

BURBERRY

H&M

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YMA Geoffrey Beene Case Study

Innovative materials and a collaboration between designer and fast fashion brings sustainability out of the trenches.

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Introduction

“imagine a future wherein success can be measured not just through financial gains, but equally through the sharing and increasing of knowledge, technological innovation, and social and environmental progress” (Amed, 2016). This spring 2016 two fashion power houses, H&M and Burberry, will partner together utilizing each others’ resources to create a collaborated sustainable line, *Burberry x H&M: Out of the Trenches*. By doubling their business and working together at a faster pace, this partnership will minimize their own weaknesses or threats, and to maximize both retailer’s strengths in innovation, reducing their environmental impacts (see Appendix A).

Sustainability

The fashion industry, constantly evolving, has undergone three major industrial revolutions since the 18th century. The first and second revolutions focused on clothing construction and the third focused on technology and data analysis. Currently in the early 21st century an innovation-focused revolution is occurring: “The fourth industrial revolution will transform all industries. But fashion, in particular, stands to benefit most from advances in materials science, opening a wide range of new functional and aesthetic possibilities for garments” (Abnett, 2016). This revolution provides limitless opportunities for the fashion industry and companies are taking advantage of these possibilities in a way that benefits their consumers, employers and the world around us—sustainability.

The Sustainable Apparel Coalition (n.d.) is an alliance of 176 brands, retailers, manufacturers, academic, affiliates, government organizations and NGOs whose primary focus is building on the Higg Index¹. With the help of this tool, the industry is working towards practices that can drive change on a global scale.

Positive Impacts. Sustainable practices within the fashion industry can enhance communities through education and awareness, reduce the use of toxins and chemicals, conserve water, reduce waste and landfills, reuse materials, and produce renewable energy. Ultimately reducing the industries carbon footprint on the environment.

Leaders

After extensive research and interviewing the former CEO of Finish Line, Glenn Lyon, I have found that Sustainability comes in two forms of responsibilities: environmental and social. As members of the Sustainable Apparel Coalition, Patagonia and Nike are leaders in this movement with the ability to identify and set goals to conquer and ingrain these values in their companies' missions². Patagonia adds value to its brand image by assisting and teaching its consumers how to repair damaged garments, extending garment's life, and reducing consumption of new, unnecessary products. Nike adds value to its brand image by utilizing technology and recycling programs: "[Nike's Flyknit technology] produces 60% less waste than traditional cut and sew methods. Since 2002, the technology has reduced nearly 3.5 million pounds of waste" (Nike News, 2016). Extended garment lifecycles and reduced waste are two examples of how these industry leaders have successfully implemented resources and technology into their business models and have encouraged a greater purpose behind their products.

Innovation

"When envisioning the future, it's easy to get caught up in the marvels of technology, but could the most groundbreaking of future innovations be organic? Embracing nature rather than dominating it?" (Bodstrom, Marthinsen, Nordlow, & Dworsky, Kohler, 2014). While technologies such as artificial intelligence and 3-D printing are two ways to create a sustainable supply chain, every day new innovations enhance the use of organic and natural fiber textiles.

Drydye. Drydye is a new technology, discovered by the Yeh Group, using highly compressed gas that eliminates the use of all water in the dyeing process for natural fiber textiles. The process uses 50% less energy and 50% fewer chemicals than traditional dyeing practices and maintains the texture of the fabric (Bodstrom, Marthinsen, Nordlow, & Dworsky, Kohler, 2014). “According to the UN, without immediate action from the fashion industry, clean water will no longer be an accessible resource by 2030 for half of the world’s population” (Amed, 2016). With the introduction of this technology, drastic but positive changes in environmental health and water conservation will occur.

Nano-Enhanced Textiles. RMIT University researchers discovered a new technology that helps fabrics degrade organic matter when exposed to sunlight. This innovation can change the way we care for our garments. The process involves coating the natural fiber textiles with a solution then letting the textiles develop for 30 minutes. Extensive testing has proven this process works: “When exposed to light, it took less than six minutes for some of the nano-enhanced textiles to spontaneously clean themselves” (RMIT University, 2016). It is time for the process to be utilized in a mass-production, industrial setting.

Burberry x H&M

H&M’s Spring 2017 Conscious Exclusive Collection³ takes a new direction; H&M will partner with Burberry for a worthy cause, sustainability. Burberry, a premium high-end brand, will work with H&M, a mass fast-fashion retailer, on their Conscious Exclusive Collection. “These [sustainability] challenges impact everyone along our value chain and cannot be solved through any one company working alone” (H&M About, n.d.). H&M and Burberry are not only leaders in sustainability, but are also both members of the Sustainable Apparel Coalition.

H&M

As one of the largest fast fashion retailers in the world, H&M has a large global presence, making their environmental and sustainable practices impactful. “We want to use our size and scale to lead the change towards fully circular and truly sustainable fashion” (Gedda, n.d.). These sustainable values include circularity, climate, transparency, equality and fair jobs. In the past few years H&M launched numerous campaigns and programs focusing on this initiative. In 2013, they launched Garment Collecting⁴ in efforts to raise awareness and increase the number of garments collected, they launched their first ever World Recycle Week. To publicize it, H&M partnered with musical artist M.I.A to create a music video (YouTube, 2016) which has over 3 million views: “Alongside the video by M.I.A., bloggers and characters from the video will film rehaul clips, showing pieces they’re recycling through the H&M Garment Collecting project during World Recycle Week - meaning the opposite of haul where you upload a video showing items recently purchased” (H&M About, 2016).

With the aforementioned initiatives set in place, H&M is a rising leader in the movement towards creating a more sustainable future. In order to propel themselves in this area, H&M also launched the Conscious Exclusive Collection⁵ that appears in select stores every April, which gives consumers the opportunity to see how H&M uses the benefits of sustainable practices to create new clothing: “Ann-Sofie [creative advisor] hopes this collection can show consumers and other retailers the great possibilities sustainable materials provide, and dispel the prejudice against them. ‘I hope that we can inspire the industry by showing the great possibilities these materials hold’” (H&M Magazine, 2015).

Burberry

As a leader in luxury fashion, Burberry is at the top of the industry by being an early adaptor that introduces trends. Maintaining its innovative image, Burberry has reconstructed the way they will do fashion, offering products immediately after they leave the runway. This accessibility is a result of social media; “social media has shortened fashion cycles, and created a see now, buy now, wear now mentality while generating constant desire for new products” (Arthur, 2016). This new process means that Burberry will be designing and manufacturing simultaneously, as opposed to the former leading to the latter.

Collaboration

H&M first started their design collaborations in 2004 with Karl Lagerfeld. Since then collaborations have been an annual event that, though the statistics are not released, has been an extremely successful business tactic: “We’ve been doing [designer collaborations] for 11 years now—and we didn’t necessarily expect to. They are successful” (Sherman, 2015). Collaborations between mass retailers and luxury designers are not a new concept; throughout the industry brands have come together to partner with each other or celebrities as marketing strategies for their brands. In a successful partnership both brands receive positive gains; the ability reach a larger market with product that embodies a luxurious brand at a reasonable price enabling companies to change their perceived image, gain new consumers and receive incredible publicity (Scharf, 2013).

Burberry x H&M is redefining collaboration. The Burberry x H&M: Out of the Trenches campaign will give the consumer insight to how each company is taking the steps to create merchandise that has a low cost, not only on their wallet but also in the environment. Both retailers use sustainable practices that will be continued in the production of this collection, and

in addition, will collaborate with the RMIT scientists and the Yeh Group to create the line using the new technology from Drydye and the Nano-Enhanced Textiles, giving this line a competitive edge by combining resources and strengths that each retailer did not have on its own.

Demographic Profile. Though H&M and Burberry both capture the female consumer, its target markets greatly differ. H&M's consumer is a younger woman who sees shopping as a social activity; she loves to follow trends but does not want to spend a large amount of money to do so. Burberry's consumer, however, is older and lives an upscale lifestyle with disposable income; she values the quality, luxury and exclusivity that the premium brand offers her. Considering these contrasting consumer attributes, there is an opportunity to pull in a large demographic of women ages 18-34 that each retailer alone was not able to capture; Burberry now reaches out to the younger consumer while H&M reaches out to the luxury consumer who desires high quality product. Burberry x H&M: Out of the Trenches collection is targeting the consumer who is now entering the workforce, and by 2020 will be established and able to create and maintain new goals for sustainability in whichever industry she is in. Working in New York City making \$55,000-\$95,000 a year, she is driven, empowered and ambitious.

Conclusion

Looking towards the future collaboration of H&M and Burberry, the Out of the Trenches campaign will catapult the fashion industry into this fourth revolution. This new era will lift up the carbon footprint that the fashion industry has made, making a profound global impact.

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Appendix

Appendix A

Table A

Retailer Brand Collaboration SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • “Collaborations are also approached with the intention of changing up a brands perceived image” (Scharf, 2013) • “They tend to perform strongly in stores while created a significant amount of buzz for the brands involved” (Scharf, 2013) • Burberry’s large network of manufacturers and resources. • H&M launched collections with 20% recycled cotton from recycled clothing • “Sustainability will be the standard in 2030...Sustainability is the norm” (Amed, 2016) 	<ul style="list-style-type: none"> • H&M Conscious Exclusive Collection is already set at a higher price point • H&M doesn’t have direct business relationships with Fabric and Yarn Mills, and they don’t own any factories • Working with materials that haven’t been mass produced • Burberry network size could make flexibility for fast fashion difficult
Opportunities	Threats
<ul style="list-style-type: none"> • “95% of all textiles thrown away across the globe each year could be recycled” (H&M About, n.d.) • Reduce the waste of water for washing clothes • Extend sustainable practices to the public: “Burberry is strongly committed to reducing its environmental impact globally through it’s supply chain and internal operations” (Burberry, n.d.) 	<ul style="list-style-type: none"> • Publically traded companies (Amed, 2016) • Burberry losing luxury brand perception • Most collaborations are a trend, not a sustainability collaboration having a 1-5-year life

End Notes

¹ A standardized supply chain measurement tool for all industry participants to understand the environmental and social and labor impacts of making and selling their products and services, and identify areas for improvement. (Sustainable Apparel Coalition, n.d.)

² Patagonia's mission: "build the best product and cause no unnecessary harm" (Amed, 2016). Nike's Mission: "can we double our business, while halving our impact?" (Amed, 2016).

³ A fashionable higher-end collection made from more sustainable materials to be worn for special occasions as well as for everyday dress up. (H&M About, n.d.)

⁴ Customers can bring in any clothes they no longer want, no matter the brand and receive an H&M voucher in return. As a result of this program: "the company has collected over 25,000 tonnes of clothing" (H&M About, 2016).

THE **RE**VOLU**TION**

“The move to a single Burberry label reflects the way luxury customers shop, blending formal and informal styles and designs into one wardrobe” (Burberry, n.d). As of 2016 Burberry is working towards unifying their three labels. The label for Burberry x H&M embodies their current label but highlights the cause of the collaboration. “**RE**” can stand for a multitude of meanings all focused on reducing the carbon footprint the fashion industry has made on the world and the positive outcomes the future can bring due to these sustainable practices. “**RE**” in the H&M red signifies the collaboration between these two retailers. The color red also creates a sense of urgency or alertness that will drag the consumer in to learn more about the garments in this 2016 Conscious Exclusive Collection and how important these sustainable practices are.



LABEL | HANGTAG

FEATURES

DRYDYE

**THE PRACTICE OF THIS NEW DYING TECHNOLOGY
WILL CONSERVE VALUABLE AND NECESSARY
RESOURCES**

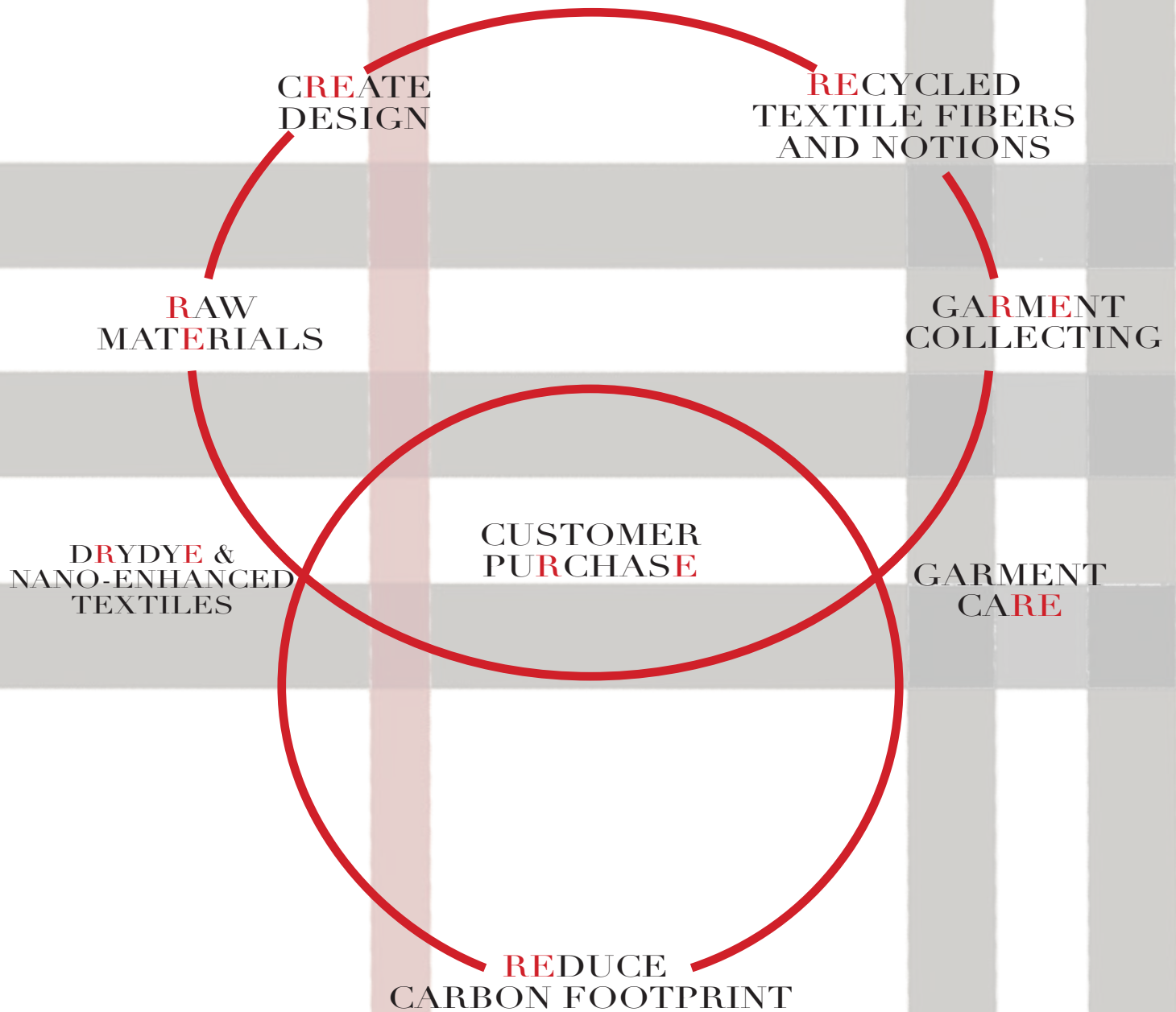
NANO-ENHANCED TEXTILES

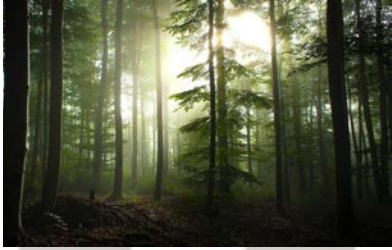
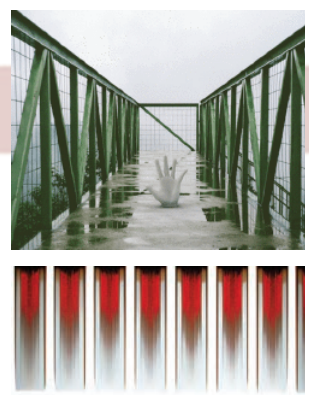
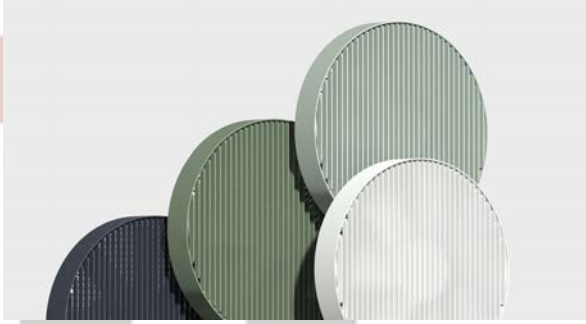
**AIDS IN BREAKING DOWN ORGANIC MATTER
MAINTAINING CLEAN CLOTHES LONGER AND
LESS WASH CYCLES**

MATERIALS

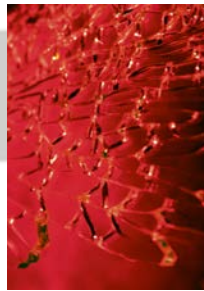
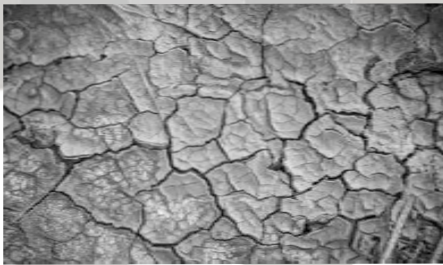
**ALL GARMENTS IN THE LINE ARE CONSTRUCTED
WITH NATURAL FIBERS. AVOIDING BLENDING
FIBERS, THE USE OF H&M'S LYOCELL WILL BE
USED.**

REDEFINED PRODUCT LIFECYCLE



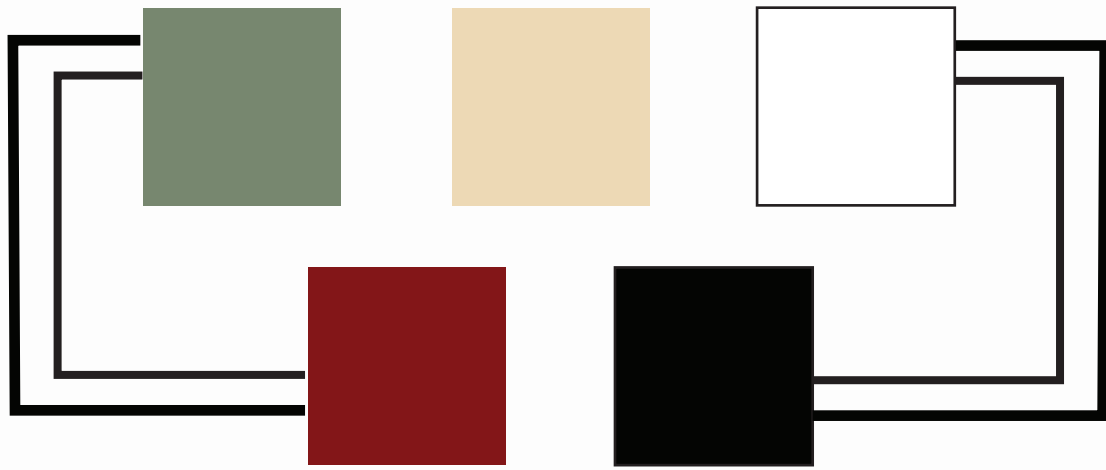


INSPIRE

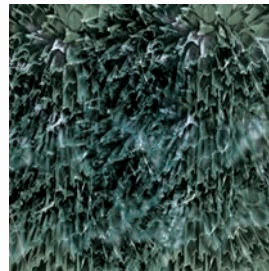
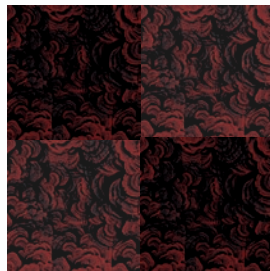


POSSIBLE

COLO**R** PALE**TTE**



[**P**RINT **D**ESIG**N**S]



SPRING COLLECTION

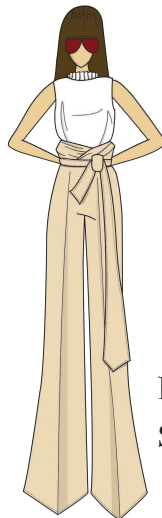


PRICING STRATEGY

H&M's Conscious Exclusive Collection, already set at a higher price point than their products instore, offers more luxurious evening wear suited for high profile events. Burberry x H&M offers the "off the red carpet" look H&M is looking for while maintaining luxury and a sustainable future: "We are committed to showing that sustainable fashion has a place on the red carpet as well as making it a part of our daily offer in our stores" (H&M About, n.d.).



Blouse \$99.00
Shorts \$79.99



Blouse \$69.99
Shorts \$99.00



Vest \$129.00
Blouse \$59.99
Pants \$79.99



Vest \$199.99
Dress \$69.99



Jacket \$199.99
Blouse \$59.99
Pants \$79.00

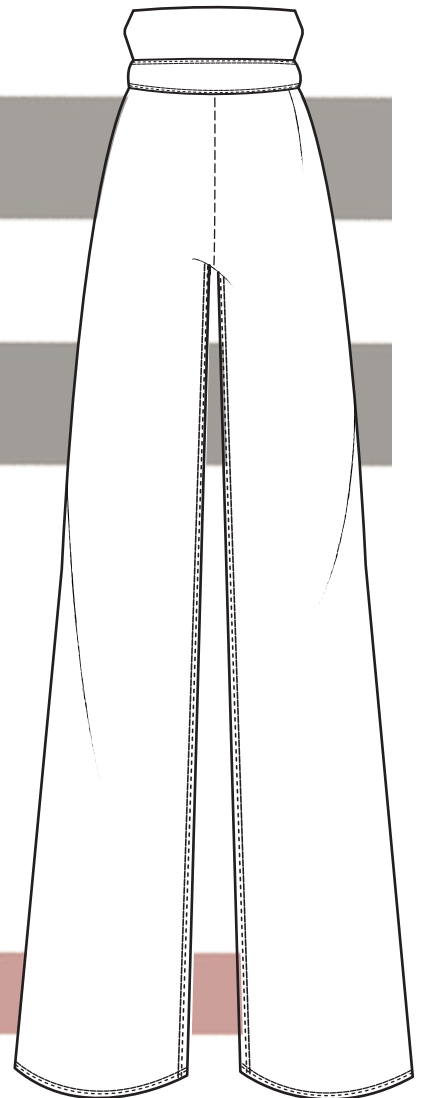
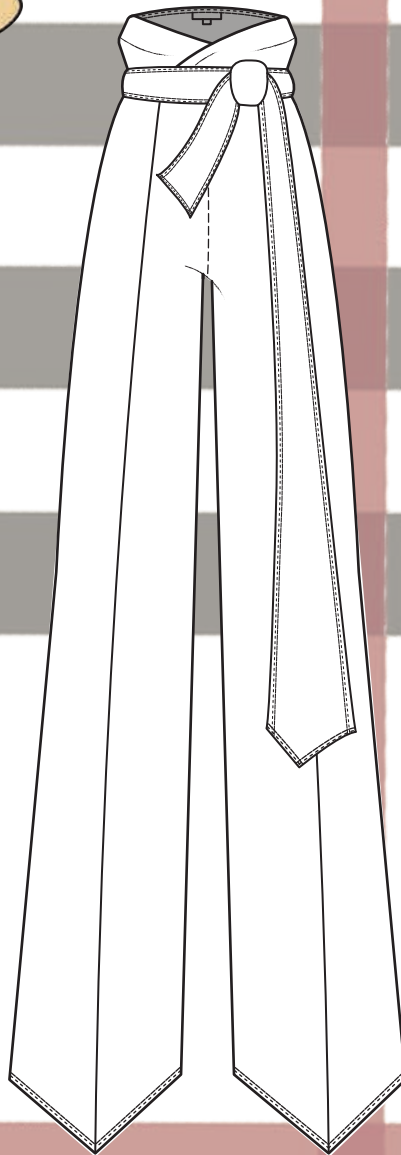
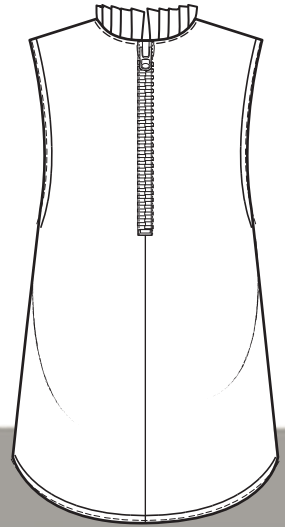
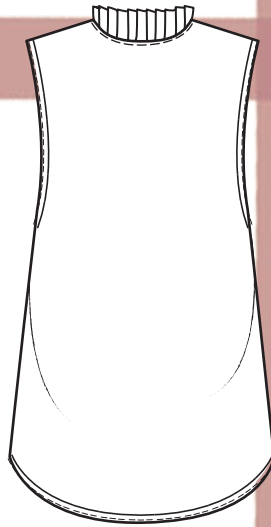
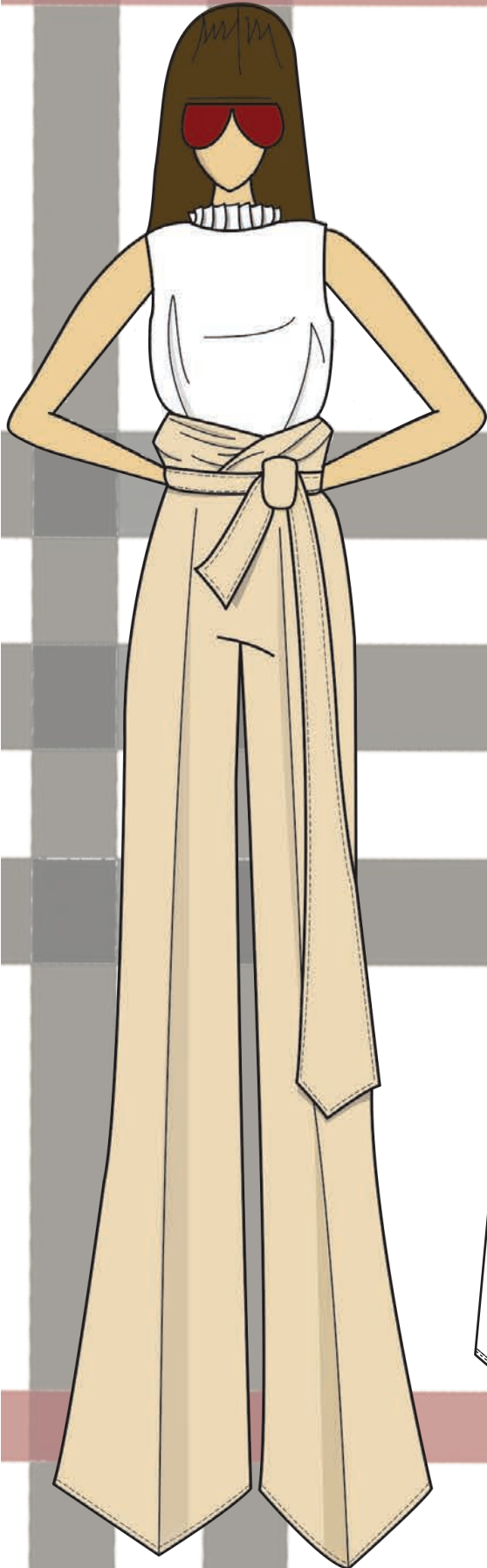


Dress \$129.00

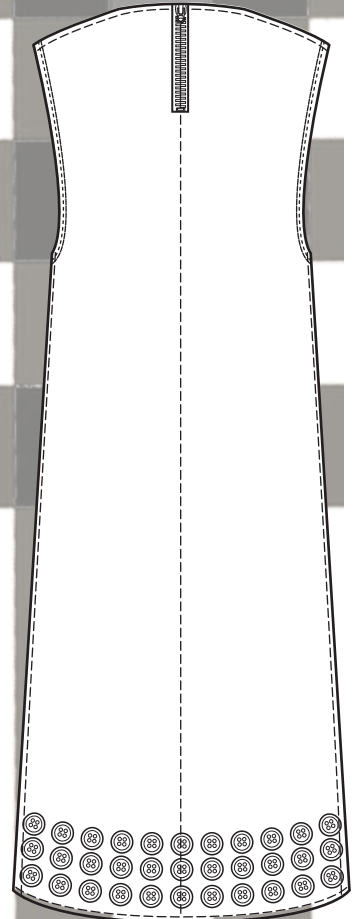
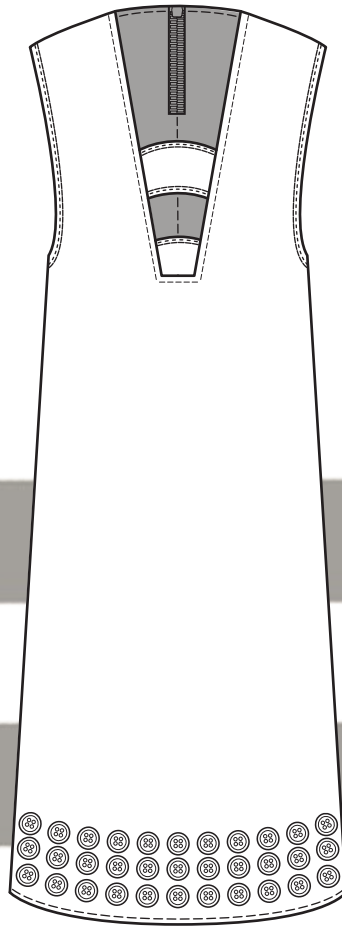
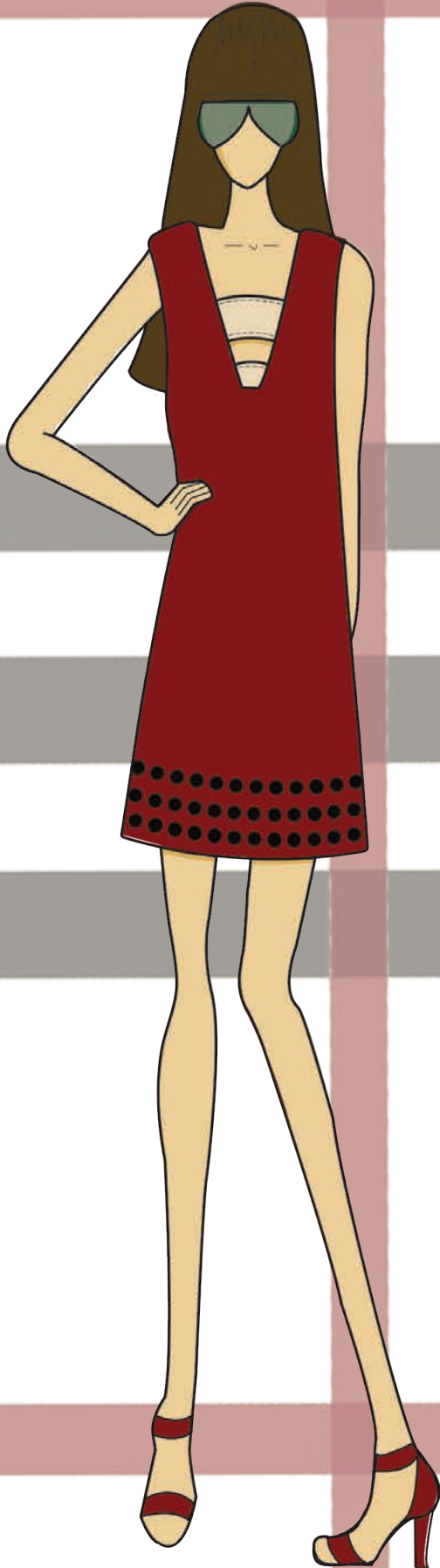


Blouse \$59.99
Pants \$79.00

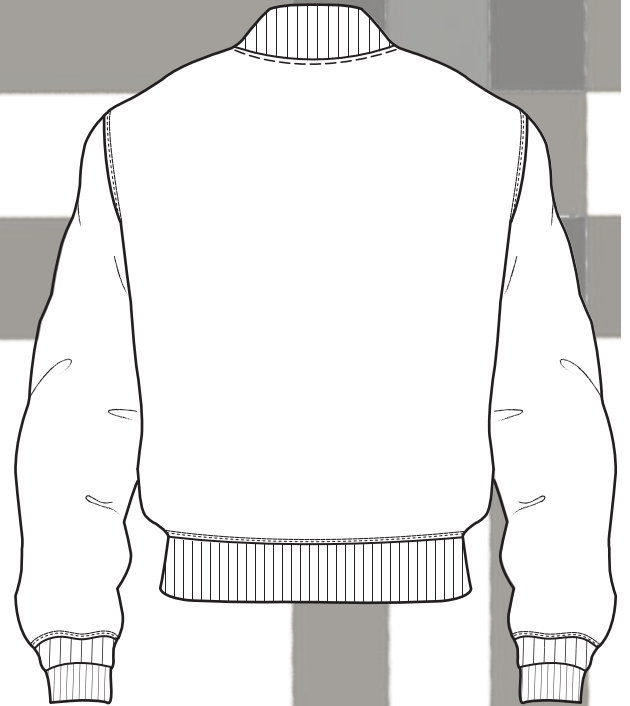
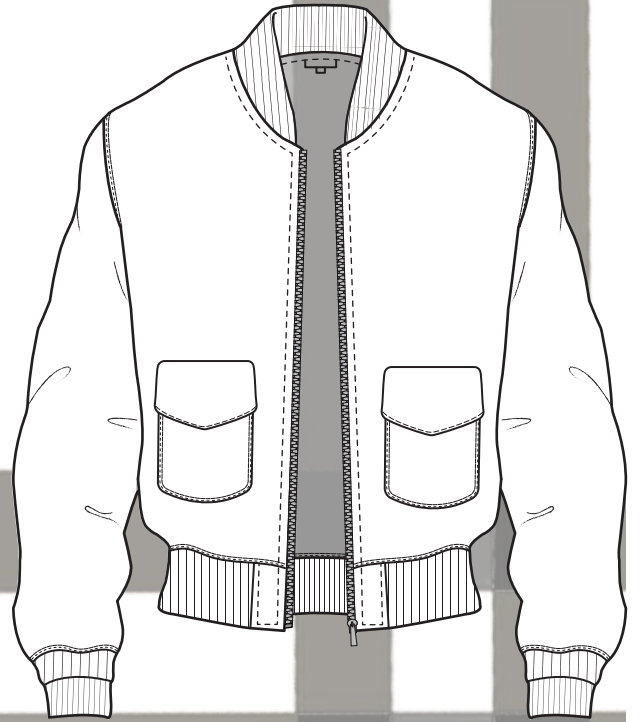
**ILLUSTRATED
FLATS**



ILLUSTRATED FLATS



**ILLUSTRATED
FLATS**



OUT OF THE TRENCHES

The trickle-down effect is a model of product adoption in marketing that affects many consumer goods and services. This is seen extensively in the fashion industry; technology has allowed for the trickle-down process to quicken, with new trends being introduced to high class, widely exposed individuals, then moving down to lower classes. “Consumer obsession with social media is also making a traditional approach less relevant” (Halliday, 2016). Runway shows are no longer exclusive to society’s elite, as anyone with a computer or smartphone can have a front row ticket to their favorite designers’ newest collections in the comfort of their own homes.

This collaboration eliminates the trickle down effect, to do so it is essential that Burberry maintains their image throughout this collaboration. When referencing H&M’s collaboration with Balmain last year, H&M’s creative consultant noted: “We don’t want Balmain or Olivier to become H&M. We want H&M [to become] Balmain for that short moment in time” (Sherman, 2015). The advertisements for this collaboration will feature Burberry’s iconic models Cara Delevingne, Kate Moss, and Emma Watson to relate to our millennial consumer.

TRANSPARENCY

The Higg Index is a tool to create a transparent understanding of how companies are doing when it comes to sustainability. This concept will be carried through the Out of the Trenches campaign. The purchase goes beyond the register, you have behind the scenes access to how the garment was made, what it was made from, and how the world is benefiting from your purchase.

SOCIAL MEDIA CAMPAIGN

Technology has created a movement of access, everyone wants to be up to date on the latest trends and know what everyone is up to. Social media platforms allow this access 24/7. As a millennial, our consumer is actively engaged with social media, the primary marketing platform for this campaign (see Figure 1).

<i>Burberry and H&M</i>		
SOCIAL MEDIA PRESENCE		
<u>Social Media Platform</u>	<u>H&M</u>	<u>BURBERRY</u>
FACEBOOK	28,421,418 Likes	17,131,810 Likes
INSTAGRAM	16.8 Million Followers	7.7 Million Followers
TWITTER	8,122,938 Followers	7,069,201 Followers
YOUTUBE	207,871 Subscribers	271,187 Subscribers

(Figure 1)

SNAPCHAT

As Burberry eludes to in their new product lifecycle, the everyday consumer wants an all access experience as if they were apart of the action. Out of the Trenches Campaign will utilize Snapchat as a social media platform for our customers to get a behind the scenes look at designs, and collaborations between the two retailers.

YOUTUBE

Due to the success of H&M's World Recycle Week YouTube video, Out of the Trenches will be creating videos outside of the snapchats that dig deeper into the enviornmental and social impacts of this Concious Exclusive Collection collaboration.