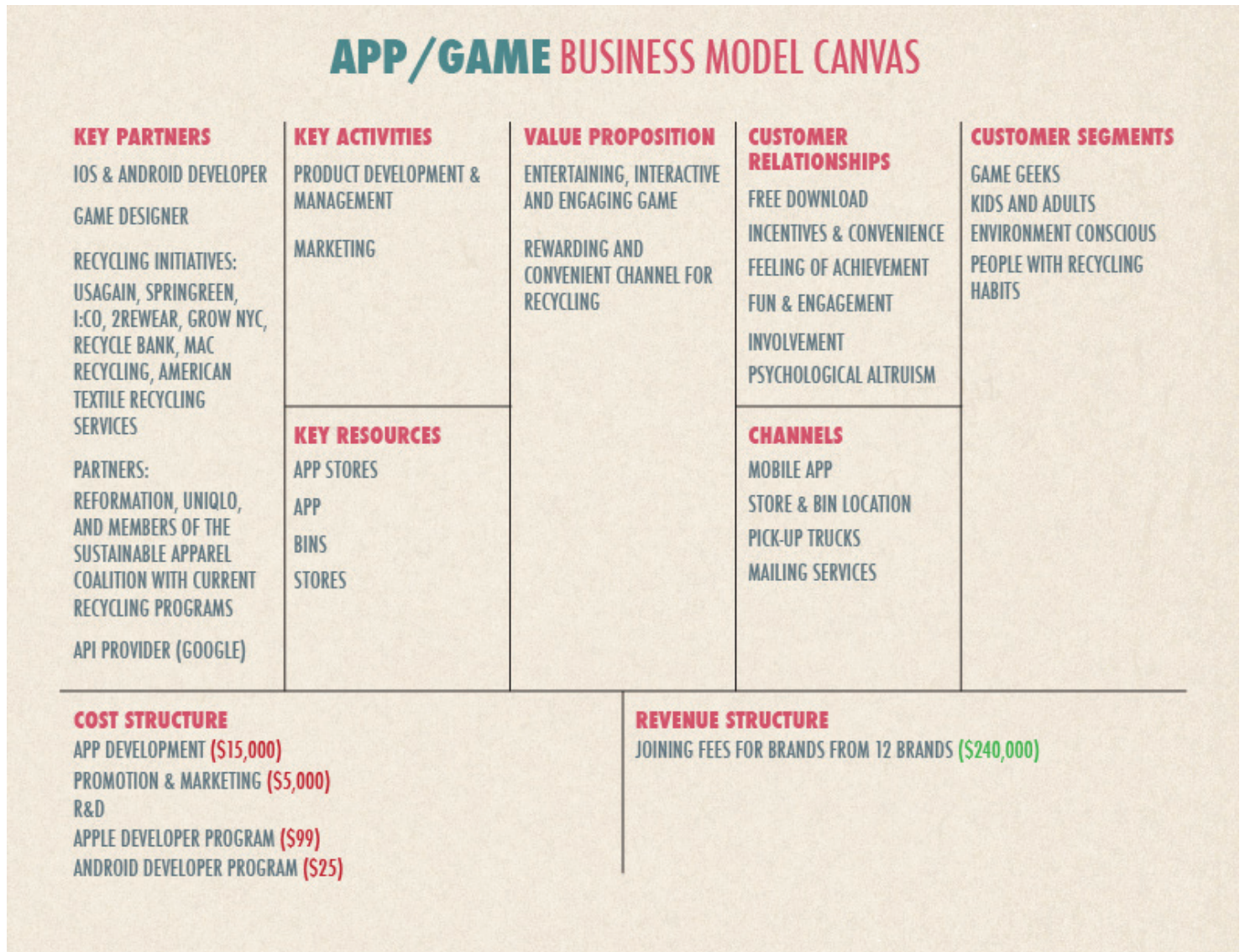
## RESULTS

- The Invision app was prototyped with 24 people.
- 37.5% people clicked on “Recycle and Win Tickets” button, at the first look.
- 58% people clicked on “How to win tickets” button when on the Recycle page.
- People were happy to see so many convenient options provided to them based on their locations.



# BUSINESS MODEL

To determine the feasibility and validity of the idea, we generated the business model for phase I.



## PHASE II: INTERACTIVE SCREENS

---

Phase II of the campaign happens simultaneously with the release of the game. It features the interactive ad campaign around the city. Passers-by could play the game on large interactive screens around the busiest subways and bus-stops and in the end press their hand on the screen to take a pledge to recycle their clothes now onwards. The campaign will be promoted all around the city with advertisement and posters. The aim is to get maximum visibility and engagement with New Yorkers. The list of places where the interactive screens will be placed are chosen considering the maximum number of commuters, as mentioned on the next page.

## ASSUMPTIONS & PROTOTYPING

We paper prototyped the interactive screen with 28 people, to get their reactions and viewpoints.

- Will be interested in playing mini-games, while waiting at the bus stops or subways?
- Will they press their hands to take the pledge for recycling?
- Is the activity engaging enough to capture users attention span?
- How can we make users download the game on their phone after interacting with the screen?

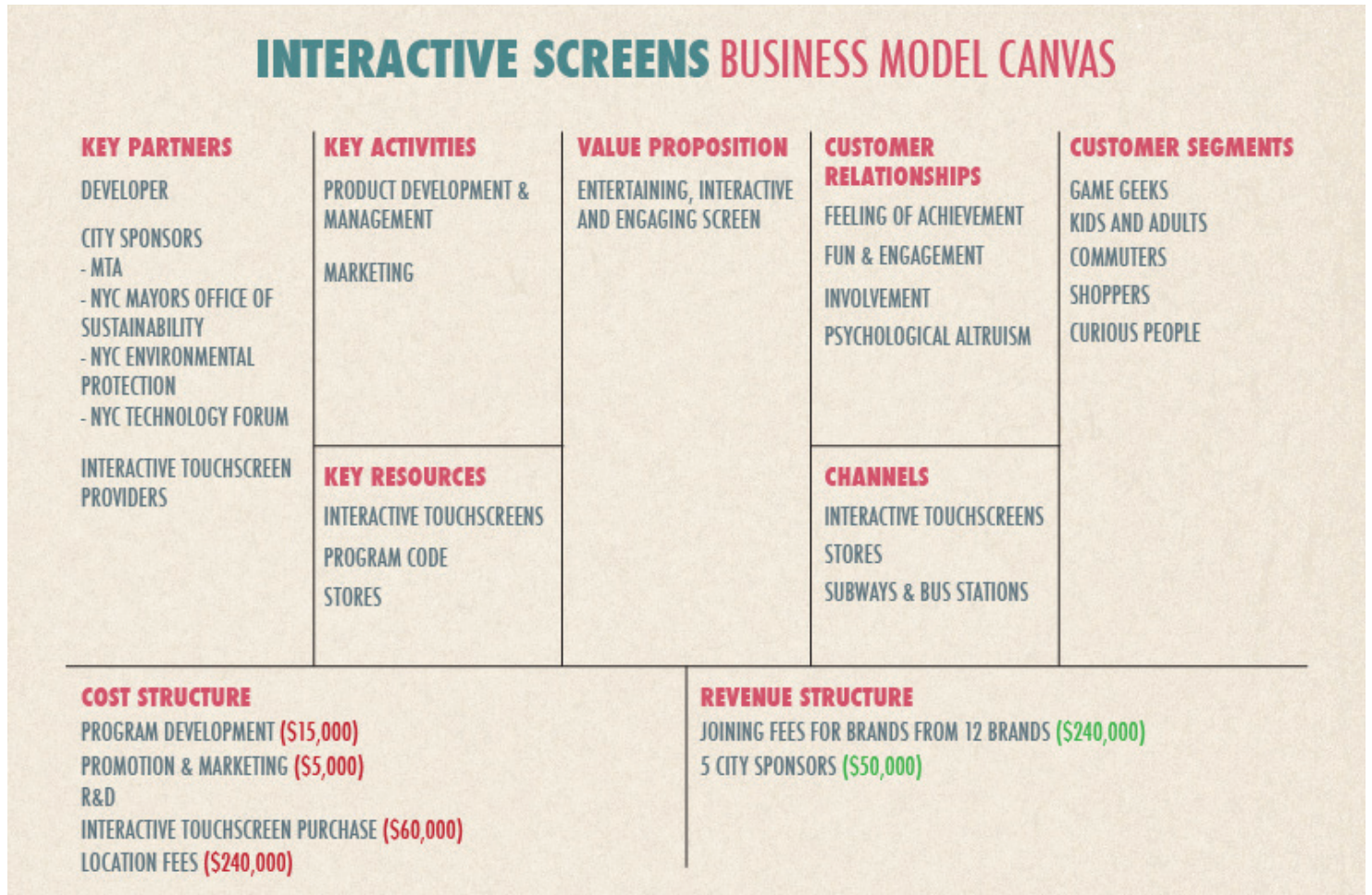
## RESULTS

- People were happy to play mini games on the subway while waiting for the train. Similar was the case on the bus-stops.
- Having an interaction where they had to touch the screen to take the pledge, worked really well, as it was fun and active.
- 64% people said that they would download the app, since it said “Download it now and Win Tickets to “The Future Hub Exhibition”.



# BUSINESS MODEL

To determine the feasibility and validity of the idea, we generated the business model for phase II.



The Ten Busiest Subway Stations 2015

Station and Subway Lines	Borough	Annual Ridership
1. Times Sq-42 St <span>H Q R S 1 2 3 7</span> / 42 St <span>A C E</span>	Manhattan	66,359,208
2. Grand Central-42 St <span>S 4 5 6 7</span>	Manhattan	46,737,564
3. 34 St-Herald Sq <span>B D F M N Q R</span>	Manhattan	39,541,865
4. 14 St-Union Sq <span>L N Q R 4 5 6</span>	Manhattan	35,320,623
5. 34 St-Penn Station <span>1 2 3</span>	Manhattan	28,309,160
6. 34 St-Penn Station <span>A C E</span>	Manhattan	26,147,434
7. 59 St-Columbus Circle <span>A B C D 1</span>	Manhattan	23,299,666
8. Fulton St <span>A C J Z 2 3 4 5</span>	Manhattan	21,671,684
9. Lexington Av <span>N Q R</span> / 59 St <span>4 5 6</span>	Manhattan	21,407,792
9. 86 St <span>4 5 6</span>	Manhattan	20,890,828

The Ten Busiest Local Bus Routes 2015

Number	Route	Borough	Annual Ridership
1	Bx12 Local/SBS	Bronx	15,921,781
2	M15 Local/SBS	Manhattan	14,556,785
3	B46	Brooklyn	14,471,998
4	B6	Brooklyn	13,226,183
5	B44 Local/SBS	Brooklyn	11,869,056
6	Bx1/2	Bronx	11,828,465
7	B35	Brooklyn	10,991,667
8	M14	Manhattan	10,512,776
9	Bx19	Bronx	10,192,157
10	Bx36	Bronx	10,042,844

# PHASE III: ART 4 FUTURE CONTEST

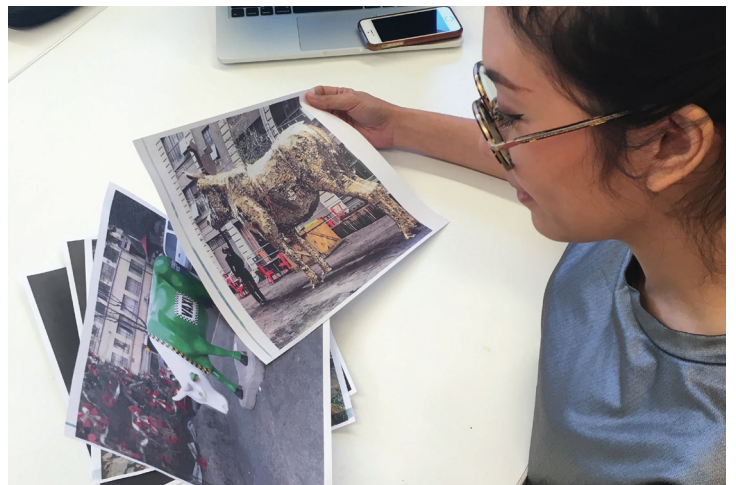
---

In Phase III, to leverage art, 25 local artists, architects, photographers and designers, and celebrities will design, paint, decorate, and dress up big and unusual specimens made up of recyclable materials to promote recycling. This will be exhibited around the city for 3 weeks and promoted on social media. It serves as a medium for young and passionate artists to bring their vision to life and showcase their work to the world. This campaign takes art out of the galleries and into our everyday surroundings with themes reflecting our initiative and social climate as well as fun, vibrant, and bold forms of self-expression from those who create it. These artists will be sponsored by our partnering brands.

## ASSUMPTIONS & PROTOTYPING

We did a really low fidelity paper prototyping to understand if people will be interested if they saw a huge installation on streets they often cross.

- What will make people stop and gaze at the artwork/installation?
- Will they take pictures with it and post on social media?
- What kind of art installations attract people and interest them?



## RESULTS

- From our prototype workshop we found out that people found of art and were interested in understanding the concept behind the art, which gave us an idea to have a description lectern in front of each installation/art.
- We also understood that big and unusual specimens of everyday things grabs the attention of the people walking by.



# BUSINESS MODEL

To determine the feasibility and validity of the idea, we generated the business model for phase III.

## ART 4 FUTURE BUSINESS MODEL CANVAS

### KEY PARTNERS

ARTISTS  
CITY SPONSORS  
- NYC DEPARTMENT OF CULTURE  
- NYC PARKS  
- NYC MAYORS OFFICE OF SUSTAINABILITY  
- NYC ENVIRONMENTAL PROTECTION

PARTNERS:  
REFORMATION, UNIQLO, AND MEMBERS OF THE SUSTAINABLE APPAREL COALITION WITH CURRENT RECYCLING PROGRAMS

RECYCLED MATERIAL MANUFACTURER

### KEY ACTIVITIES

MANAGEMENT  
MARKETING  
CONTEST ORGANIZING  
PROVIDING "BLANK CANVAS" TO ARTISTS  
RECRUITING ARTISTS

### KEY RESOURCES

SPACE  
BLANK "CANVAS"

### VALUE PROPOSITION

ENTERTAINING, AND ENGAGING ACTIVITY

### CUSTOMER RELATIONSHIPS

FUN & ENGAGEMENT  
INVOLVEMENT

### CHANNELS

PUBLIC SPACE  
SOCIAL MEDIA

### CUSTOMER SEGMENTS

KIDS AND ADULTS  
COMMUTERS  
CURIOUS PEOPLE  
ART ENTHUSIASTS

### COST STRUCTURE

BLANK "CANVAS" (\$25,000)  
PROMOTION & MARKETING (\$5,000)  
CONTEST PRICES (\$10,000)

### REVENUE STRUCTURE

JOINING FEES FOR BRANDS FROM 12 BRANDS (\$240,000)  
5 CITY SPONSORS (\$50,000)  
BRAND SPONSORED BLANK "CANVAS" (\$25,000)

# PHASE IV: “THE FUTURE HUB” EXHIBITION

---

In the last phase, phase IV, a 14 days long exhibition will be built as a walk-through tour with virtual reality to experience future in real-life. The campaign will decode the most exciting new forms of storytelling - games and virtual reality. The exhibition will feature the most dynamic work at the intersection of story and technology. It will host 5 VR exhibits (themed on recycling and its repercussions in the future—in form of movies and games) and other interactive installations, along with the top 10 most voted art installations from Phase III. At a time there will be 20 sittings at each VR exhibit, and then they will move to the next one. At this exhibition, stories will not be passively watched, they will be actually ‘experienced’—our viewers will be the participants. Tickets will be available to the general public at \$10 each, while it will be free for those who will recycle their clothes/textiles using the app. This phase will provide a hands-on opportunity to experience the best in entertainment and its collision with technology, while putting across a strong message for recycling.

## ASSUMPTIONS & PROTOTYPING

We conducted a VR session at the innovation center of our college and invited people to experience and inhabit a beautifully rendered animated world.

- Will people be willing to try a new form of storytelling and how effective would it be?
- Will they be willing to pay a small amount to inhabit a virtual world and explore new technology and the growing trend of VR World?

## RESULTS

- People were really excited and lined up to try the glasses and view the movie.
- They said they will definitely pay \$10 if they get to experience the world of Virtual Reality. When asked if they would recycle

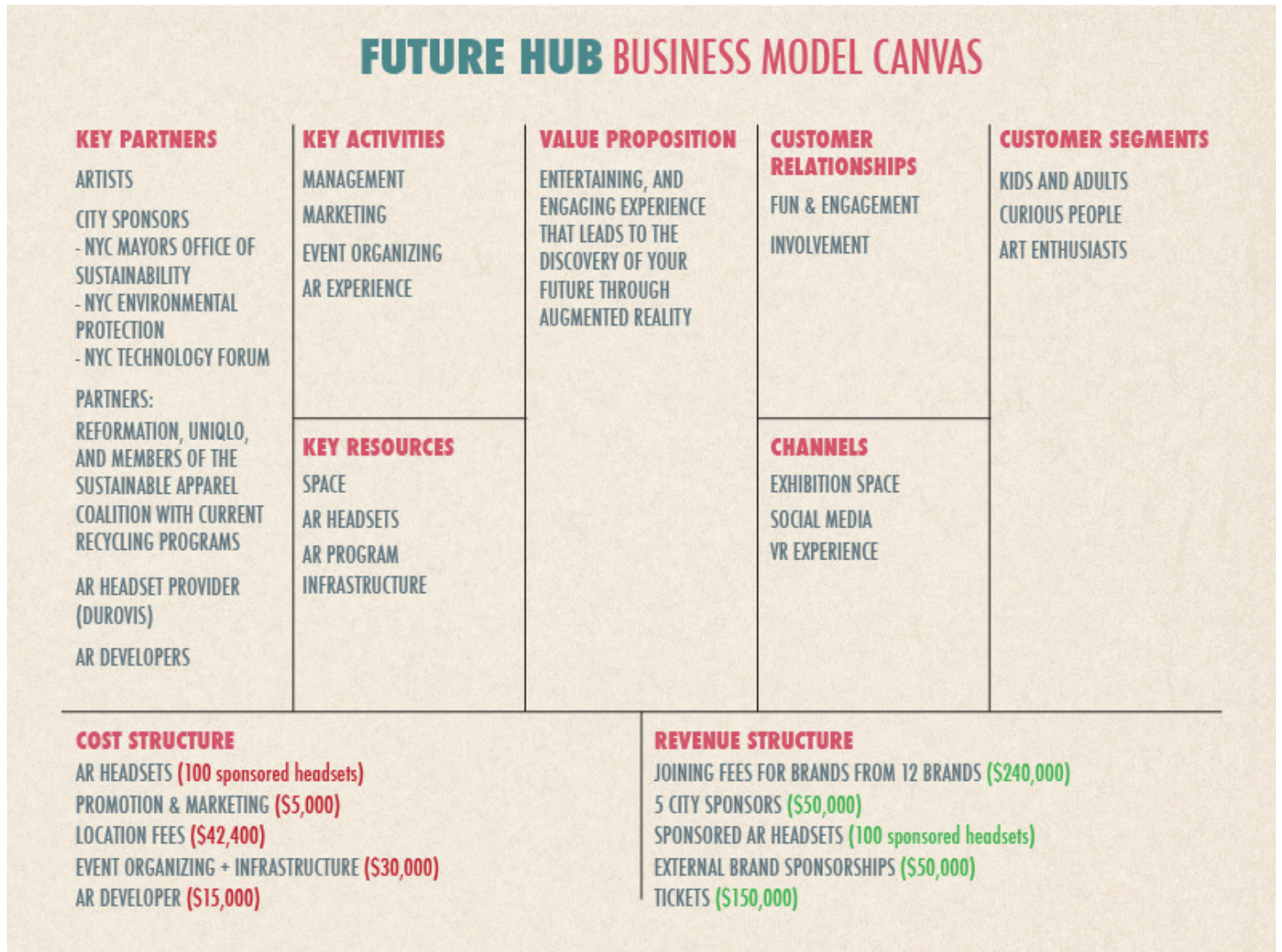


their clothes for free tickets, 87% said yes.

- 78% said this form of storytelling for recycling will be more memorable to them.

# BUSINESS MODEL

To determine the feasibility and validity of the idea, we generated the business model for phase IV.

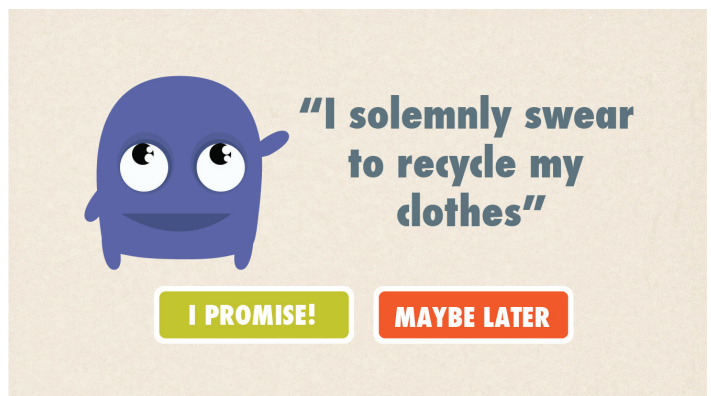
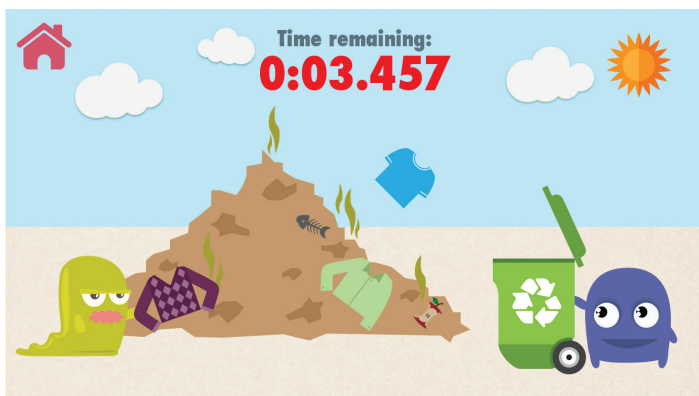
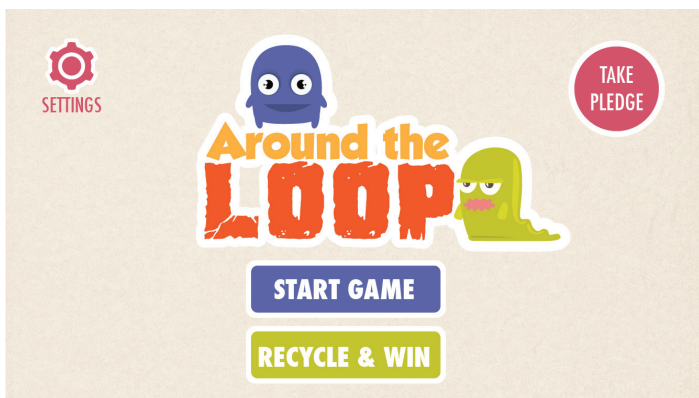


# FINAL RESULT

## GAME APP



"I WOULD LOVE AN APP THAT PROVIDES INFORMATION FOR ALL THE PLACES I CAN RECYCLE, THAT TOO BASED ON MY CHOICE AND LOCATION, AND THE GAMES.. ITS ADORABLE"  
~ Daniela Amione



# FINAL RESULT

---

## INTERACTIVE SCREEN



"HAVING A TIMER IN THE GAME AT THE SUBWAY AS WELL, IS DEFINITELY MORE ENGAGING. MY SON WILL LOVE PLAYING IT."

~ Greg Kimble

# FINAL RESULT

---

## "ART 4 FUTURE" CONTEST



"I THINK I'LL BE THE FIRST ONE TO TAKE  
A SELFIE WITH IT AND POST IT ONLINE.  
IT WILL BE GREAT TO SEE ARTWORKS  
AND INSTALLATIONS FROM SUCH  
TALENTED ARTISTS."

~ Margaret Desmond

# FINAL RESULT

---

## "THE FUTURE HUB" EXHIBITION



"OO MY GOD...THAT SOUNDS  
AMAZING. I WOULD LOVE TO GO  
THERE WITH MY FRIENDS."

~ Aditya Khanna

# COST STRUCTURE

## PROJECTED COST

### APP/GAME

App Dev.	\$15,000
Promotion & Marketing	\$5,000
Apple Dev. Program	\$99
Android Dev. Program	\$25

### INTERACTIVE SCREENS

Program Development	\$15,000
Promotion & Marketing (Posters)	\$5,000
Interactive Touchscreens (Purchase)	\$60,000
Location Fees	\$240,000

### ART CONTEST

Blank Canvases (25)	\$25,000
Promotion & Marketing	\$5,000
Contest Prizes	\$10,000

### THE EXHIBITION/MUSEUM

Promotion & Marketing	\$5,000
*Location Fees	\$42,400
Event Organizing (+Infrastructure)	\$30,000
AR Developer	\$15,000

## TOTAL COST

**\$472,524**

## PROJECTED REVENUE

Joining Fees For Brands (12X20,000)	\$240,000
Joining Fees For Recycling Initiatives (10X10,000)	\$100,000
5 City Sponsors	-
	\$50,000

Brands Sponsoring Canvas	\$25,000
--------------------------	----------

Sponsored AR Headset  
(Durovis -50 Headsets)

External Brand Advertising	\$50,000
**Museum Tickets (14 Days)	\$150,000

## TOTAL REVENUE

**\$615,000**

## PROFIT

**\$142,476**

\*\*10 Weekdays Days - Expected Visitors 1000/ Day  
4 Weekends Days - 2000/ Day  
FREE ENTRIES WITH RECYCLE COUPON

Total - 10,000 Ppl  
Total - 8,000 Ppl  
3,000 Ppl  
Total - 15,000 Ppl

\* 5,300-square-foot portable building in Manhattan's financial district) - \$4/sq. Foot

# KEY PARTNERSHIPS

---

## BRANDS UNDER SUSTAINABLE APPAREL COALITION WITH RECYCLE INITIATIVE

ADIDAS  
AMERICAN EAGLE  
OUTFITTERS  
EILEEN FISHER  
ESPRIT  
H&M  
KOHL'S

PATAGONIA  
LEVIS  
LOOMSTATE  
NIKE  
PUMA  
REFORMATION

### INCENTIVE

1. A Sustainable Brand Image.
2. Increased Brand Value.
3. Brand Recognition as environment conscious.

---

## CITY SPONSORS

NYC DEPARTMENT OF CULTURE  
NYC TECHNOLOGY FORUM  
NYC PARKS  
THE NEW YORK CITY DEPARTMENTS OF ENVIRONMENTAL PROTECTION (DEP)  
NYC MAYORS OFFICE OF SUSTAINABILITY  
MTA

### INCENTIVE

1. Because of their beliefs and goal.
2. To reach a wider audience.
3. Spread the sustainability awareness to people of New York City.
4. Leverage Art and Technology.

---

## AR GLASS SPONSOR

DUROVIS

### INCENTIVE

1. To help get brand recognition with thousands of people and be able to compete with google glass market.
2. Sell their cardboard Glasses at the Future Hub Exhibition.

# KEY PARTNERSHIPS

---

## RECYCLE INITIATIVES

### USAGAIN (FOR PROFIT)

It is a for-profit company that collects unwanted textiles and resells them in the U.S. and abroad, effectively diverting millions of pounds of clothing from landfills, generating new revenue streams for U.S. businesses and non-profits, and fueling local economies in emerging countries.

### I:CO (FOR PROFIT)

I:CO stands for I:Collect. They are a solutions provider for clothing and shoes reuse and recycling. It aims to keep consumers' clothing and shoes in a closed loop production cycle where these goods can be reprocessed and reused again and again.

### 2REWEAR (FOR PROFIT)

The mission is to reduce the amount of PCTW in the nation's landfills. A registered public benefit corporation, 2ReWear provides turnkey textile recycling services to apparel, footwear and household textile brands and retailers.

### GROWN NYC (NON PROFIT)

The organization is trying to spread awareness about not just recycling but also the other factors that influences the environment. They provide people with a lot of services ranging for kids to adults. One part of their noble work is the recycling of wearables.

### RECYCLE BANK (FOR PROFIT)

Based in New York City, it aims to encourage recycling and environmentally-friendly habits. It brings together people, businesses, and communities to achieve real world impact by participating in household recycling and teaching how to live more sustainable lifestyles.

### SECONDARY MATERIAL AND RECYCLED TEXTILE (FOR PROFIT)

Founded in 1932, the Association is composed of companies from the United States, Canada, Mexico, South and Central America, Europe, Asia, and Pacific Rim countries who are involved in every phase of our industry. These companies are involved with the grading and sorting of mixed post consumer textiles for the wiping materials and used clothing markets.

## RELOOPING FASHION (FOR PROFIT)

The Relooping Fashion Initiative not only maintains the quality of the re-produced fibers – it actually improves it. The process uses new revolutionary technology that allows for virtually unlimited recycling of cellulose-based fabrics without the addition of any harmful chemicals or new material.

## MAC RECYCLING (FOR PROFIT)

Mid Atlantic Clothing Recycling (MAC) is a professional clothing recycling company committed to helping American's achieve another important step in recycling of used clothes and shoes. They have the drop boxes at different locations.

## AMERICAN TEXTILE RECYCLING SERVICES (FOR PROFIT)

It collects, sorts, donates and resells misfitting used and out of style clothing, shoes etc from all over the country. It create jobs in local communities and emerging nations and keep millions of tons of textile out of landfill every year.

---

## INCENTIVE

1. Easy access to wider audience.
  2. Since they are For Profit brands, they will be able to collect more clothes, therefore more profit by \$/lbs.
  3. Brand Placement.
- 

## ARTISTS FOR "ART 4 FUTURE" CONTEST

### SCULPTORS:

1. KEHINDE WILEY
2. HANK WILLIS THOMAS

### INSTALLATION ARTISTS

3. TERESITA FERNÁNDEZ
4. DUSTIN YELLIN
5. ELI SUDBRACK
6. WILL RYMAN
7. TOM FRUIN
8. MARK REIGELMAN
9. JACOB HASHIMOTO

10. Tabor Robak (Uses Technology)

### DIGITAL ARTIST

11. Jeanette Hayes
12. Jamian Juliano Villani
13. Alonsa Guevara

### PHOTOGRAPHERS

14. Carl Lyttle
15. Jason Lindsey
16. William Huber
17. Paolo Marchesi

18. Kevin Arnold

### ARCHITECTS

19. Steven Harris Architects
20. Steven Harris
21. Joe Sanders

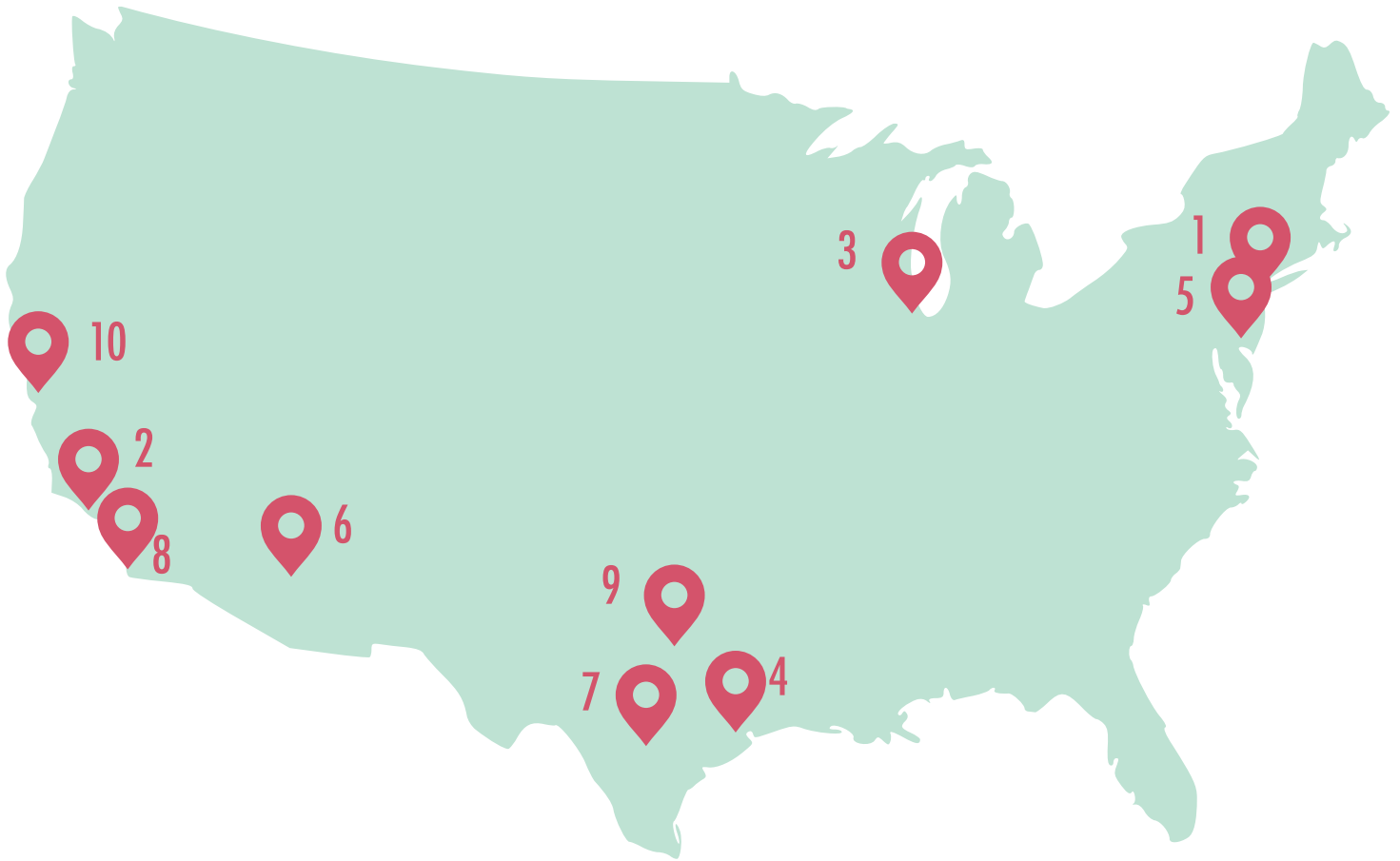
### DESIGNERS

22. Allison Parris
23. Ambika
24. Carrie Parry
25. Costello Tagliapietra

# CURRENT PLAN

---

We plan to start our campaign in NEW YORK, targeting 8.4 Million people. The goal is to spread awareness and capture most of the 200,000 tons of apparel and other textile that New Yorkers throw away each year. After reviewing the campaign outcomes, we plan to make necessary changes and organize the “Around the Loop” campaign in the other top 9 most populated cities in United States within the following 2 years.



1. NEW YORK

2. LOS ANGELES

3. CHICAGO

4. HOUSTON

5. PHILADELPHIA

6. PHOENIX

7. SAN ANTONIO

8. SAN DIEGO

9. DALLAS

10. SAN JOSE

# FUTURE PLAN

---

Our plan is to start local and then go global. Therefore, after organizing the campaign in the United States, we plan to target the next top 10 most populated cities in the world. And therefore spreading our message world wide and inculcating the habit to recycle clothes and textiles instead of just throwing them away.



1. TOKYO, JAPAN

2. DELHI, INDIA

3. SHANGHAI, CHINA

4. MEXICO CITY, MEXICO

5. SÃO PAULO, BRAZIL

6. MUMBAI, INDIA

7. OSAKA, JAPAN

8. BEIJING, CHINA

9. NEW YORK, US

10. CAIRO, EGYPT

# MATERIAL IMPACT

---

Why does it matter, you ask? Well, if 300 Million population in United States recycle just 1 T-shirt, we will recover 210 billion gallons of water, to start with. This campaign will not only help save water, decrease the CO2 emissions and use of pesticides, but also save millions and millions of human and animal lives.

Total U.S. Population  
**300 MILLION**  
IF THEY RECYCLED JUST 1 T-SHIRT



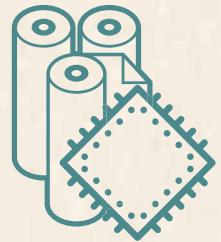
**WE WOULD RECOVER**  
**210 BILLION**  
Gallons of water



**17%-20%**  
**INDUSTRY WATER**  
**POLLUTION DUE TO**  
TEXTILE DYEING AND TREATMENT



**193,000**  
**TONS OF TEXTILE**  
NYC residents discard per year

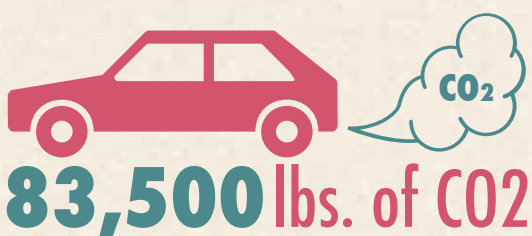


**WE ARE ALSO SAVING ANIMAL AND HUMAN LIVES**

For just the population in the  
**TOP 10 U.S. CITIES**  
**(25 MILLION)**



IF THEY RECYCLED JUST 1 T-SHIRT  
**WE WOULD RECOVER**  
**17.5 BILLION**  
Gallons of water



**83,500** lbs. of CO2



**3.3**  
trips around  
THE WORLD



**25** **MILLION**  
T-SHIRTS



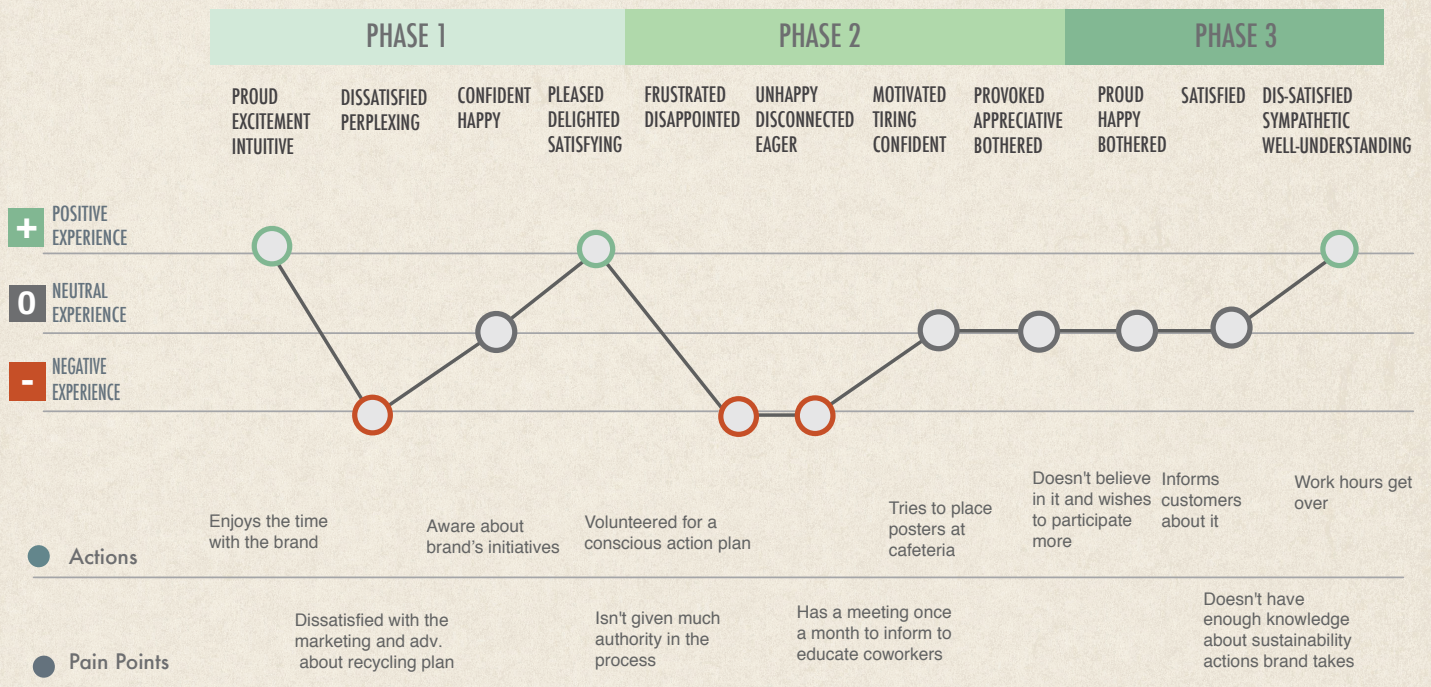
**8.3**  
**MILLION LBS.**  
of Pesticides and Herbicides

**WE ARE JUST TARGETING 8% OF THE**  
**POPULATION IN THE U.S.**

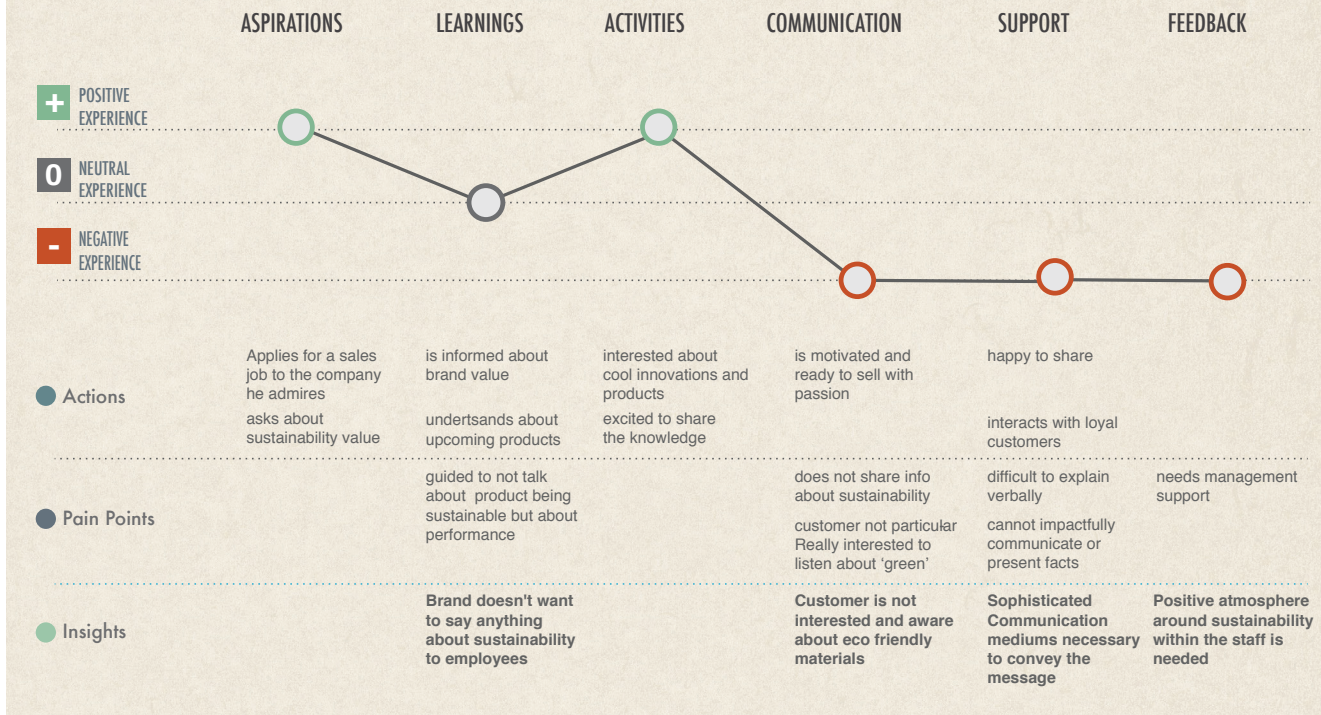
# APPENDIX

## JOURNEY MAPPING

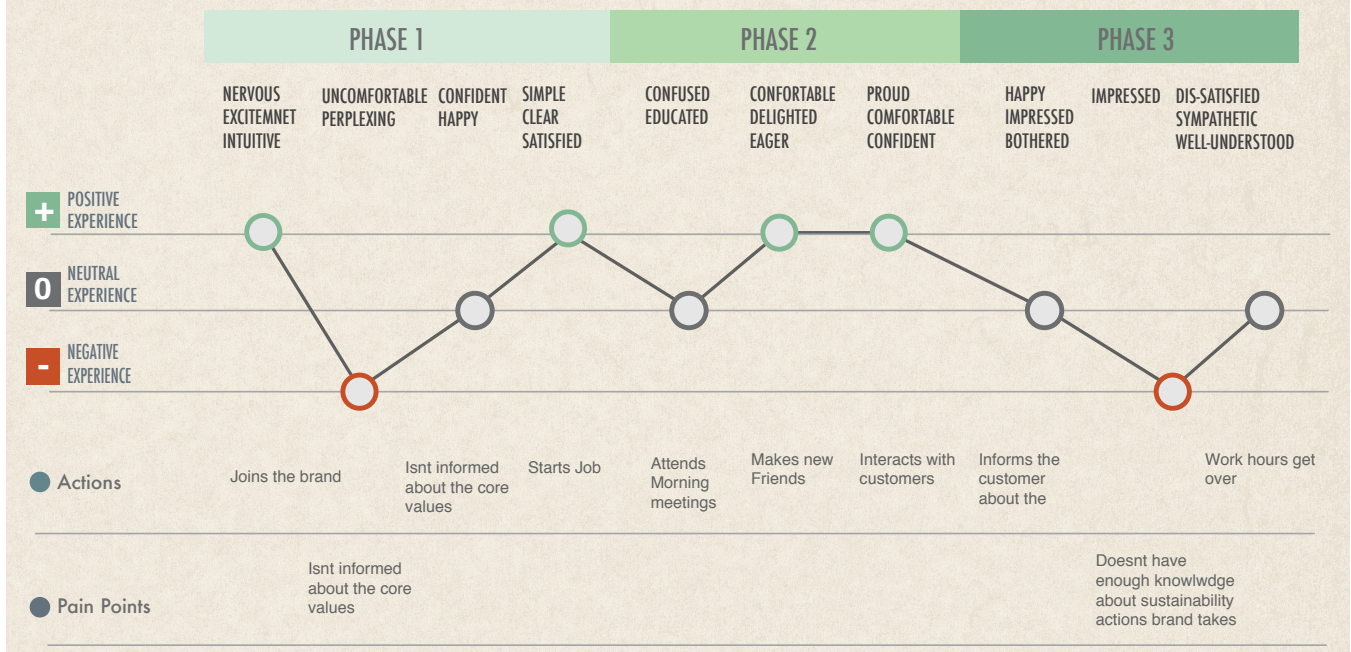
### CAPTAIN CONSCIOUS JOURNEY MAP



# INFORMED SALESMAN JOURNEY MAP



# UNINFORMED SALESMAN JOURNEY MAP



# DISCUSSION GUIDE

## Sales-Person Interviews Discussion Guide

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Stakeholder: \_\_\_\_\_

### Interview Objectives:

The goal for the interview is to gain understanding in the ways brands communicate their sustainable practices and especially sustainable material strategies. According to that we are interviewing stakeholder along the retail experience in order to understand the different ecosystems, interactions and roles involved in the communication and customer interaction with the brand.

### Interview Objective:

- To understand the extent of sustainability ingrained in the core values of Brand
- To identify attempts made to educate and inform employees about sustainable actions taken by the brand
- To understand the mindset of customers from the employees point of view
- Interpret the Threats and opportunities lying ahead
- To Identify if the brand sales person are aware about the sustainability

Total Interview time: 12 mins

### Outline of the interview

#### - Introduction (2 mins)

Welcome the interview and introduce him to the objective. Discuss initial hypothesis and objective of the study. Including relevant background information and briefly discussing the finding from other research methods.

#### - Stakeholder background & Vision (4 Mins)

- Understand his role and responsibilities in the store?
- Ask him/her - point of view of sustainability and how they think it is important.
- Their views on what the firm is currently doing and if they are aware about the actions
- If yes, their role in the above question
- How often they are communicated about the same?

### - Competition (2 Mins)

- Which brand comes to your mind when I say sustainable fashion?
- Your idea on packaging ?

### - Building on the Idea (4 Mins)

- Do customers ask you about products that are sustainable (Eg. Made with organic cotton)
- Do you feel customers care about how the product is made before buying it?
- Can you tell us a little more about the recycle plan the brand undertakes?
- Do you personally believe in sustainability?

## Stakeholder Interviews Discussion Guide

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Stakeholder: \_\_\_\_\_

### Interview Objectives:

- The ultimate goal for the interview is to assist company like NIKE to determine the most effective method to influence its consumers to purchase products with sustainability.
- With each different stakeholder's role, we would like to find out your past responsibility relating to this topic and how can you support our project based on your experience
- Each Stakeholder should contribute in details of his/her knowledge in the past attempts to promote sustainable products. Any challenges or failed attempts? Any suggestions for future planning?

### Interview Framework:

- Our team will conduct a 45 minutes - 1hour interview session with relevant stakeholders in New York City area. Face to Face interviews are preferred but not limited it to. This discussion guide will serve as a framework for the moderator to conduct the interviews. It is our believe that at the end of the interview, we would have gathered enough data points to land a solid recommendation to NIKE as what's the most effective way to draw its consumers to the latest eco-friendly products.

### Discussion Flow (45 minutes - 1 hour)

#### 1. Introduction (5 min)

Thank you for your time and permission today to have an interview with me. The goal for today's interview is to determine the best method for NIKE to promote its sustainability products which they have devoted into the research and development for a long time. Please feel free to raise any questions at anytime.

## **2. Stakeholder background: role and responsibility (10 minutes)**

- Can you briefly talk about your role and responsibility at your current position?
- What do you like about your job?
- Anything that you feel you could contribute to our project?

## **3. Visioning (10 minutes)**

- Do you share the same vision with us (guiding the consumers to buy eco-friendly products)?
- How do you see yourself done this job (promoting the idea)?
- If you were a customer, what would you like to see in order to buy such products?
- Looking at your internal resources, do you have see any integration of departments possible to better utilize company resources?
- Do you believe by navigating the consumers to eco-friendly products could generate profits for the company?

## **4. The Competition (10 minutes)**

- Which are the known competitors in your field?
- Do these competitors pose any real threat to your company strategy?
- Any new or potential competitors that you foresee? If so, why are they a threat?
- Do you think your company have the competitive advantages?

## **5. Past Ideas and Attempts (10 minutes)**

- Any past attempts by your group made in the past 5 years?
- Any past ideas by your group raised within but got overturned?
- Please list out the number of attempts made?
- What was the biggest reason learned from past attempts?

## **6. Building on Ideas (10 minutes)**

- Please recommend any ideas/methods that you believe will work?
- Any particular consumer group you would try to target first? (youth, adults or seniors)
- Can you suggest a timeline which you believe is realistic in implanting the strategies?
- Finally, any recommendation for us that you feel is the most important aspect to the success of our project?

**THANK YOU FOR YOUR TIME!**

# ECOSYSTEM MAPPING

How analogous industry communicates sustainability awareness



# ANALOGOUS RESEARCH

How automobile industry communicates sustainability awareness



Nissan



## CULTURE

- ▶ Nissan moderately moving towards creating a sustainable and green car culture around its manufacturing, R&D and brand value.
- ▶ Activities are undertaken to reduce the total amount of the harmful substances used as well as emitted during production operations

## PRODUCT LAUNCH BUZZ

- ▶ Nissan has active involvement in creating buzz around its next generation mobility product.
- ▶ Main stream campaign launches with big marketing agencies

## PRODUCT INNOVATION

- ▶ Nissan Leaf among the most efficient and affordable EV's in the market

## COLLABORATIONS

- ▶ Nissan Motor partners with municipal corporations to develop new pilot programs that would promote zero emission mobility

## SOCIAL MEDIA USE

- ▶ Nissan is a very active social media promoter. Avg. 1.7 tweets per day about events and products



Toyota



## CULTURE

- ▶ Toyota inhibits sustainable value and principles and showcases clearly through manufacturing, products and communicates prominently through its reports and website
- ▶ Initiatives to improve the neighbourhood, safety

## PRODUCT LAUNCH BUZZ

- ▶ Has excellent involvement in creating buzz around its next generation mobility product through ebents and auto expos
- ▶ Main stream campaign launches with big marketing agencies

## PRODUCT INNOVATION

- ▶ Toyota Mirai among the most innovative, efficient and affordable hydrogen cell car
- ▶ Toyota Prius became the most successfull hybrid car because of its performance, efficiency, affordability and modern design

## COLLABORATIONS

- ▶ The toyota next generation mobility challenge USA- collaborating with schools and universities to conceptualize new ideas
- ▶ Collaborating with engineers, planners and product designers, and governments to devise the next generation mobility
- ▶ Social Activities engaging people at various locations

## SOCIAL MEDIA USE

- ▶ Toyota has a fair presence on social media with frequent reach out programs



# ANALOGOUS RESEARCH

How automobile industry communicates sustainability awareness



Ford



## CULTURE

- ▶ Ford believes in material waste reduction and recycle. Waste reduction, Control on emissions are main priorities and actions
- ▶ Auditing water consumption in supply chain and manufacturing, Efforts to reduce tailpipe emissions
- ▶ Ford's Dearborn Truck Plant has the World's Largest Living Roof, according to Guinness World Records

## PRODUCT LAUNCH BUZZ

- ▶ Ford spends about 3% (3.9 Billion \$) on advertising about its products of which 40% were for Green Cars
- ▶ Mediums through TV, Internet and misc

## PRODUCT INNOVATION

- ▶ Ford Escape is the only green car with recycled interiors and fabrics
- ▶ Ford Focus has created quite a buzz being very efficient and affordable eco friendly car

## COLLABORATIONS

- ▶ In an effort to conserve natural resources, improve habitat and lower costs, Ford has installed nearly 200 acres of sustainable landscaping around its corporate properties in Dearborn and Allen Park, Mich.

## SOCIAL MEDIA USE

- ▶ Ford in terms of corporate responsibility is much better performer than its counterparts and express what they do with use of Facebook, Twitter and Instagram



Tesla



## CULTURE

- ▶ Tesla was started with sustainability as the brand core value, introducing high performing electric vehicles
- ▶ Tesla's showrooms are erroneously small, only able to fit a single vehicle. Tesla stores have product ambassadors and owner advisors instead of commissioned sales persons.

## PRODUCT LAUNCH BUZZ

- ▶ This lack of advertising is disruptive marketing in itself; the non-existent action proclaims a statement of alternative marketing, one that earns consumers' trust rather than buying it with advertising dollars
- ▶ Elon Musk' celebrity style independent product openings

## PRODUCT INNOVATION

- ▶ Tesla is purely focused on product innovation to drive consumer demand
- ▶ With only 3 high performing models, it expresses its core value with complete transparency

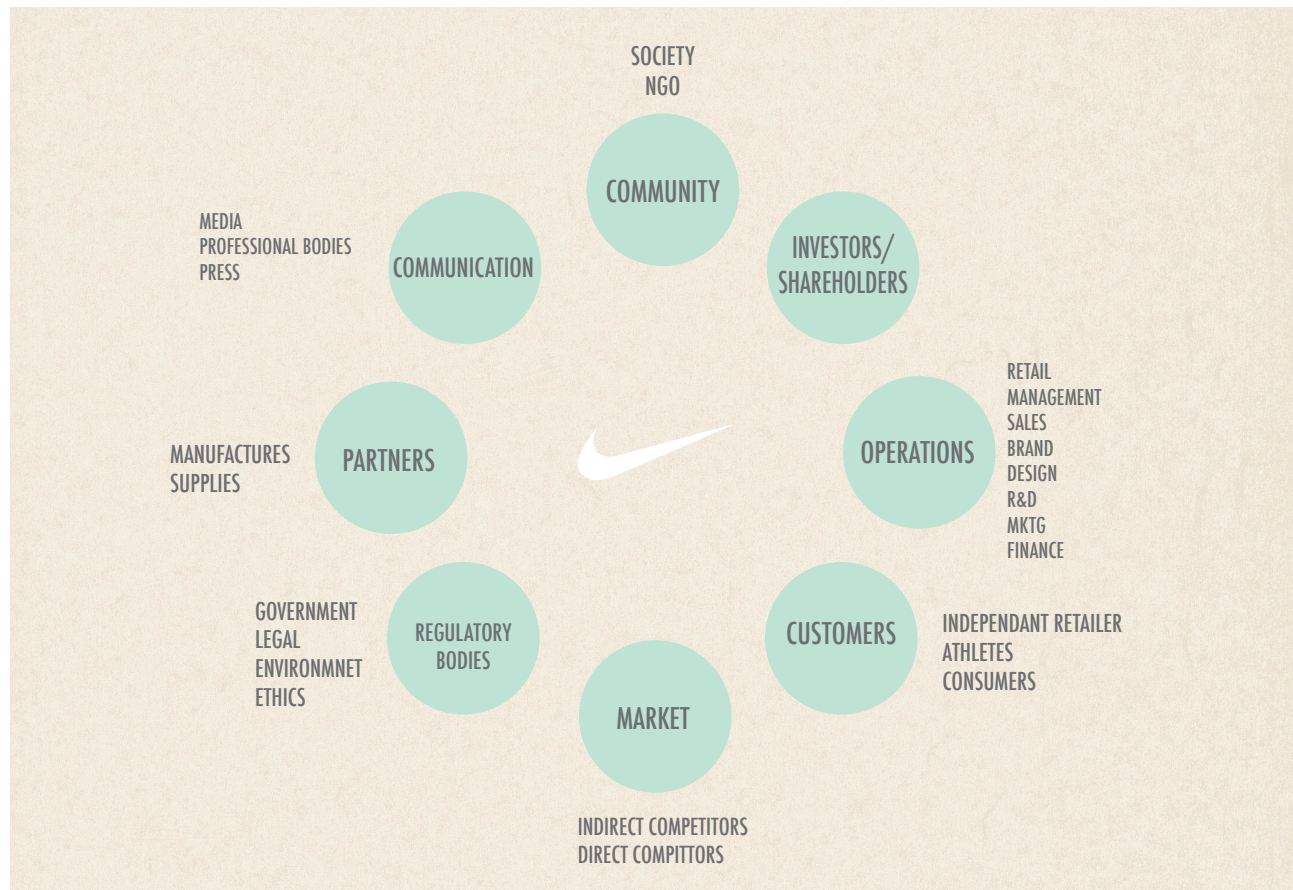
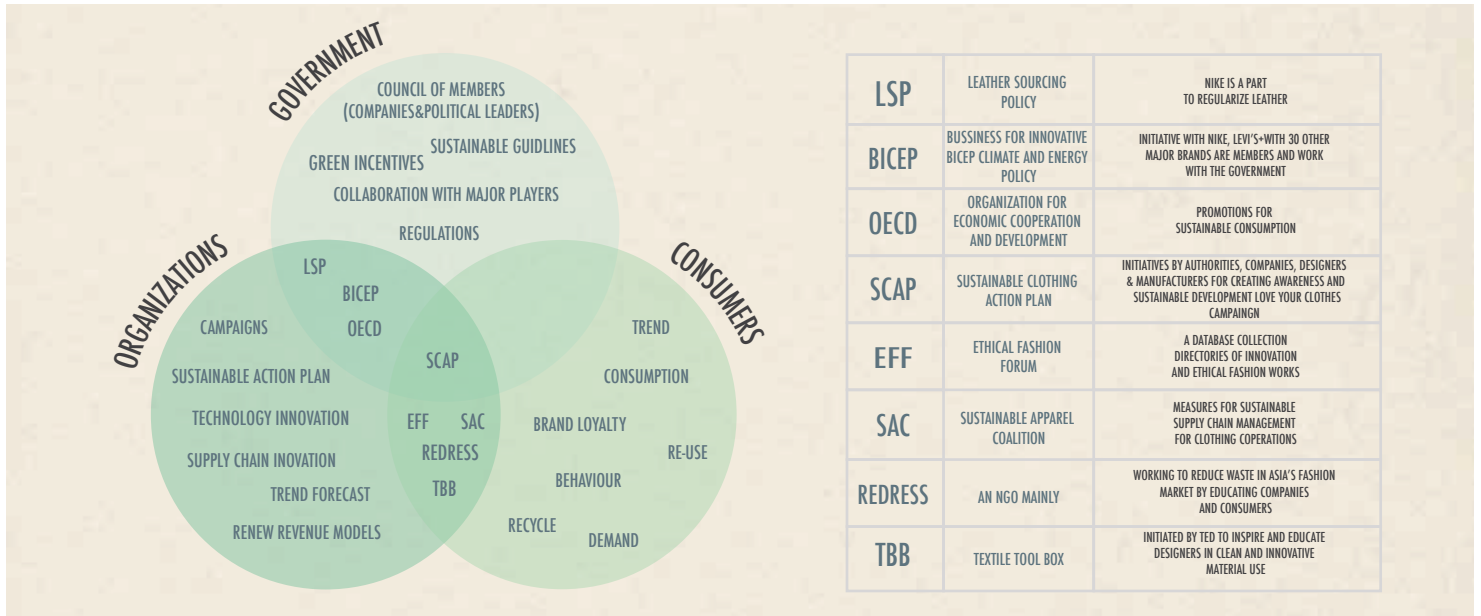
## COLLABORATIONS

- ▶ Tesla open sources patents and collaborates with governments, small industries and experts create a sustainable infrastructure

## SOCIAL MEDIA USE

- ▶ Tesla invests almost to nothing on marketing but solely depends upon word to mouth awareness
- ▶ Social media platforms are community based

# ECOSYSTEM MAP



# AEIOU



Tesla Showroom, NY

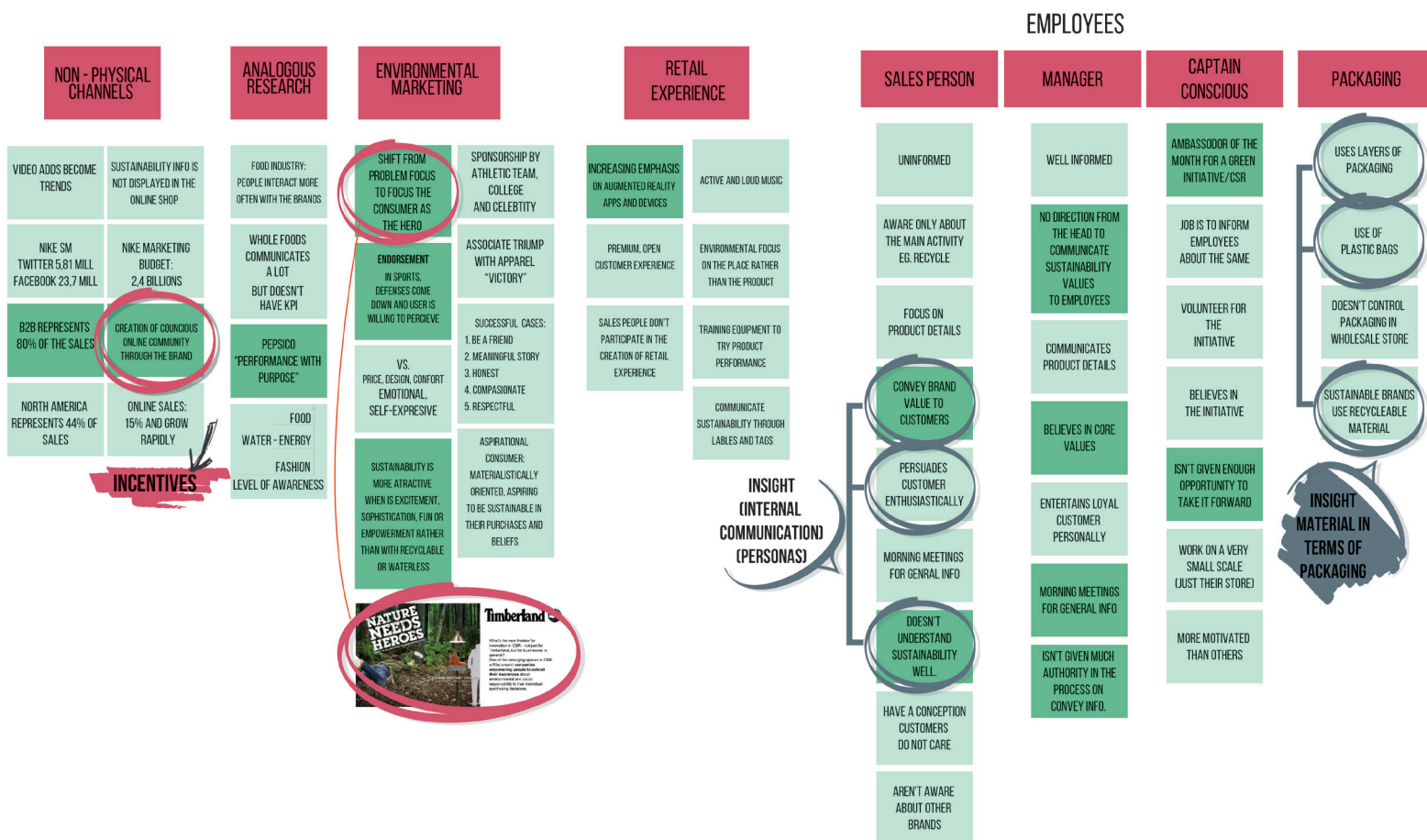


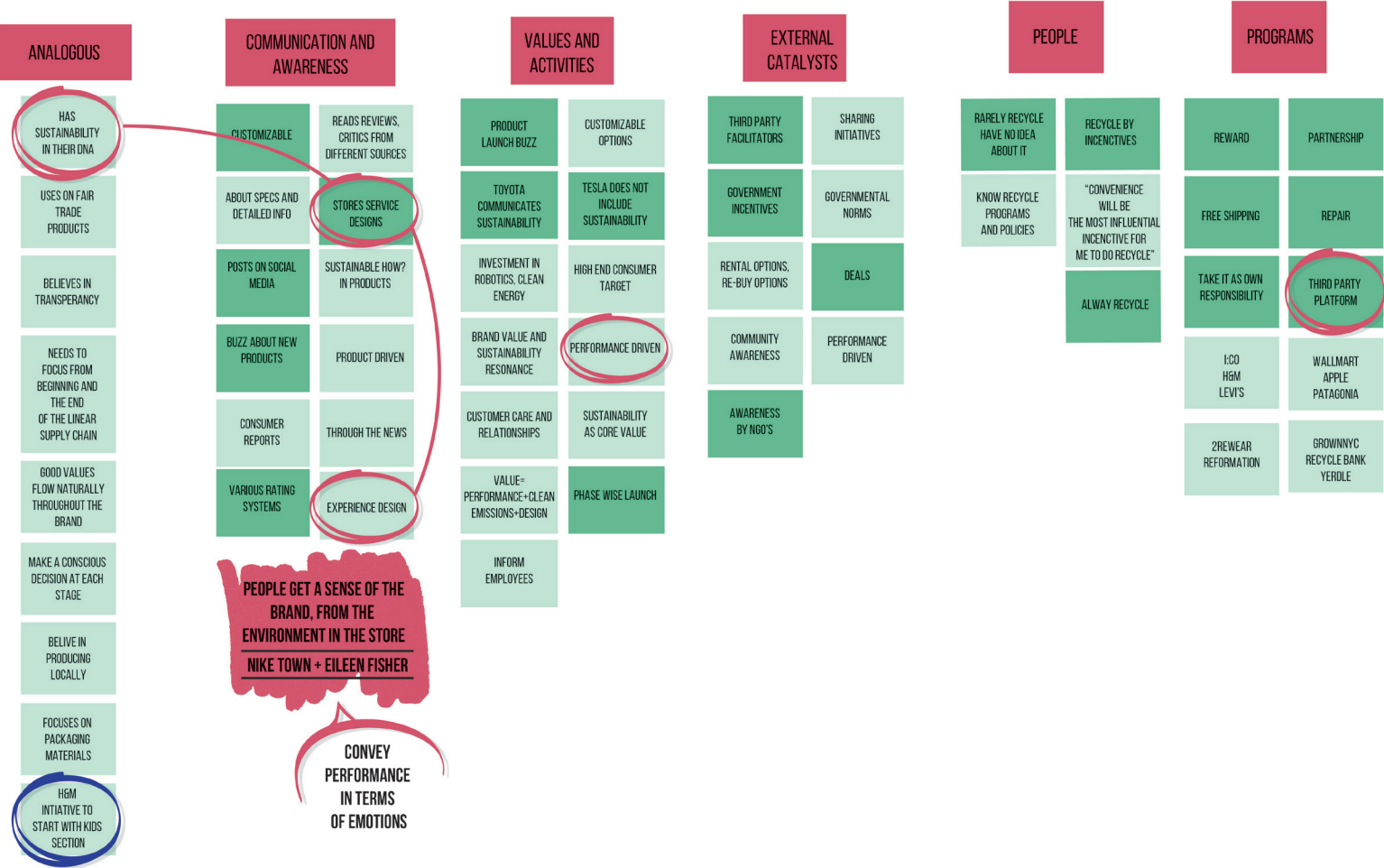
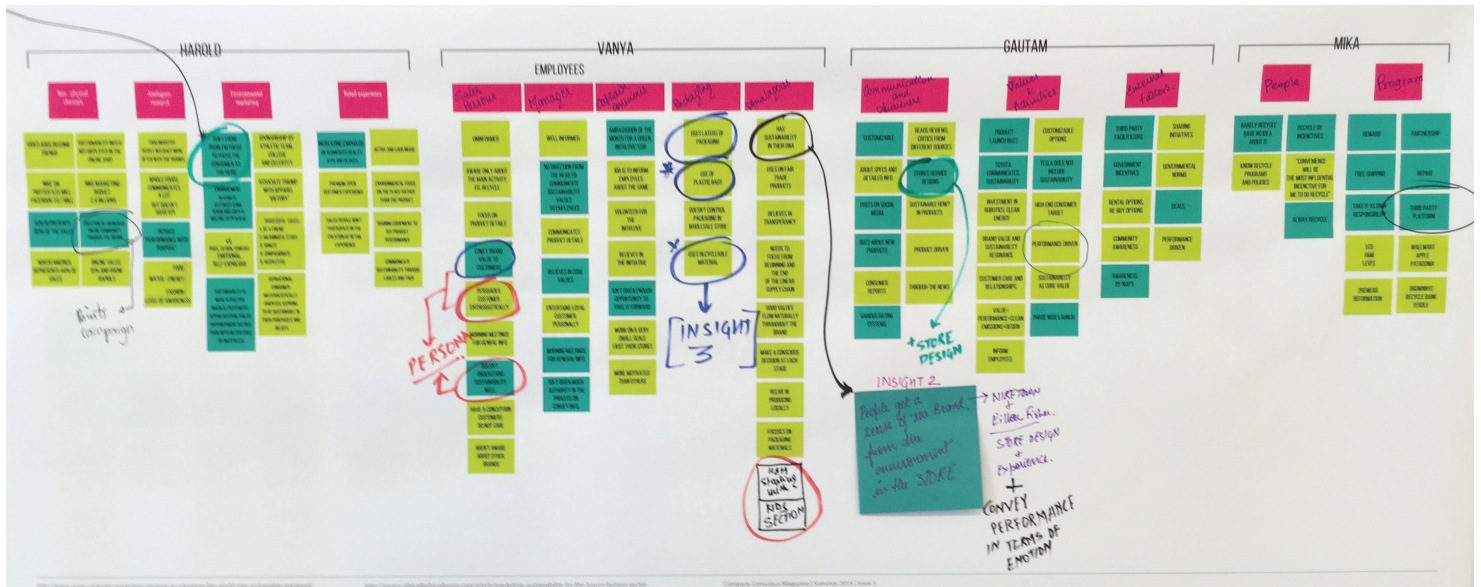
Nike Labs, NY

 <b>A</b>	<b>ACTIVITIES</b>	<p>Users learning about the electric vehicle. They fairly know that the car is eco friendly</p> <p>They are more interested in performance. Sales person are very informed and passionate about the brand and the car.</p>	<p>Latest and innovative line of clothing and footwear. Speciality store. Employees fairly informed about new innovative products and technologies.</p>
 <b>E</b>	<b>ENVIRONMENT</b>	<p>A healthy environment in the store. Focused around the product, near other major retail stores, transparency</p> <p>The whole experience is around the car. Specifications about the product, feel of the product.</p> <p>Product being celebrated</p>	<p>A product and performance driven environment.</p> <p>Employees making sure to point out the new methods in making the products to users</p>
 <b>I</b>	<b>INTERACTIONS</b>	<p>Interactive displays teaching the performance of the product. Look, feel of the product</p>	 <p>Products, touch, feel, wearing, testing</p>
 <b>O</b>	<b>OBJECTS</b>	 <p>products, displays, interactive visuals about product performance, product mock ups, screens, accessories etc</p>	<p>products, different segments, recycled material seatings, lights, screens, accessories, posters etc</p>
 <b>U</b>	<b>USERS</b>	<p>Informed sales people, motivated customers</p>	<p>Informed/slightly informed salesman, informed/uninformed and loyal customers</p>

# AFFINITY MAP

The Affinity Map is a process used to externalize and meaningfully cluster observations and insights from research. It is an inductive exercise, which means that instead of grouping notes in predefined categories, the work is





# BUSINESS MODELS

## CAMPAIGN BUSINESS MODEL CANVAS

### KEY PARTNERS

IOS & ANDROID DEVELOPER  
 GAME DESIGNER  
 ARTISTS  
 RECYCLING INITIATIVES:  
 USAGAIN, SPRINGREEN, I-CO, 2REWEAR,  
 GROW NYC, RECYCLE BANK, MAC  
 RECYCLING, AMERICAN TEXTILE  
 RECYCLING SERVICES  
 CITY SPONSORS  
 - MTA  
 - NYC MAYORS OFFICE OF  
 SUSTAINABILITY  
 - NYC ENVIRONMENTAL PROTECTION  
 - NYC TECHNOLOGY FORUM  
 - NYC DEPARTMENT OF CULTURE  
 - NYC PARKS  
 PARTNERS:  
 REFORMATION, UNIQLO, AND MEMBERS  
 OF THE SUSTAINABLE APPAREL  
 COALITION WITH CURRENT RECYCLING  
 PROGRAMS  
 INTERACTIVE TOUCHSCREEN PROVIDERS  
 AR HEADSET PROVIDER (DUROVIS)  
 AR DEVELOPERS  
 API PROVIDER (GOOGLE)  
 DEVELOPER  
 RECYCLED MATERIAL MANUFACTURER

### KEY ACTIVITIES

PRODUCT DEVELOPMENT &  
 MANAGEMENT  
 MARKETING  
 EVENT ORGANIZING  
 AR EXPERIENCE  
 CONTEST ORGANIZING  
 PROVIDING "BLANK CANVAS" TO ARTISTS  
 RECRUITING ARTISTS

### KEY RESOURCES

APP STORES  
 APP  
 BINS  
 STORES  
 SPACE  
 AR HEADSETS  
 AR PROGRAM  
 INFRASTRUCTURE  
 INTERACTIVE TOUCHSCREENS  
 PROGRAM CODE

### VALUE PROPOSITION

ENTERTAINING, INTERACTIVE  
 AND ENGAGING GAME  
 REWARDING AND CONVENIENT CHANNEL  
 FOR RECYCLING  
 ENTERTAINING, AND ENGAGING  
 EXPERIENCE THAT LEADS TO THE  
 DISCOVERY OF YOUR FUTURE THROUGH  
 AUGMENTED REALITY  
 ENTERTAINING, INTERACTIVE  
 AND ENGAGING SCREEN

### CUSTOMER RELATIONSHIPS

FREE DOWNLOAD  
 INCENTIVES & CONVENIENCE  
 FEELING OF ACHIEVEMENT  
 FUN & ENGAGEMENT  
 INVOLVEMENT  
 PSYCHOLOGICAL ALTRUISM

### CHANNELS

MOBILE APP  
 STORE & BIN LOCATION  
 PICK-UP TRUCKS  
 MAILING SERVICES  
 EXHIBITION SPACE  
 SOCIAL MEDIA  
 VR EXPERIENCE  
 INTERACTIVE TOUCHSCREENS  
 STORES  
 SUBWAYS & BUS STATIONS  
 PUBLIC SPACE

### CUSTOMER SEGMENTS

GAME GEEKS  
 KIDS AND ADULTS  
 ENVIRONMENT CONSCIOUS  
 PEOPLE WITH RECYCLING HABITS  
 CURIOUS PEOPLE  
 ART ENTHUSIASTS  
 COMMUTERS  
 SHOPPERS

### COST STRUCTURE

APP DEVELOPMENT (\$15,000)  
 PROMOTION & MARKETING (\$20,000)  
 R&D  
 APPLE DEVELOPER PROGRAM (\$99)  
 ANDROID DEVELOPER PROGRAM (\$25)  
 AR HEADSETS (100 sponsored headsets)  
 LOCATION FEES (\$282,400)

INTERACTIVE TOUCHSCREEN PURCHASE (\$60,000)  
 EVENT ORGANIZING + INFRASTRUCTURE (\$30,000)  
 AR DEVELOPER (\$15,000)  
 PROGRAM DEVELOPMENT (\$15,000)  
 BLANK "CANVAS" (\$25,000)  
 CONTEST PRICES (\$10,000)

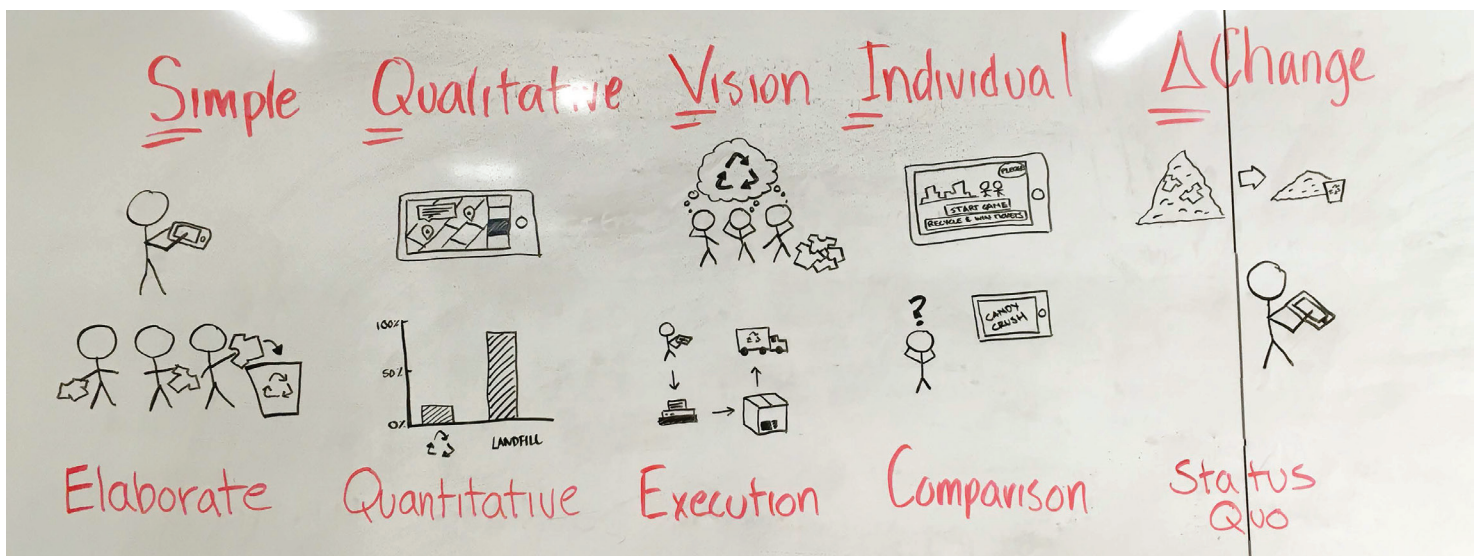
### REVENUE STRUCTURE

JOINING FEES FOR BRANDS FROM 12 BRANDS (\$240,000)  
 5 CITY SPONSORS (\$50,000)  
 SPONSORED AR HEADSETS (100 sponsored headsets)  
 EXTERNAL BRAND SPONSORSHIPS (\$50,000)  
 TICKETS (\$150,000)  
 BRAND SPONSORED BLANK "CANVAS" (\$25,000)

# BUSINESS MODELS ON STRATEGYZER



## SQUID TEST



# BIBLIOGRAPHY

---

27 Store Employees in discussion with the authors, February 2015.

**101 Design Methods:** A Structured Approach for Driving Innovation in Your Organization, by Kumar, Vijay. Hoboken, N.J.: Wiley, 2012. eBook Collection (EBSCOhost), EBSCOhost (accessed March 14, 2016). Hanington, Bruce, and Martin, Bella.

**Universal Methods of Design: 100 Ways to Research Complex Problems, Develop Innovative Ideas, and Design Effective Solutions.**

**Human Centered Design ToolKit** - 2nd Edition

**A Designer's Research Manual**, by Jennifer Visocky O'Grady and Kenneth Visocky O'Grady

**This is Service Design Thinking**, by Marc Stickdorn

**Design Thinking for Strategic Innovation**, by Idris Mootee

**Design for Growth**, by Jeanne Liedtka, Tim Ogilvie

**Universal Principles of Design**, by William Lidwell, Jill Butler, Kritina Holden

**Osceola, WI, USA: Rockport Publishers, 2012. ProQuest ebrary. Web. 14 March 2016**

<http://www.entrepreneur.com/encyclopedia/primary-market-research>

**Consumer Insights into Sustainable Brand Demand - Market Research**

<https://www.youtube.com/watch?v=Y42vfU9wKpU>

**2015 Summit I Activating the Next Generation of Fans: Engaging Millennials Through Sustainability**

<https://www.youtube.com/watch?v=NZvszsqbTU>

**Where do your old clothes go?**

<http://www.bbc.com/news/magazine-30227025>

**The Rationale Behind NIKE's Retail Focus**

<http://marketrealist.com/2014/12/the-rationale-behind-nikes-retail-focus/>

**Fast Fashion Is the Second Dirtiest Industry in the World, Next to Big Oil**

<http://ecowatch.com/2015/08/17/fast-fashion-second-dirtiest-industry/2/>

**5 Types of Sustainability Marketing Tactics Corporate Execs Need to Understand, and Utilize, Better**

[http://www.sustainablebrands.com/news\\_and\\_views/blog/dimitar\\_vlahov/5\\_types\\_sustainability\\_marketing\\_tactics\\_corporate\\_execs\\_need\\_und](http://www.sustainablebrands.com/news_and_views/blog/dimitar_vlahov/5_types_sustainability_marketing_tactics_corporate_execs_need_und)

**Win Customers With Consumer-Hero Branding**

<http://www.triplepundit.com/2015/10/win-customers-consumer-hero-branding/>

**Ben & Jerry's CEO: How to Get Your Social Impact Game On**

<http://www.triplepundit.com/2015/10/ben-jerrys-ceo-get-social-impact-game/>

### **The 5C's of Sustainability Branding, Revisited**

<http://www.triplepundit.com/2012/10/5cs-sustainability-branding-revisited/>

### **Just Green It! Making Sustainability Cool**

<http://www.triplepundit.com/2013/03/green-making-sustainability-cool/>

### **How to Get Consumers to Walk the Sustainability Talk When it Comes to Fashion**

<http://www.triplepundit.com/special/sustainable-fashion-2014/can-get-consumers-walk-sustainability-talk-comes-fashion/>

### **Want to Create Real Change? Start By Making Sustainability Cool**

<http://www.triplepundit.com/2015/06/want-to-create-real-change-start-by-making-sustainability-cool/>

### **Conscious Company | Summer 2015 | Issue 3**

#### **Fast Fashion comparison**

<http://groundswell.org/forever-21-hm-zara-uniqlo-whos-paying-for-our-cheap-clothes/>

<http://www.greenpeace.org/international/Global/international/publications/toxics/Water%202011/dirty-laundry-12pages.pdf>

<http://groundswell.org/uniqlo-hm-or-forever-21-all-are-bad-but-whos-the-best-of-the-bunch/>

[http://www.huffingtonpost.ca/kristen-marano/retailers-fashion\\_b\\_6578068.html](http://www.huffingtonpost.ca/kristen-marano/retailers-fashion_b_6578068.html)

#### **How Brands market (or don't market) sustainability**

<http://www.qmac.ca/teslas-marketing-strategy-accelerating-the-world-into-sustainable-transport/>

<https://hbr.org/2015/10/how-tesla-under-armour-and-sonos-do-branding>

<http://scienceofrevenue.com/tag/tesla-marketing-strategy/>

<http://www.justmeans.com/blogs/top-companies-communicate-sustainability-to-consumers-in-innovative-ways>

<http://www.triplepundit.com/2010/05/how-companies-communicate-sustainability-strategy-online/>

<http://www.greenbiz.com/blog/2012/03/22/3-steps-sustainable-communications>

<http://www.fastcoexist.com/3015902/6-ways-to-make-brand-sustainability-resonate-with-consumers>

<http://source.ethicalfashionforum.com/article/marketing-sustainability-for-the-luxury-fashion-sector->

#### **Innovative ways to communicate sustainable value**

<http://www.greenbiz.com/blog/2013/05/01/5-ways-communicate-sustainability-beyond-words>

<http://www.theguardian.com/sustainable-business/2015/feb/24/is-communicating-sustainability-a-subtle-attempt-at-doing-good>

#### **Why educating employees about Sustainability is important**

<http://www.greenbiz.com/blog/2011/10/12/10-communication-strategies-engage-employees-sustainability>  
[http://www.sustainablebrands.com/news\\_and\\_views/articles/five-steps-winning-sustainable-marketing-ty](http://www.sustainablebrands.com/news_and_views/articles/five-steps-winning-sustainable-marketing-ty)

strategy

### **Use of social media by brands**

<http://www.theguardian.com/sustainable-business/starbucks-toyota-transparency-social-media>

### **Sustainability within a company value**

<http://www.cleantechies.com/2012/01/18/top-ten-sustainability-initiatives-of-nissan-motors/>

<http://www.justmeans.com/blogs/luxury-fashion-industry-focuses-on-environmental-protection>

<http://sloanreview.mit.edu/article/how-to-become-a-sustainable-company/>

<http://www.ephemerajournal.org/contribution/branding-sustainability-opportunity-and-risk-behind-brand-based-approach-sustainable>

<http://www.hok.com/about/sustainability/>

[http://www.toyota-global.com/sustainability/social\\_contribution/](http://www.toyota-global.com/sustainability/social_contribution/)

<http://corporate.ford.com/microsites/sustainability-report-2013-14/blueprint-strategy.html>

<http://www.honda.com.au/news/Articles/2015/11/Honda-Asia-and-Oceania-Launches-New-Sustainability-Web-Site.html>

<http://corporate.ford.com/microsites/sustainability-report-2012-13/people-customers-awareness.html>

<http://ccc.bc.edu/index.cfm?pagelD=1947>

<https://www.chinadialogue.net/article/show/single/en/6527-Some-businesses-will-not-survive-the-shift-to-a-sustainable-economy>

### **Closing The Loop On Fashion: H&M's Textile Recycling Initiative**

<http://www.conecomm.com/hm-clothing-recycling>

### **H&M Offers a 20% Discount If You Give Them Your Old, Used Clothes**

<http://twocents.lifehacker.com/h-m-offers-a-20-discount-if-you-give-them-your-old-us-1692304128>

### **Textile recycling innovation challenges clothing industry**

<http://www.theguardian.com/sustainable-business/textile-recycling-challenges-industry>

### **Waste and Recycling Programs in Hancock and Houghton, Michigan and Michigan Technological University**

[www.mtu.edu/social-sciences/research/projects/recycling-brief.pdf](http://www.mtu.edu/social-sciences/research/projects/recycling-brief.pdf)

### **Official Website:**

**H&M:** <http://www.hm.com/us/>

**Patagonia:** <http://www.patagonia.com/us/home>

**Reformation:** <https://www.thereformation.com>

**GrowNYC:** <http://www.grownyc.org>

**I:CO:** <http://www.ico-spirit.com/en/homepage/>

**Apple:** <http://www.apple.com>