A guideline
for the marketing
of green fashion
in German retail

Final Thesis

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“Act only according to that maxim whereby you can at the same time will that it should become a universal law.”
- I. Kant

“It’s got to be fashion and not what people perceive as ‘organic fashion’ – those hippie, oatmeal type of clothes – they have to be gorgeous clothes. Otherwise, no one would buy them.”
- K. Hamnett

“I want to prove to the industry that there’s a viable alternative financial model the world can benefit from. The effect of the clothing industry has more impact on climate change than if the entire world signed the Kyoto Agreement.”
- K. Hamnett

“Sustainability is the idea that environmental objectives are not incompatible with ongoing economic prosperity”.
- J. Grant

“Sustainability: the ability to sustain”
- Unknown

“Sustainability has to be a choice, a choice of a global society that thinks ahead and acts in unaccustomed harmony.”
- J. Sachs

“Sustainability: Meeting the needs of the present without compromising the ability of future generations to meet their own needs”.
- The Brundtland Report

“Fashion is not something that exists only in dresses. Fashion is in the sky, in the street; fashion has to do with ideas, the way we live, what is happening.”
- C. Chanel

“The key to implementation of sustainable practices is following a long-term program based on persistence, not insistence.”
- C. Uhl, professor Pennsylvania State University

“Despite our mansions and our roadways, our designer jeans and our iPhones, human beings have made very little. Instead we’ve transmuted stored energy into temporary value in exchange for long-term waste. All of the growth that our politicians seek to perpetuate is not growth at all…. Market forces cannot align with the common interest of humanity so long as prices reflect costs and benefits that occur in: (A) displaced locations and (B) periods of time other than the present.”
- R. Blinnon
“It’s not easy being green.”

- Kermit The Frog
SUMMARY

Globalisation and missing EU trading restrictions for textiles result in the flooding of the domestic market by Asian products. Deteriorating working conditions, huge ecological damage in the producing regions and health risks are most likely. German high quality textile products are replaced by cheap imported goods. Alternatively sustainable eco-textiles are produced on ethical working conditions, ecological criteria and free of harmful substances. In Germany, these textiles are still in an eco-niche.

The aim of this project was to promote the supply of sustainable eco-textiles and thereby also strengthening German retailers. As a first step the present eco-textile-labels available in Germany and the overall market were investigated.

A representative study with 250 consumers in Germany was carried out. Characteristics were developed to describe potential target groups interested in eco-textiles. Optimum communication strategies and motives for the purchase of eco-fashion by specific target groups were investigated. Two interviews with fashion experts were held to find out about specific elements of the green market.

Marketing and communication strategies for sustainable textiles were developed. Successful examples of best practice marketing were presented to motivate German retailers to merchandise eco-textiles. Finally the marketing strategies were applied to a specific company to prove their feasibility.

Results.

Retailers of conventional fashion sell textiles with the label “Öko-Tex Standard 100” which only limits the use of harmful substances. Eco-textiles that meet social, ecological and health criteria are mostly sold by vendors of eco-textiles and mail-order business. The lack of eco-textiles in conventional retail business is a major point of criticism. The consumer study proved a lack of information on eco-textiles and problems of textile production. More than 50 % of the survey-respondents showed an interest in eco-fashion.

The main target group for green fashion are women from 30 to 50 years being employed. Ecological benefits are only additional value to style, quality and perfect fit. Consumers highly trust in quality labels.

The most sensitive target-group for eco-textiles are parents with babies and little children. Healthy textiles are important for this group.

The flavourless “Eco-image” of the 1980ies is still apparent even though the offer is meanwhile more fashionable and diversified.

The following marketing-guide for vendors of eco-textiles was created to do low-budget-marketing. Communication and marketing strategies for conventional retail business were worked out and written in a marketing guide.

To sensitize consumers for the choice of eco-fashion and to change the image of eco-textiles an increased use of advertising and the sale in conventional retail business are essential.
1 INTRODUCTION

Lo and behold! 15 years ago the idea of promoting green fashion in retail would have been considered trivial and unrealistic. This however is no longer the case. In Europe we have come across something called ‘responsibility’, a word that is not very popular with high society fashion circles but seems to show no sign of disappearing.

The green lifestyle has finally found its way to fashion business, which causes a lot of harm to the environment. More than 10 % of the pesticides used worldwide are used in the cultivation of cotton.

So-called green fashion conquers catwalks from Berlin to Paris. Green is the new black.
For now, however, green fashion in Germany is mostly only available via the Internet or mail order companies. Distribution via conventional retail is rare.

“We can smell change coming “!

This guideline offers information about the German eco-textile market, which is still in its early stages. The proposed paper includes a consumer typology, two expert-interviews, some best-practice examples about companies promoting green, and proposals for best green marketing possibilities. Finally, helpful links for more detailed information are also given.

Keywords of this paper are: green, consumers, strategy, sales support, and implementation.

So: Why green?

1 Respect the environment

2 Better company image

3 Greater business impact

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1 www.biothemen.de/Oekologie/rohstoffe/baumwolle
‘Going green’ is not just good for the environment, it is good for business too. This means maximizing the impact of the message and minimizing the impact on our environment. ‘Thinking green’ is a concept that is ‘trendy’ in today’s consumer marketplace and people are becoming increasingly more concerned about the fragility of the planet. So why not enhance the message with something tangible? Something green?

1.1 Problem definition

As said before, people are increasingly getting involved in green topics. The demand of green fashion in Germany rises. But distribution via conventional specialised shops is rare. The existing range of green products is not reflected in German retail spaces. Green fashion should be offered not only via mail order or Internet. The demand of ecological fashion can thereby be met, moreover it is a chance for retailers to (re)find their Unique Selling Preposition.

1.2 Purpose

The purpose of this study is to find possible ways of marketing green fashion in the retail industry. By communicating necessary information about the green market, retailers will be able to accurately target a green market plan. This paper is about the specific role of retailers in the green sector. General information will be given to support theses and explain about the most vibrant chances for green fashion. By giving expert- and consumer opinions, retailers will be able to accurately target this market segment. Additionally, the research will broaden our understanding of consumer behaviour.

1.3 Research question

The core question of this research paper is:

What are the steps towards successful, lasting green marketing in retail business in Germany?

This is the hub of this project. Around this core question, other questions have to be addressed:

What is the green fashion-landscape in Germany currently like?

What is- in order to develop effective strategies- the customers’ attitude towards green fashion, how broad is their knowledge?

What is the single best way of applying good, effective green marketing in terms of generating sales or enhancing sales by at least 5 %?
1.4 Objectives

**Objective 1**  
To analyse the current eco-textile market in Germany through the presentation of expert-opinions and facts, and by focusing on small and medium sized retailers.  
Objective 1 covers the current state of green fashion.

**Objective 2**  
To find out the specific profile of the potential eco-fashion consumer in Germany, including his/her habits, the image of eco-wear, and his/her knowledge and willingness to accept eco-fashion. Objective 2 deals also with the current state.

**Objective 3**  
To set up a strategy/guideline for retailers with points to reach the consumers and present the eco-textiles in the best way.

This guideline should be an impulsion for a better, more effective communication and presentation of eco-textiles in specialist shops as measured by sales (increase), customer satisfaction and market share.  
This includes inter alia right presentation at the Point of Sale, advertising activities and personal sales.

Objective 3 focuses on the target state of green marketing in retail.

1.5 Limitations

The sample for the proposed study is limited to mostly female consumers being interviewed in 5 areas of Germany. The cities, randomly chosen, were: Bonn, Hannover, Koblenz, Cologne and Lüneburg. The consumers in other large cities or areas may or may not behave in the same way as those in the selected area. The place they were interviewed was not necessarily their place residence, however, and this means that the interviewees represented a larger portion of the German population.

The results are based on data collected from 250 respondents, randomly chosen, mainly female, German and purchasing in the medium price segment.

1.6 Research methods

The purpose is to assist finding best, individual strategies for retailers to integrate ecological fashion into their assortment.

Quantitative and qualitative methods were adopted.

To find out about customers needs and opinion, a questionnaire with a sample of 250 people was set up.

Moreover, 2 expert-interviews were conducted to find out about the current situation in the market.

Primary research has also been done to base results on reality and deliver statistical figures. All together, these methods build up a basis for setting a strategy for green marketing.
1.7 What is green?

Green is the new black.
Green is good.
Green is hope.
Green is life.
Green is in.

At least, green is a colour. But what is green fashion?

Basically, green fashion means manufacturing a piece of clothing in a truly environment-friendly way.
Clean implicates several elements:
Abdication of pesticides, protection of resources and climate, and the disuse of chemicals.

For more information see www.biothemen.de/Oekologie/rohstoffe/baumwolle.

Green refers to the ecology of products. The whole circle of ecological fashion is defined as textile ecology\(^2\) and is subdivided into four areas:

1. **Production ecology**
   ... involves the impact of production processes on man and the environment, e.g. water and energy consumption, operational safety, material, wastewater and waste treatment

2. **Human ecology**
   ... is concerned with the effects of textiles and the chemicals they contain on the well being of consumer

3. **Performance ecology**
   ... deals with issues concerning textiles when in use. It looks into effects of washing, dry-cleaning and care-cycles on the environment

4. **Disposal ecology**
   ... tackles problems relating to the disposal of textiles, their recovery and their recycling

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\(^2\) [w]{www.oeko-tex.com/textile_ecology}
This means that by only producing clothes without using chemicals the ‘greeness’ is not given, yet. Also step 3 and 4 are part of green fashioning.

But basically, a piece of clothing is pure if it is manufactured in a truly clean way: «Clean» means taking into account the environment and social responsibility (no child labour, appropriate working conditions, fair trading). Therefore, an indication system for green fashion will be set up during this paper to range green certification systems, companies and standards.

**GREEN**
Covers aspects of green fashion in an appropriate way.
To improve, but still green!

**GREENER**
Most important aspects of green fashion are guaranteed.
Right direction!

**GREENEST (CLEAN)**
Green and social aspects are guaranteed.
Clean!

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**2 SITUATION ANALYSIS German eco-textile market**

Only those who know the market can be successful in it. In the beginning of every marketing-process there needs to be a solid analysis. A marketing audit can be a complex process, but the aim is simple:

"It is only to identify those existing (external and internal) factors which will have a significant impact on the future plans of the company."

The external framework and its impact on its own business should be clarified. The external framework can be determined throughout a S.T.E.P.-analysis (also P.E.S.T.-analysis). This includes defining social, technological, economic and political aspects of the market. Retailers should pick out their individual needs for doing research on the various parts. In the following, social and economic aspects are being researched specifically as their influence on green fashion is most significant.

Buying habits, needs and consumer data are analysed. Two interviews with experts in the business are conducted. From this information, conclusions for trends and developments in the market can be drawn.

A precise analysis ensures a better focus on the right people and the highest effect on small costs.

External factors cannot be influenced.

The internal framework of the company is later collected regarding capacity, personnel resources and competitors. Those factors can be individually influenced.

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3 www.slideshare.net/lmanfe/los-angeles-web-design-market-planning-services-presentation
2.1 Society

Ecology and social responsibility are among the megatrends of the 21st century. We have reached a »tipping point« in concern, awareness and how we look at our environment.

A new generation of consumers, geared towards sustainable living, is born: The **LOHAS** (Lifestyles of Health and Sustainability). This group stands for a huge and not yet fully developed market potential. In the U.S., one in four adult Americans are part of this group ⁴. LOHAS are considered as the initiators of the social and ecological change worldwide.

Another social movement along with the ‘greenisation’ of Germany faces us: The famous “hybrid buying behaviour”. Means: Buying shirts at H&M and the pair of jeans at Dolce & Gabbana. We call this **audi et aldi**. Mixing not only styles but also different price categories is common. So inevitably, green consumers are not truly green. They mix and match.

Some experts say, the current economic crisis is a curse and a gift for society at the same time. Maybe it is a push for deeper ecological understanding and rethinking of the relationship between ecology and economy. The fact is, **ecology and economy** go together very well. They have to.

The giant Marks&Spencer, being awarded for its ‘Look behind the label’ scheme, announced a massive new Plan A initiative, including the commitment to become carbon neutral within five years. The plan set a new benchmark in the way companies should be tackling sustainability.

2.2 Market

As stated earlier, green thinking has reached a »tipping point«, and so has the market.

Green has made a niche for itself and has emerged as a common way of expressing a company’s uniqueness or social responsibility. When surfing websites of conventional fashion companies, even KIK is talking about their Corporate Social Responsibility, Social is in. Ecological is in.

This all started in the supermarket. Staple **foods** like bio-milk introduced the green movement to the German market. Now, bio- and fair trade products are fixed components of the stock of every supermarket. Even discounters can not afford not to offer BIO anymore. The bio-market follows the customers needs and offers a whole range of green products.

Another movement we are facing is **fast and cheap fashion**. The fashion

⁴ [http://www.lohas.com/about.html](http://www.lohas.com/about.html)
business is picking up speed and consumers want larger quantities and a greater choice and at the same time for the prices to drop. Few top dogs rule the market. Major retailers like H&M and ZARA feed their retail spaces with new products every two weeks. In doing this, they are reacting to consumer urges to continuously buy new things/products. Cheap, throwaway clothes have become highly popular on the high street. Green fashion can only sustain itself by pushing against fast fashion and promoting slow and conscious fashion. Raising the issue of sustainable fashion without stepping down is the right answer. Sustainable clothing cannot tamper with the price-argument, the essential aspect here is quality.

Which dimensions are we talking about?

Below 1% (2008) of the worldwide cotton manufacture is ecological, so the green market is a small one, for now. But green quantities are increasing every year. Organic cotton grown by farmers worldwide increased by 152 percent during the 2007-2008 crop year. The biggest customers for organic cotton worldwide are Walmart, Nike, Woolworth, Coop Suisse and C&A.

2.3 Labelling of eco-textiles

The fashion world has become stuck in a huge jungle of seals. There is no unique label for fashion items like their is in the food market. Instead, the customer is offered a long and confusing list of more than 20 different seals, subordinated into different criteria. The green fashion-business tries more and more to unravel this jungle and make the change from dismal muesli-fashion to fashion for environmentally and health-conscious people credible to the public. The following excerpt is a list of the current labels for fashion business. They are chosen according to their high profile, reliability and importance in the market.

see also www.bio-siegel.de

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5 www.ota.com/organic/mt/organic_cotton
Oeko-Tex Standard (see also oeko-tex.com)

... is a test and certification system for textiles, founded in 1992, which is awarded by the International Oeko-Tex Association, a grouping of 14 textile research and test institutes.

Oeko-Tex consists of three standards:

Öko-Tex 100

*General*: This system is product-related. It tests products.

*Environmental aspects*: Öko-Tex 100 ensures contaminant-free clothing. It does not ensure biological cotton.

*Social aspects*: None

*Grade*: **GREEN**

Öko-Tex 1000

*General*: Certification system for environmentally-friendly production sites throughout the textile processing chain. Only companies are tested, not products.

*Environmental aspects*: tests, if the establishment is environment friendly.

*Social aspects*: measures to define safety at the workplace and no use of child labour. Very vague.

*Grade*: **GREEN**

Öko-Tex 100plus

*General*: Awarded, if Öko-Tex 100 and Öko-Tex 1000 are complied with. The “Confidence in textiles” label is the best known and most widespread test label for textiles tested for harmful substances in the world.\(^7\)

*Environmental aspects*: According to Öko-Tex 100 and 1000. No criteria for the winning of the raw material.

*Social aspects*: According to Öko-Tex 1000

*Grade*: **GREENER**

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\(^7\)[www.cleankids.de/lexikon/2-Pr%C3%BCfsiegel,%20G%C3%BCtesiegel%20etc.%20/29-%C3%96ko-Tex%20Standard%201000](http://www.cleankids.de/lexikon/2-Pr%C3%BCfsiegel,%20G%C3%BCtesiegel%20etc.%20/29-%C3%96ko-Tex%20Standard%201000)
Fair Trade (see also www.transfair.org)

**General:** Guarantees fair trade cotton in Germany since 2007. "Fair trade" was founded in 1992 by a collective of 40 organisations called TransFair. The label covers around 15 different product groups and is not only applicable for fashion.

**Environmental aspects:** It certifies only fair trade, biological cotton has to be proven throughout a different label.

**Social aspects:** Fairly traded clothes.

**Grade:** **GREEN**

EU-Flower (see also www.eco-label.com)

**General:** Founded in 1992 and administered by the European Eco-labelling Board (EUEB). It receives the support of the European Commission. It follows the “cradle-to-grave” approach, which means taking into account the complete lifecycle of a product or service.

**Environmental aspects:** It defines minimum standards for environmentally friendly manufacturing of textiles, especially regarding water and air pollution and also eudermic clothes. No criteria regarding winning of the raw material.

**Social aspects:** Are not included here

**Grade:** **GREEN**

Organic Exchange 100 Standard (see also www.organicexchange.org)

**General:** Founded by a charitable organisation called Organic Exchange committed to expanding organic agriculture.

**Environmental aspects:** 100% organic cotton is guaranteed, no further aspects.

**Social aspects:** None

**Grade:** **GREEN**
IVN BEST (see also www.naturtextil.com)

**General:** Founded in 1989 by the International Association of natural textile economy. The given standards are the most detailed within Europe. IVN covers the whole textile production line. Moreover, IVN awards a label solely for Leather textiles.

**Environmental aspects:** Ecological guidelines from raw material to transport of the clothing. The firm has to possess/implement an ecological policy.

**Social aspects:** Prohibition of forced labour, safe and hygienic working conditions, adequate wages, no child labour, right of assembly and no inhumane treatment.

**Grade:** **GREENEST(CLEAN)**

Global Organic Textile Standard GOTS (see also www.global-standard.org)

**General:** Formed as an initiative of leading standard organizations (including the iVN) in 2002 with the goal to unify the various regional existing standards and develop a set of Global Standards. It incorporates social and ecological standards. GOTS has a high reputation among experts so far. More than 800 companies (with almost 1000 separate production facilities inspected) are participating in the inspection and certification system of GOTS.

**Environmental aspects:** organic status of textiles, from harvesting of the raw material, through to environmentally responsible manufacturing and labelling.

**Social aspects:** socially responsible manufacturing throughout the whole chain.

**Grade:** **GREENEST(CLEAN)**

2.4 Expert-Interviews

The expert-interview is a helpful qualitative research instrument, used mostly in empirical social research. Generally, an expert is someone who is very knowledgable about their chosen field.

In this case, two interviews with experts on fashion business have given information about the current German textile market. This includes their green experience on the one hand and important aspects of green marketing on the other.

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2.4.1 Preliminary

The sample of this research method is restricted to two qualitative, individual interviews, both conducted over the telephone. The interviews are half-standardised, leave place for individual responses and may have a slightly different course than planned.\(^9\) The questions for both interviews were sent electronically to the interviewees beforehand.

The 1\(^{\text{st}}\) interview is an interview with the company Hess Natur. It is dated for the 8\(^{\text{th}}\) of April, 12:00. The Interview-Partner will be PR-assistant Annika Tinz and consists of 13 questions.

Hess Natur is a medium-sized mail order company that has been around for 33 years. It distributes responsible, casual fashion for women, men and children throughout Germany. A green rock in the German landscape.

The 2\(^{\text{nd}}\) interviewee is Christoph Dahn, Head of the agency Good True Beautiful. The interview consists of 11 questions and is dated the 14\(^{\text{th}}\) of April, 16:00.

GTB is a sales agency for green companies located in Freiburg/Germany. Their label pool includes Katharine E Hamnett, Kuyichi, Misericordia, Terra Plana, Edun and Ivana Basilotta. GTB distributes fashion all over Europe.

2.4.2 Interview analysis

**Interview with Hess Natur.** (appendix A.2)

To give an initial insight into the outcome of the interview, a list of some key words stated by the interviewee have been included. These are as follows:

*Customer relation, educational advertising, social aspect of fashion, commitment.*

The first aspect that came up was that information is a core element of dealing with green fashion. Asking how green fashion can (re)gain customers' trust and belief in green Tinz says that it is important to convey the advantages of greening and illustrate the personal influence we can have on the environment (Q 3). Asking if green customers are more choosy than customers of conventional fashion, Tinz says that especially longtime customers question the origin and manufacture of products (Q 4).

Along with this aspect, customer relation and proximity is the key to the end-consumer. Permanent conversations at the Point of Sale and answering upcoming questions are equally important (Q 4). Hess Natur was asked which points would be decisive when marketing green fashion. Tinz answers that the clue is customer proximity and consistent advising (Q 10).

\(^9\) http://www.uni-koeln.de/phil-fak/fs-psych/serv_pro/skripte/meth/dea2.pdf
Asking how important the price-argument in the discussion of sustainability is, Hess Natur explains three aspects (Q 5):

- there is no unique labelling, which means that companies can easily display a piece of clothing as ‘ecological’ if the biological cotton percentage is merely 0.1%
- social standards, whose compliance means a higher financial responsibility, are often excluded
- the quality of the raw material can vary immensely (e.g. the staple length) which is also reflected in the price

A central facet that emerged was that green fashion does not mean abdication, but finding alternatives. Hess Natur is constantly looking for new ways and has its own innovation & ecology department (Q 6).

Being questioned about the willingness of customers and retailers to implement green fashion, Hess Natur says that people definitely show interest in green commitment (Q 8 & Q 11) and retailers realise that the absence of ecological awareness can actually be a reason not to purchase a product (Q 9).

Tinz constantly emphasises the customer relation, which is a key way for promoting green fashion.

Conclusion: The interest on the part of customer is given. People simply need to be informed, and so do retailers. Greening does not mean abdication, it requires creativity. Customer relation is a key instrument of green marketing.

Interview with GTB. (appendix A.1)

Keywords here were: Compromises, no black & white, optics, improve instead of perfect.

Being asked how far customers are sensitised to green fashion, Dahn says that the environmental responsibility can and should only be an additional argument (Q 6). In the first instance, clothing has to convince in terms of optics and quality and not clichés.

Another aspect that came up was education. Retailers need to be shown how to sell green fashion. It is way easier to establish new thoughts than to get old images out of people’s minds (Q 9).

Dahn says that there exists no black or white thinking, green fashion implicates many shades of grey (Q 10).

An important credo for Dahn is this: Do not try to be perfect. Changing things step by step is more effective than claiming perfection (Q 11). Dahn says that green fashion needs compromises to work out (Q 10).
Conclusion: Green fashion is not as golden as people think. Clothing has to convince through style and ecology. Retailers need support. There is still a difference between interest and purchase. Green fashion is not right or wrong, it has many facets.

2.4.3 Discussion

In the following, previous theses and presumptions are tested on their ability to be quantified and on their relevance to the local market.

The first argument that came up in both interviews was that education and information is a key to get consumers closer to the topic and to train sales people. This can be easily attested by the Internet articles stating that consumers lack knowledge and information about green. This will be reconfirmed throughout the consumer-typology.

Another statement that came up was that green fashion does not mean abidication, it means being creative in the manufacturing process and finding alternatives. Christoph Dahn adds that we should not try to be perfect but instead go step by step and improve conditions gradually.

A considerable difference between the two interviews could however be constituted. Hess Natur stands for natural clothing being truly clean. A green ideology is reflected throughout their corporate identity whereas Mr Dahn clearly states that the company Kuyichi e.g. is not a green label, it just uses biological cotton. He clearly puts the sell-ability in the centre, green fashion needs a good look and fit, too.

Finally, both interviews revealed interesting arguments about how to communicate green fashion to the end-consumer. They additionally indicated that there are even various shades of green in leading a company and communicating a product.

2.5 Consumer typology

The mantra that the ‘Customer is King’ is the premise that any product’s design and marketing should have a central focus at the core of all decision making: the target group. But basically, green is not about the middle-class, educated people or hippies: It is simply everybody’s issue! The following survey gives insight into consumer behaviour and their opinion on green fashion.

Questions to be answered are: What is the target group for green fashion? Is there a need for green fashion? What could be decisive arguments for or against green?
2.5.1 Sample

The sample was limited to female and male customers over the age of 18, all German citizens. More female respondents (around 70%) were picked to represent better the current gender structure within green fashion business. They were randomly picked on the street to get as many informative and different answers as possible. The respondents were selected in various German cities, including Bonn, Koblenz, Lüneburg and Hannover.

The sample was representative of the age structure, the main emphasis lay on women and men between the ages of 30 and 50, who were employed.

The questionnaire is interviewer-administered.

2.5.2 Research design

The initial and only contact with the participants was carried out in a face-to-face interview on German shopping streets. The questionnaire consisted of 18 questions around covering the topic of eco-textiles in Germany.

The questions were mainly designed as closed questions to avoid 250 different answers and produce optimal results and segmentation. One question was asked openly (No. 5) to specifically test the respondents' spontaneous associations towards green fashion.

A sample survey instrument is shown in appendix B.1.

The questionnaires were previously numbered to avoid any commutation or double analysis.

The questionnaire and results were translated into English afterwards.

2.5.3 Data analysis

Throughout a factor analysis different attitudes towards eco textiles could be analysed and then a demographic structure of groups be constituted.

A matrix with every result is attached in appendix B.2.

Results.

Current situation textile purchase

° 53% of the respondents purchase their clothes in specialised retail stores, almost half of the respondents declared to buy from chains like ZARA. Q2
° 3 out of 4 people said they went clothes shopping at least once a month. Q3
° The most important aspect when purchasing fashion is the fit. 31% of the respondents put the fit/comfort in first place. Quality was held at second place, followed by style, price and last label. The label was the least important aspect when purchasing. 78% of the people rated label/brand least important. Q4
Attitude towards ecological fashion

- Every tenth of the respondents associated biological textiles with the word “ECO”. 27% of the respondents did not have any association towards “biological textiles”. 30% had positive associations like comfortable, healthy, environment, social and suitable for people with allergies.
  One third of the respondents had negative associations like boring, expensive, scratchy, alternative, antiquated or dusty coloured. Q5
- Two thirds found it important and very important that their clothing did not harm the environment. Almost 40% said the origin of their clothes is important and very important. Q6
- 27% do possess a piece of ecological clothing (where some of them seemed to mix up bio with conventional cotton), 29% did not know if they possessed ecological clothing. Q7
- Almost 2/3 of those people in possession of ecological clothing rated eudermic/natural the most important argument for buying ecological clothing. The 2nd argument with 55% is environmentally friendly. Some of the people (around 10%) answered they purchased ecological cotton without even knowing and by chance. Q8a
- The biggest argument for not purchasing ecological fashion is that it is not readily available (38%). The second important aspect is that it is often seen as unattractive and has a so-called “Muesli-look”. Another aspect for those without green fashion is simply lack of interest. Q8b

Interest

- 54% said they were generally interested in eco textiles. Q9
- A correlation between gender and interest could not be determined.

Knowledge

- 31% misleadingly affirmed the thesis that “If a piece of clothing is made out of one hundred percent cotton, it is 100% natural!”, 24% said they did not know. Q10
- 83% of respondents could not call a green fashion shop in the vicinity of their city. Q11

Price-premium

- 66% of the respondents would pay a price premium of 10% for green fashion. Q12

Trust in labelling

- Respondents rather mistrust bio-seals. Two thirds of the people said they are sceptical about eco labelling.
- There is a correlation between age and trust: 36,6% of the people below the age of 39 trusted eco-seals, but only 26,6% of respondents over 40 trusted green labelling. Q13
Segmentation.

Basically, four different accesses to textiles were filtered throughout the survey:

*Social responsibility 18%*

Especially healthy, nontoxic and biological qualities of textiles are the centre of attraction, but also “fair trading” and “no child labour”. The interest extends beyond their own comfort and responsibility, society and ecology also play a role.

*Fashion/Comfort 32%*

Fashion, comfort, convenience and easy care are key arguments for buying. Their social commitment is contained, design counts for more.

*Distance 34%*

This attitude is determined by rational arguments such as “eco is difficult to identify in store” or “eco is not easily available”. People seem to prefer not to care about green.

*Resentment 16%*

Resentment is the biggest challenge for green marketers. This opinion includes common statements of resent towards eco-textiles such as "boring", “scratchy” and “Jesus”.

The survey reveals a definite potential of prospective customers. 18% want to have a share in social responsibility, social and ecological textiles are relevant. Customers can by acquired throughout product information. The fashion-conscious part of the people (32%) takes care of fashionable, easy-care clothing. They need to be convinced with convenient products.

**Appealing target group.**

Women between the ages of 30 and 55, being employed are the primary target group for eco-textiles. Housewives and pregnant women/women with children are a very sensitive target group, they are especially interested in green textiles because of personal use. Also allergic people easily favour ecological clothing.

The average age of people was 42. The biggest group was between 40 and 55 with about 33%.

2.5.4 Discussion

The profile of the sample revealed that it was not homogeneous. This is attributed to the selection criteria used to obtain the sample. By only restricting to people above 18 years, a more differentiated segmentation could be effected.
People were randomly chosen with the only exception that the attention was turned to respondents who were employed and buying amongst others at specialised retailers, which explains the comparatively high number of people shopping at specialised stores.

People declared that fit, style and quality were the most important aspects when purchasing fashion. This must be considered when sourcing green labels. One of Bono’s (front man of U2) statements during the launch of the green label EDUN was:

“ We do not want you to buy this shirt for any reason other than you think it’s the most beautiful shirt on the rack.”

Respondents have negative and positive associations (if existing at all) in equal measure. Especially the word “ECO” is considered old-fashioned and unsexy by consumers. This should be taken care of when planning any kind of marketing activity.

Literature indicates that green fashion is everything else than just a fad, and this survey agrees. There is definitely a market. 54% of respondents showed interest and almost 60% said it was important and very important that clothing they buy not harm the environment.

The biggest argument for purchasing ecological fashion is that it is neutral and eudermic. So, personal use is a very important aspect. This goes along with current opinions and plays a significant role when selling and marketing green fashion. Environment on its own does not count.

Research on the Internet showed that the local offer of green fashion is very limited. The sample revealed that the biggest cradle for not buying green fashion is the very limited availability. An interesting approach for retailers.

The two expert-interviews revealed that the consumers’ knowledge of ecology and green movements is insufficient. The number of respondents confirming that a piece of clothing made from 100% cotton is 100% natural was far too high. Many simply did not know. Consequently, there is a need for information. It just has to be communicated. Not only to educate, but to inform.

A current study of the German company Konzept&Analyse revealed that the trust in seals is significantly lower with consumers older than 40 years. This was reinforced by the present sample. Younger people have a bigger confidence in ecological seals.

If marketing’s main potential is to make more people willing and able to go green (in fact, it is), these are, according to the outcome of the survey, several points we have to consider:

✔ trust: people need trust in what they buy
✔ education: the more people know, they more they want to do
✔ acculturation of green: make green choices attractive and get green out of the lifestyle niche

10 www.organicconsumers.org/clothes/bono060105.cfm
11 www.presseportal.de/pm/70097/1288156/konzept_analyse_ag
personal use: the mainstream user will only respond to a self-interested agenda
green bananas instead of green cotton: People have interest in biological foods but do know less about a comparable impact fashion has on the environment. The willingness for green food is higher than for green fashion, at this point in time.

“There is no audience, only actors !”
- Dionysos

2.6 Internal audit

The internal analysis is the more delicate part of situation analysis. It requires self-criticism and on the other hand it is the part that can be influenced significantly. It consists of two parts: Analysing one’s own role within the market and analysing the competitors.

S.W.O.T.-analysis, competitor-analysis.

After having evaluated the framework the next step is to carry out an analysis of the external environment and evaluate one’s own performance compared to competitors. By doing this, marketing plans, which minimize weaknesses and extend strengths, can be developed specifically.
A S.W.O.T. analysis identifies the strengths and weaknesses of a product, service or company, and the opportunities and threats facing it. Strengths and weaknesses refer to the product itself and are considered internal factors. External factors, referring to the marketplace, are opportunities and threats.

The following list of factors will help in the comparison with competitors:

- Advertisement
- Assortment
- Awareness level
- Finance
- Image
- Organisation
- Personnel
- Price Level
- Salesroom
- Target Group

An in-depth analysis of the local environment and the own status within facilitates finding the green Unique Selling Proposition.
A starting point for this section is to question what the difference between green and conventional marketing actually is: It is ethics.

“Green marketing is the development and distribution of eco-friendly, or environmentally friendly, goods.”  

This definition reflects the ethics green marketing implies.

Green marketing is in. Or at least it is ‘a good idea’. There is plenty of creativity about what green marketing should be and what it should not be. No one seems to agree on what it is. At least, however, it should be one thing: a principle and not just a proposition.

“Marketing: It encloses all measures to sales increase of an enterprise.”  

This rather antique idea of what marketing is shows that the marriage of GREEN and MARKETING is not an easy one. One of them wants you to consume less, the other more. One of them rejects consumerism, the other fuels it. But they are not always opposed. Marketing can help 'sell' new lifestyle ideas. There is plenty of space for creative, new alternatives and ideas promoting ideologies without being accused of ‘greenwashing’.

Green marketing can be edgy, smart and does not even have to look green: It is just essential to find an individual way to promote the right things at the right time at the right place with right resources.

Marketing eco-friendly products isn’t as easy as it may seem, particularly if the products involve some kind of sacrifice or behavioral change on the part of the consumer. Therefore, the personal use and the positive impact on people and planet have to be enhanced.

Green marketing is not just green advertising. Nor is it, for the cynical, ‘greenwashing’, at least in its principled forms. Green marketing is, in part, about using the persuasive media we have available to us to help people make more sustainable choices and help companies understand what the market’s needs are for their goods and services.

In the following chapter, elements of marketing ecological fashion and different avenues of green marketing will be set up and best-practise examples will be given to promote those already doing a worthy job.

3.1 More than green.

Green is not enough.

It is clear that green appeal is not enough to get consumers to buy something they do not want. How can retailers succeed in a competitive market?

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13 Brinkmann, Hans: Ganzheitliche Unternehmensführung und offensives Personalmanagement, P.237
Performance. One key is to offer consumers reassurance that they are getting at least the same value for money as they would with a non-green alternative.

Intuitive acting. Instead of appealing concern for the environment, consumers need to be advised that the social norm is to participate. Making green ideas normal and not arduous.

Endorsements. While perhaps not a primary effect, a product’s green appeal may be strengthened by an endorsement from a credible third party which proves that green is to be at least as effective as the traditional alternative.

Expectations. Green marketing still has to be considered a niche approach. However, if a green product offers performance advantages, it has a much better chance of success.

An inviting design. Green is durable, it is efficient, there is a culture behind it. Consumers need to understand the green lifestyle and marketers/retailers need to create new images and codes which are more pleasant than the old Muesli-association.

In short, we should not count on a “green” product to sell itself in today’s German market. For the majority of consumers concern for the environment is trumped by self-interest. If retailers want it to move beyond niche status they need to be sure their product has got something going for it beyond its green heritage. This can be guaranteed with clear targets and good preparation.

3.2 Objectives

The idea precedes the deed.

As with every project, the idea of green marketing needs defined goals. Those goals have to be S.M.A.R.T.

| Specific: Being precise about what needs to be achieved |
| Measurable: Quantifying objectives |
| Achievable: Not attempting too much |
| Realistic: Having the resources to realise the objective |
| Timed: Dating when the objective will be achieved |

Objectives need to be constituted in terms of sales and image. So, we can make a distinction between financial and marketing objectives:
Financial objectives.

Financial or economic objectives refer to e.g. the expected profit or increase of sales. They can be measured in terms of customer sales, channel sales, margins, profitability, or ratios.

Marketing objectives.

Success can also be measured on several non-financial market metrics. Marketing objectives are important since they often shed light on underlying circumstances that are not easily seen within financial measures.

Marketing objectives refer to, for example, the building of a positive image of eco-textiles, an increase in customer satisfaction or a greater accessibility of information about eco-textiles. These can be measured in terms of the target market (e.g. market share), promotional success (e.g. company awareness) or market research.

“You do not need to be perfect to do some good.“

The so-called 80:20 rule helps maximise impact. The marketing plan must be clear, concise and simple. It needs to concentrate on the 20 per cent of products or services, and on the 20 per cent of customers, which will account for 80 per cent of the volume and 80 per cent of the profit.

Examples:

° By next year the sale of green fashion needs to go up by about 15 %. Therefore, the existing jeans-assortment needs to be enlarged. Target group: Women between 30 and 55.

° During 2010 and 2011 the majority of marketing-activities should be the acquisition of permanent customers. The number of permanent customers should be around 20% instead of 10%. A promotional campaign with discounts is planned as an incentive.

Checklist planning of objectives

✔ What should be achieved? (Marketing objectives)
✔ When/by whom should this be achieved? (Implementation plan)
✔ How much should be achieved? (Marketing strategy)
✔ How should it be achieved? (Marketing tactics)

The overall goal of green marketing communications should be to educate consumers that green provides practical consumer value.

BE S.M.A.R.T. !

14 John Grant: The Green Marketing Manifesto
3.3 Strategy

A marketing strategy defines the general approach to meet the objectives stated previously. It is very possible that a product will follow more than one strategy. Retailers may get some guidance and also rationale for strategy by examining results from the Situational Analysis. Additionally, retailers should insure strategies are in line with how the company views itself.

Basically, strategies for green marketing fall under one (or in some cases more than one) of the following ideas:

- **Market growth.**

  1. higher market penetration: sell more to the same market (e.g. get customers to buy more, or more frequently)
  2. develop new products for existing customers (the is the most common approach for green marketing): integrate new products in the existing range.
  3. find new markets: sell to more markets (e.g. sell to markets not previously targeted)
  4. develop new products for new customers: sell a new product to new customers (also a common approach for green marketers).

Three central questions should be answered to find the strategy:

a. Which market segment ? (analysis of the own position)

b. How will we target this segment ? (with help of tactical measurements)

c. How should we position within the segment ? (strategic decision)
A helpful tool for finding an individual strategy is this:

‘Making green things look normal, not normal things look green.’

It is not about trying to cover up conventional fashion in green. The goal should be to consider the green, the radical statement as normal.

The strategy can be seen as a collective of many ideas and principles coming together in one approach.

3.4 Tactics

Tactic is at the heart of the marketing plan. It is the longest section of the plan, covering descriptions of tactics to achieve the goals and objectives. This will happen throughout the Marketing Mix, which covers four areas:

Product, Price, Place and Promotion.

Product (or service): what to sell, the range of products you sell. This includes quality, branding and reputation of the product. For a service, support for a customer after the purchase is important. For example, a piece of clothing is often sold with the possibility to get some alterations done by a tailor in the store.

Price: how much the product or service costs. Price is the only revenue generating element amongst the four P’s, the rest being cost centres. His area deals with questions along the price argument from pricing objectives to quantity discounts. A very intelligent price-strategy is currently done by C&A. There is no higher price for green products at C&A, they make the overheads their own financial responsibility.

Place (or distribution): where to sell the product or service. This implicates the location of the store and also the accessibility of the services- how easy it is to access. Place includes the distribution plan for the product or service. Distribution or Place embraces all activities and responsible for getting the product or service to the customer.

Promotion: how to tell consumers about the product or service. The promotion is a blend of the promotional tools used to communicate the product or service, e.g. TV advertising.

While the other three P’s have lost much of their meaning in today’s markets, promotion has become the most important P to focus on.

The Target Market is the core, the centre of the Marketing Mix. All marketing activities should centre on the target group and its wishes and needs. This is the reason why a distinct consumer typology cannot be done without. Retailers must remember that consumers come in all shades of green. As such, focused marketing activities may only reach “deep greens” which today represent only a fraction of the total population that expresses some level of interest in green. Instead, marketers must target their audience through more mainstream channels.
Let’s take a second look at the 4 target groups:

**Social responsibility 18 %**

This group counts on product-information. Folders with information about cultivation and working conditions can contribute to the buying decision. A clear labelling of textiles is also important for this group.

**Fashion/Comfort 32 %**

This group needs to be attracted via sensual impressions. They can be convinced throughout their sense of touch (e.g. touching materials).

**Distance 34 %**

For this group of people ecology is not a core argument. To reach them anyway, biological textiles need to be available in conventional retail with a small premium only.

**Resentment 16 %**

This unreachable group only buy ecological textiles if they are available for almost the same price in the conventional assortment.

Specific advertising activities appeal to specific groups. The more mainstream a channel is, the more potential customers can be targeted. This is important for addressing as many potential customers as possible.

**The right positioning.**

Once the target group is fixed the position in relation to competitors needs to be fixed. As soon as competitors are analysed and one’s own strengths are determined (point 2.6) one’s own business needs to be positioned, setting it apart from the others.

There are three possibilities:

- Differentiation via the product or assortment, e.g. baby fashion
- Differentiation via services, e.g. alterations
- Differentiation on an emotional level, e.g. arrangement of the sales room

For the purpose of green fashion, differentiation throughout the product offerings are of course obligatory, as is differentiation via services. How to position a product depends on the idea of the business. Everything needs to be authentic.
3.4.1 Promotion

What is promotion? Promotion is a form of corporate communication that uses various methods to reach a target audience with a certain message in order to achieve specific organisational objectives.

How will green fashion be promoted? This is the core element of going green.

In general, promotion consists of four major areas – advertising, sales promotion, public relations and personal selling – though not all may be used.

Timetables for promotion are important since certain types of promotions (e.g., magazine ads, etc.) require long lead times.

The interrelation of the four promotional areas (e.g. how advertising supports sales promotion) is essential.

While creativity is an important element in promotion decisions, retailers must also have an understanding of how the marketing communication process works and how promotion helps the organization achieve its objectives.

Ideally, all promotional activities follow a red line: the Corporate Design. The centre of this corporate design should be the target group.

Advertising.

*Who doesn’t advertise, dies!*  

Advertising is a non-personal form of promotion that is delivered through selected media outlets that, under most circumstances, require the marketer to pay for message placement. Advertisement is a form of communication that attempts to persuade potential customers to purchase or consume more of a particular product, for example, eco-textiles.

While advertising is the most visible and best understood method of promotion, it is only one of several approaches a marketer can choose.

There are four types of advertising:

**Product-Oriented Advertising**
Most advertising expenditures are directed toward the promotion of a specific product, service or idea. The goal of product advertising is to clearly promote a specific product to a targeted audience. Marketers can accomplish this in several ways, from providing basic information about a product (informative advertising) to convincing customers to purchase a product (persuasive advertising) or making direct comparisons between the retailer’s product and its competitor’s offerings (comparative advertising).

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15 [www.malersoftware.net/Malerblatt_0205-Werbung_Web.PDF](http://www.malersoftware.net/Malerblatt_0205-Werbung_Web.PDF)
16 [www.knowthis.com/marketing](http://www.knowthis.com/marketing)
This type can be used if a retailer really wants to put the product with its advantages at the centre of the advertisement.

**Image Advertising**
Image advertising is undertaken to enhance an organization’s perceived importance to a target market. Image advertising does not focus on specific products as much as it presents what the shop has to offer. Image advertising is suited perfectly to situations where a company needs to educate the targeted audience about the issue of environmental concerns.

**Advocacy Advertising**
Organizations also use advertising to send a message intended to influence a targeted audience. In most cases there is an underlying benefit sought by an organization when they engage in advocacy advertising.

**Public Service Advertising**
In some countries, not-for-profit organizations are permitted to run advertisements through certain media outlets free-of-charge if the ad’s message concerns the greater good of society.

The decision as to which type of advertising to implement, depends on the overall strategy. Does the retailer prefer to promote the new product or is it more about promoting an idea, an image?

Today, green advertising is present in both the traditional media (broadcast, print etc.) and the new media (websites, email, DVD etc.): 6 major types of media outlets that are important for advertising green fashion are listed here:

- TV
- Radio
- Print Publications
- Internet
- Direct Mail
- Events

**TV** and **radio** advertising reach large numbers of the public in a single broadcast, but lack effective response tracking. Radio communication is also limited to audio-only advertising.

TV and radio spots are not easy to finance. Local spots are more suitable for retailers than national broadcasting.

**Events** at the Point of Sale provide an occasion for the customer to come by. They offer an opportunity to enlarge the number of permanent customers and gain new customers.

Regular events enable permanent publicity and keep the retailer in touch with her/his clients. By cooperating with local artists or service providers (sunglasses, cosmetics, shoes) the offer can even be expanded.
Examples for events:

- Presentation of the new collection with a fashion show
- Artists can showcase their work at the P.O.S.
- Wine tasting with local vintner on location
- Make-up training with natural cosmetics
- Seasonal events bring new customers
- Info-meeting about eco with films and lectures

Sponsoring is another way of getting new consumers into the store, ones who never previously came into contact with green fashion. Retailers can improve their customer’s awareness level by presenting their logo. Local events or theater shows can provide a platform for getting people’s attention.

Word of mouth-marketing is a form of advertising that is often neglected. But indeed it is the cheapest and fastest way of getting a product into people’s minds.

Internet advertising, the business card for the world wide web, is a progressive medium which can reach a narrow, chosen target group. An Internet presentation should be obligatory for any retailer.

Proposals for information on the website:

- Information about green labels on the website
- Washing and care instructions for the products
- Information about cultivation and treatment of eco-textiles
- Links to e.g. ecological detergent companies, natural cosmetics companies and interesting web-blogs
- Information about the special quality of the material

Another buzzword that penetrates the market and should not be neglected is Viral Marketing.

Viral marketing = marketing a product or service like a virus.

Viral marketing and viral advertising are techniques that use existing social networks to produce increased brand awareness or achieve other marketing objectives through self-replicating viral processes. It can be word-of-mouth delivered or enhanced by the Internet.

Viral promotions can be:

- Video clips
- Interactive flash games
- Blogs
- Text messages
- Ebooks

The relevance of viral marketing for green fashion should not be underestimated since online-blogs are a common way of propagating ecological issues.
An effective way of green advertising can be printed media.

Prints are often used by companies to inform the public about their products. The range goes from easy cheap prints to more expensive complex ones. Advantages and disadvantages as well as specific applicability are listed in the following chart.

Comparison of miscellaneous printed work:

<table>
<thead>
<tr>
<th>Medium</th>
<th>Advantage</th>
<th>Disadvantage</th>
<th>Particular applicability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brochure</td>
<td>high information potential</td>
<td>costly production and handling</td>
<td>✓ complex issues, e.g. production conditions or labels</td>
</tr>
<tr>
<td></td>
<td>high creativity</td>
<td>high wastage</td>
<td></td>
</tr>
<tr>
<td></td>
<td>multifunctionally applicable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flyer</td>
<td>cheap</td>
<td>high wastage</td>
<td>✓ short information about chosen products, topics or events</td>
</tr>
<tr>
<td></td>
<td>flexible</td>
<td>less creative potential</td>
<td></td>
</tr>
<tr>
<td>Poster</td>
<td>high creative potential</td>
<td>required space at the P.O.S.</td>
<td>✓ emotional character</td>
</tr>
<tr>
<td></td>
<td>multifunctionally applicable</td>
<td></td>
<td>✓ image transfer</td>
</tr>
<tr>
<td></td>
<td>impact on atmosphere in store</td>
<td></td>
<td>✓ pictorial information about products</td>
</tr>
<tr>
<td>Magazine</td>
<td>creates image and customer relation</td>
<td>high costs</td>
<td>✓ communication of the message “quality of life”</td>
</tr>
<tr>
<td></td>
<td>high info-potential</td>
<td>no immediate effect on P.O.S.</td>
<td>✓ product information</td>
</tr>
<tr>
<td></td>
<td>creative potential</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Brochures are a take-away for customers to read at home. They offer the possibility of informing customers about the advantages of green textiles. Including independent organizations who are active in social, ecological or health-related, areas leads to a higher credibility of what is written.

Folders/Flyers are comparatively cheap and fast to produce. A convincing layout is very important. With the use of posters a positive image can be created. They contribute to a more comfortable atmosphere.

Customer magazines can be extremely narrowly targeted. They present messages using high quality imagery. They are suitable for building customer relations and provide constant information about green developments.

Newspapers are useful for targeting the local market and reaching a broader audience.

Special issue publications are selective methods targeting mostly niche topics.
Direct mailing, e.g. letters can be a personal way of addressing people, but postage costs are high. On the otherhand, many email recipients may discard an email publication/electronic newsletter before even reading it, mistaking it for junk mail. Advertising on shopping bags should not be neglected. Sustainable bags in small amounts with a pointed slogan are an effective marketing tool.

Checklist design of prints:

- does the print fit the marketing objective?
- does it fit the retail concept?
- is the intended core aspect communicated throughout the print?
- is it too “green”? Is it attractive enough?
- enough visualisation?
- do pictures fit the content?

LESS IS MORE!

Create a message.

Successful communication requires the message source to form a message that can be interpreted by the message receiver.

Creating a message is the creative aspect of carrying out advertising. Therefore, the number of ways generating a message is only limited by the imagination of the one developing the message. Sometimes practical consumer value may not be readily apparent in a green product, however, and that's where education will need to play an important role in marketing efforts. Retailers need to make sure that they bundle "consumer value" into the marketing messages for their green product.

SLOGANS could be:

WERDEN SIE GRÜN HINTER DEN OHREN!
Dare to be a greenhorn!
APPLY GOOD GREEN MARKETING!
THINK BIO-LOGICAL!
WITH RESPECT FOR PEOPLE AND THE PLANET!
That’s so green!
STOP GREENWASHING.
Go green now or go red later.
Personal selling.

The jewel of specialised retail stores. This way of advertising has one major advantage comparing to other methods: It is personal.
The most successful salespeople are those who work hard to understand their customers’ needs with the ultimate goal of ensuring that customer’s needs are satisfied on a high level.
The key advantage that personal selling has over other promotional activities is that it is a two-way form of communication. If a customer does not understand the initial message the salesperson can make adjustments to address questions or concerns. This is a key argument for promoting green fashion since consumers are not fully informed yet and still have many prejudices.
The interactive nature of personal selling is most effective for building relations with consumers, which is a key argument for going to specialist stores. Especially when introducing a new product onto a market, such as green clothing, success should not only be measured through sales but also through interest created, information provided, new awareness about a product and stimulated demand. Sales staff can provide information and orientation that underlines the quality of the product and leads to a higher consumer acceptance. A helpful way of ensuring that the staff are sufficiently coached is through training courses.

The sales room

The sales room is the signboard of a company. Creative inputs such as explaining the process of cotton manufacture to people, from raw material to the ready-made shirt, create a special atmosphere. The ambience is crucial for the dwell time of the customer.

Checklist P.O.S.

✓ trimming of shop window with seasonal topics related to nature and purity
✓ product information e.g. poster, folder
✓ designation of products with according labels/seals
✓ presentation of clothing in a stylish and well-arranged way, fitting to the companies profile
✓ creation of an experience with scent and music, etc.

The sales conversation

The major advantage of specialised stores lies in their personal contact with customers. General sales training is important for the professional handling of people. Before the buy the special qualities of the products should be emphasized. The personal advantage for the customer outweighs ecological advantages. Ecological and social aspects are less decisive for the buy but more additional aspects.
Advantages of natural textiles:

natural.healthy.breathable.trendy.eudermic.with respect for nature.
high quality.high wearing comfort.residue-free.

After the buy the sales person should be available for further questions.
Of course, doubts about a product are bigger the newer it is.

Little cards can reinforce the buying decision:

“With this piece of clothing you bought a piece of nature.”
“Right now you contributed to fair working conditions and the environment.”

Permanent customer support

Permanent customers are the capital of each retailer. When including green fashion
new customers need to be acquired but existing customers also still need to be given
ongoing attention as before.

° Bring your friend: motivating permanent customers to bring friends as potential
customers and offering a little ‘thank you’, e.g. a coupon
° Coupons for christmas, birthday or easter with little information on current “green”
developments
° E-mail: sending out newsletters for events and news
° Invitation letters

COMMUNICATION SHOULD CONVEY THE USE OF THE PRODUCT AND AN
ADDITIONAL BENEFIT FOR THE OWN QUALITY OF LIFE.

Sales Promotions.

Sales promotion describes promotional methods using special short-term techniques
to persuade members of a target market to respond or undertake certain activities.

Marketers offer something of value to those responding generally in the form of lower
cost of ownership for a purchased product (e.g., lower purchase price, money back
guarantees) or the inclusion of additional value-added material (e.g., extra for the
same price).

Examples are promotional pricing, rebates, loyalty programs or give-aways.

Give Aways are creative ideas for free presents that can push the image of the new
product.
Some ideas for green give aways:

- coupon card for a cup of fair trade coffee from the bio-bakery next door (collaboration with other businesses in town can help a lot)
- sewing kit with retailers logo on it
- lavender bags or cedarwood hearts against moths
- recycled notebooks and pencils
- piece of wickerwork with candle, incense stick and perfumed beads

Public relations.

Public relations involves the cultivation of favorable relations for organizations and products with its key public through the use of a variety of communication channels and tools.

PR is not about generating or increasing turnover. It is about building an official opinion about green fashion. The issue of eco-textiles is broached, people are informed about the advantages of green and a positive image is built. PR aims to developing interest in natural textiles and make people curious about green products.

PR is often considered a highly credible form of promotion. Audiences view many media outlets as independent-party sources that are unbiased in their coverage, meaning that the decision to include the name of the company and the views expressed about the company is not based on payment but on the media outlet’s judgment of what is important.

A positive story about a new product in the business section of a local newspaper may have greater impact on readers than a full-page advertisement for the product as readers perceive the news media to present an impartial perspective of the product.

A good media mix is important to address people at different public levels.

Checklist time of press releases:
- opening, reopening of store
- event in the store
- ongoing happenings
- fashion affair in the media
- social grievances
- world environment day
3.4.2 Eco(i)magination

Since consumer typology and expert-interview have shown that the image and associations towards green fashion are partially very negative, a section has been dedicated to the question of how to create a better image of green fashion.

New ideas need images. Images provide clever and powerful stimuli that can influence consumer beliefs. Specifically in the green category, imagery has the potential to evoke strong emotional responses from individuals with an interest in the category.

Here are a few points using visual images in the green space:

*It is important to choose the right image.* Images can affect change by enhancing existing attributes, or new ones, with a brand or marketing message.

Consumers have notions about what colours and images are aligned with green.\(^17\) Consumers believe that the color “forest green” and images of actual forests are the most representative of the environment. As such, marketers should carefully consider color palate and image selection in order to align with existing consumer perceptions associated with the environment.

*How visual is language evolving into?*

There are certain key concepts influencing green imagery. Such as: Simplicity, Purity, Care, Trust, Sustainability, Fresh and clean.

For retailers, such concepts provide relevant ways to connect consumers with green and should be considered when crafting a marketing campaign. People in Germany can easily react with sensitivity to words such as Eco. So, the right choice of words is important.

Retailers have to think about which image they want green fashion to have. Should it be exposed as the USP or is it just an additional argument when selling fashion? Possibly the strongest image of a business is the one the retailers get, the one that cannot be built: the image of a product/company.

Green fashion often has the problematic image of being boring and old-fashioned as we have seen in the consumer typology. With aimed marketing a positive image can be (re)created.

With clever advertising positive images can be linked to natural textiles. Green fashion needs to be positioned as part of a modern and sustainable lifestyle.

A uniform eco seal is necessary to gain people’s trust and create a clear, reliable image.

**BE MODERN AND NEW.**

\(^{17}\)http://www.yankelovich.com/index.php?option=com_content&task=category&sectionid=13&id=75&Itemid=257
3.5 Budgeting

The classic quantification of a marketing plan appears in the form of budgets. The most limiting factor when planning marketing and especially advertising are financial resources. But with a considerate marketing-mix low cost activities can be executed. Because they are so rigorously quantified, financials are particularly important. Budgets should represent a distinct projection of actions and expected results. What is more, they should be capable of being monitored accurately and constantly.

The purpose of a marketing budget to pull together all the revenues and costs involved in marketing into one comprehensive document. It is an important tool that balances what is needed to be spent against what can be afforded and helps make choices about priorities. It is then used in monitoring performance in practice.

*Checklist advertising- budget:*

- ✔ budgeting of costs for graphics, print and dispatch of advertising material
- ✔ budgeting of costs for placement of ads
- ✔ contingency planning

Especially when the budget is very limited, the right temporal disposition and targeted design of advertising is important. Two strategies for planning promotional activities are common:

**Fiddle about (kleckern).**

Activities are spread continiously over a long period. The level of awareness goes up slowly but constantly. This strategy is suitable when introducing a name for the store.

**Show off (klotzen).**

Throughout a short term intensive activities are taken. During this time consumers remember advertising content well but forget it easily. The strategy suits the advertisement of a spontaneous event or announcing a store opening. To reach a sustainable level of awareness continuous activities need to be planned afterwards.

Examples for advertising prices:

- ° flyer amount 1,000 pieces price around € 800
- ° ad in a magazine from €1,000 on

To first save the advertising budget in hard times is often the wrong approach. Activities need to be executed to get new customers.

*Setting the Advertising Budget* is easy but achieving the objective requires a well-thought out strategy. One key factor affecting the strategy used to achieve advertising objectives is how much money an organization can afford to spend. The funds designated for advertising make up the advertising budget and reflect the
amount an organization has with which to commit to achieve its advertising objectives.

Organizations use several methods for determining marketing budgets:

1. Percentage of sales.

Spending is set based on either a percentage of previous sales or a percentage of forecasted sales. For example, a retailer may set next year’s budget at 8% of this year’s sales level. The problem is that the budget is based on what has already happened and not what is expected to occur. If the overall market declines rapidly in the following year, 8% of previous sales numbers are far too high. Retailers may consider allocating budgets based on a forecasted sale estimation. Here, marketing is viewed as a driver of future sales and spending is linked to meeting future sales forecasts. However, future sales is an estimation and spendings may be higher than expected if the sales forecast is greater than what occurs.

II. What is affordable.

Smaller retailers find any kind of spending to be a constraining force. In this case, promotional activities may vary over time and may be just one of several tightly allocated areas. For those retailers, marketing may only occur when money is available.

III. Best guess.

Retailers entering new markets often lack knowledge of how much promotion is needed. In cases of new markets like green fashion, they may rely on their best judgement (also of other’s experience) of what the advertising budget should be, of course always in relation to other cost areas.

3.6 Implementation

The implementation schedule shows timelines and identifies those responsible for performing tasks. Dependent on the size of a company, a detailed plan of tasks, and those responsible, needs to be put into place. The plan serves a checklist for the team as it moves forward in panning for the implementation.

Checklist:

- Task
- Steps to implement
- Start date
- Deadline for task
- Person responsible

---

18 http://tutor2u.net/business/marketing/promotion_advertising_budget.asp
The implementation itself consists of a planning phase, a possible training phase, the implementation itself and the monitoring/evaluation.

**Plans only have validity if they are actually used to control the progress of a company: their success lies in their implementation, not in the writing.**

As said before: Green itself is not a functional product benefit. It is not the ultimate USP. But green products have secondary benefits: healthier, durable, better made, for the environment. These benefits can be used to sell a product.

3.7 Control, Optimisation

*Control is vital*

Now, it is about tracking. Finding out what went right and what went wrong to learn from mistakes and incorporate good ideas. The idea is just as good as its success. Control should be done **short-term** and **long-term**.

Professional methods to measure efficiency of marketing are mostly expensive. But the effect of methods can be measured with fewer instruments through interviews. Results deliver evidence for the optimisation of strategies.

*Proposals for customer interviews:*

° Asking customers directly after a purchase how they came across to the store
° Giving customers small cards/questionnaires to fill in directly or at home
° Asking permanent customers by means of postal surveys

*Proposal for possible questions:*

✔ How did you hear about our store?
✔ Are you satisfied with our sales staff?
✔ Did you have good orientation in the store?
✔ Are you satisfied with the range of products and brands?

Moreover, customer complaints and lost business can be indicators of the success of a strategy. All these measures are indirect, tracking customer attitudes. They can indicate the organization's performance in terms of its long-term marketing strengths.

Not only the impact of measurements of customers but also evaluation of the plan is necessary. Does the result deviate considerably from the hypothesis? Have the measurements been wise and practicable in retrospect? Some direct measures evaluate the short-term success of activities.
Possible instruments for analysis can be:

° Sales analysis: tracking sales results
° Market share analysis: tracking the awareness level and market share locally
° Financial analysis: tracking the bottom line

Obtained results give valuable hints for planning further steps. The evaluation is not a question of money but a question of time and analytic skills. But it is a necessary step for making and keeping green fashion successful- in commercial, green and cultural terms.

3.8 Best-practices eco-marketing

Otto.

Otto GmbH is a German mail order company that puts a large emphasis on sustainability. Otto is counted among the biggest consumers of biological cotton worldwide and is a market leader for green fashion on a commercial level. Otto started using biological cotton from Turkey, India and China in 1999. Clothing according to the Öko Tex standard is represented throughout the whole assortment. In 2003, the Otto Group established a new quality seal: “Pure Wear”, which guarantees contaminant-free and ecological cotton. Green quantities are increasing every year.

www.ottoversand.de

Coop.

Coop is the second largest retail group in Switzerland with about 1.400 Point of Sales. Coop is Swiss marketleader in fair trade and eco products. Coop is the biggest marketer of biological cotton in Europe. The supermarket chain has distributed textiles from biological cotton since 1995 under the name Naturaline and belongs to the biggest customers of biological cotton worldwide. The Coop- collection encompasses clothing, bedding, hosiery and corsetry for women, men and kids.

With the logo „BY AIR” Coop shows their customers which products are imported by plane. Their own green magazine “verde” informs consumers about current events and advises on the correct use of resources. Events around nature, community and fashion motivate people towards green thinking. Coop acts not only in terms of fashion.

www.coop.ch

19 www.organicexchange.org/Documents/market_high_fall07.pdf
Otto and Coop stand for whole systems promoting a green lifestyle. Various other companies shown green commitment in new products.

Advertising campaigns of Levi’s and Diesel:

**Levi’s.**

BBH Asia Pacific has launched a series of four ads to promote Levi’s Premium Eco jeans which show the product being worn by plants and against a crumbling urban backdrop. The campaign will mainly be in-store executions across Asia as well as in magazines in Malaysia. According to the agency, the approach of showing the product against the decaying backdrop with plants encroaching on man-made structures, shows how the product respects the environment and lives harmoniously with nature, as one.

**Diesel.**

Diesel takes on global warming as only they can... making their latest campaign poignant, yet subtle, stylish, yet absurd. Focusing on people and places... and claiming that GLOBAL WARMING CANT STOP OUR LIVES. Diesel produced this series of ad images, about how you can still look good and embrace the heat.
4 IMPLEMENTATION EXAMPLE GREEN MARKETING

Every plan is as good as the feasibility it features. In the following, the criteria mentioned before will be applied to a specific retailer. Of course, the criteria can only be dealt with in the essentials, but this gives a good insight into how to translate a plan into reality. More detailed executions of each point are to be accomplished by the retailers themselves.

4.1 General information

\( V^3 \) is a medium sized retailer in Rhineland-Palatinate existing for 59 years now. Below are some general facts about the family business:

- **Foundation:** 1\textsuperscript{st} of April 1950
- **Form of organisation:** GmbH & co. KG (LLP comparable)
- **Employees:** 10
- **m\textdegree:** 500
- **city:** 100,000 inhabitants
- **location:** central, prime location
- **assortment:** women’s outer garments, fashionable, middle price- segment
- **labels:** Betty Barclay, Passport, Luisa Cerano, Bandolera, Basset, Nicowa etc.
- **no existing experience with green fashion**

The owners of \( V^3 \) show interest in environmentally friendly clothing and feel up to the task of integrating green fashion in the existing assortment. The personnel and logistic resources allow them to integrate 2 green companies in their range of products.

4.2 Situation analysis

First of all, the environment of \( V^3 \) needs to be figured out: Who are the competitors, what are the personnel advantages and/or weaknesses of \( V^3 \) relating to the competitor field, and what are the central chances of \( V^3 \)?

4.2.1 Competitors

Since macro-economic developments stay the same within Germany, only the micro-economic field will be dealt with. Below is a short analysis:

The following retailers deal with ecological fashion in the city:

- H&M
- C&A
- ‘Doppelrübe’
- 3\textsuperscript{rd} World shop
<table>
<thead>
<tr>
<th></th>
<th>H&amp;M</th>
<th>C&amp;A</th>
<th>‘Doppelrübe’</th>
<th>3rd worldshop</th>
<th>V³</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertisement</td>
<td>Posters, folders, hangtags</td>
<td>Folders, hangtags</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Assortment</td>
<td>About 2 racks of green fashion</td>
<td>Considerable range of products from underwear to shirts</td>
<td>Small quantities, mostly fair trade. Alternative style</td>
<td>No tailored fashion, mostly fair trade</td>
<td>No green fashion, yet</td>
</tr>
<tr>
<td>Awareness</td>
<td>Very high</td>
<td>Very high</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Image</td>
<td>Stylish, new</td>
<td>Cheap, ‘throwaway’</td>
<td>Dusty, old, friendly</td>
<td>Alternative fashion, friendly personnel</td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓ ✓</td>
<td>✓ ✓ ✓</td>
</tr>
<tr>
<td>Price level</td>
<td>Low-price</td>
<td>Cheap</td>
<td>Lower prices</td>
<td>Low and medium</td>
<td>Medium-premium</td>
</tr>
<tr>
<td>Sales room</td>
<td>Stylish, yet organised</td>
<td>Organised</td>
<td>Cluttered</td>
<td>Cluttered</td>
<td>Elegant ambience</td>
</tr>
<tr>
<td>Target group</td>
<td>Mostly young people with less money</td>
<td>Families and younger people</td>
<td>‘Mummies&amp;allergics’</td>
<td>Socially conscious people</td>
<td>Women, middle age, grounded</td>
</tr>
</tbody>
</table>

Only few retailers offer ecological or/and social fashion and only in the lower price segment. There is currently no retail business selling green, fashionable ready-made clothing in the middle or high price segment for women between the ages of 30-55.

4.2.2 S.W.O.T.- analysis

The competitor field in the city is manageable. Here are some important aspects to estimate one’s own role and chances within the market:

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>traditional business with considerable customer base to build on consumers see V³ as a quality brand</td>
<td>not unique in terms of assortment no highly profitable company lack of innovations or new products</td>
</tr>
</tbody>
</table>
4.3 Marketing objectives

\(V^3\) has financial and psychological/marketing goals. The overall goal for the coming season is: Publicity for green commitment in the region. \(V^3\) has the marketing objective to gain a considerable green awareness in the next two seasons through promotional activities.

S. specific: green level of awareness
M. measurable: throughout market share or customer survey results
A. achievable: it is a manageable target which is achievable
R. realistic: the resources are given: manpower (personnel), money (financial resources), machines (store is already fully arranged), materials (products) and minutes (time is given)
T. timed: reachable by the end of the first season with new green products

4.4 Strategy

One strategic element is according to all the facts stated before: Green is not the main aspect, but only the add-on.

\(V^3\) needs to follow strategy number 2 Product Development: Introducing a new product into existing structures. The store keeps existing products and services but integrates new companies in the assortment. Green needs to be integrated visually as well at the Point of Sale.

a. Which market segment?
Middle price fashion segment for women’s wear.

b. How will we target this segment?
Throughout several promotional activities.
c. How should we position within the green segment?

According to the existing assortment, positioning within medium and premium-prized fashionable eco-clothing from tops to bottoms.

4.5 Tactics

Product

\( V^3 \) wants to start up with two brands, distributing jeans-wear, shirts and accessories. Those two companies could be Kuyichi and Armed Angels.

Since \( V^3 \) puts great emphasis on quality, an experienced company like Kuyichi is surely helpful for starting in green fashion.

\( V^3 \) starts with a small range of products to test their potential and reputation among customers.

A product-specific wrapping of the products should also be considered.

Price

The price range needs to be in clear accordance existing labels. So, jeans for €90 and shirts for €25 and more. \( V^3 \) will not develop a specific price tactic since pricing arguments are not the core of \( V^3 \)'s strategy.

Place

The distribution happens solely via \( V^3 \), there is no e-commerce (or g-commerce).

Promotion

Promotional activities are in case of \( V^3 \) right in the beginning very important to reach the objectives.

Market publicity can only be gained with the right advertisement at the right time.

Target Group.

The target audience of \( V^3 \) is described as women between 30 and 70, mostly being employed and having a casual, yet neat dress style. The probably most appealing target groups for green fashion are Fashion/Comfort and Distance (page 17).

So, they have to be addressed throughout visual/sensuval impressions. Moreover, they need to be convinced about the personal and environmental advantages about ecological fashion.
The *positioning* of $V^3$ happens throughout differentiation via the product and via services such as alterations and personal care. This is a strength of $V^3$ and can even be enhanced.

**Advertising.**

$V^3$ should go for product-oriented, informative advertising. Their products are clearly in the centre of everything and new products should be promoted with their advantages-always related to the product.

**Directly.**
- Fashion show to introduce the new project
- Direct mailing to permanent customers informing about the new products. Maybe in combination with a personal coupon
- $V^3$ should not forget to update the Internet-homepage with the new information
- Information-brochure at the cash-desk for customers

**Medium and long term.**
- Flyer with news around the assortment which are displayed at the cash desk
- Constant direct mailings with new events, promotional campaigns and personal coupons. $V^3$ already sends out a mailing at the beginning of every season. To save postage, green products can be promoted together with the conventional assortment
- $V^3$ is located in the most beautiful wine-region of Germany, so a wine-tasting with a local vintner offers synergy-effects

The question of *creating a message* is very important since $V^3$ offers a totally new product in this region. The advertising target group should be reached from light green to dark green to get a general awareness from people.

**Personal selling.**

$V^3$ ‘s strength lies in the personal contact. So, $V^3$ should carefully think about available measurements to promote green fashion at the Point of Sale.

A preliminary schooling of the personnel throughout external experts or the managers is necessary. The company needs to take care of a corporate look of the sales room.
The shop has an inviting window front which can be used for promoting new products.

Little cards:

With this item you bought a piece of nature!

Permanent customers are important for the company. Coupons for their birthdays or little presents after they purchased in the store help keep a relation to them.

Sales promotion.

$\mathcal{V}^3$ should not introduce the new products to the market with rebates. Point of purchase displays are an effective way of promoting new products. Creative shopping bags in another colour or with an additional slogan push word-of-mouth-marketing, people are walking around with it.

This could be the changed logo for promotional goodies:

$\mathcal{V}^3$ MORE THAN FASHION

LITTLE PRESENTS KEEP THE FRIENDSHIP ALIVE.

Public relations.

This is an interesting aspect that can be used by $\mathcal{V}^3$. The local newspaper Rhein-Zeitung can be invited for the promotion event of the new products and therefore write an article about $\mathcal{V}^3$'s commitment. Whenever $\mathcal{V}^3$ plans events, local magazines can be invited.

4.6 Budget

In the case of $\mathcal{V}^3$ the approach should be making a best guess for the marketing budget. Opinions and directive figures can be obtained throughout own experience and other expert. So-called Erfa-groups are collectives of retailers which exchange experiences. The company has limited financial resources, which makes a “best guess” the only sensible way of budgeting their activities.
$V^3$ should constantly create a green image which means to follow the tactic to not show up but constantly spread advertising over months. $V^3$ needs a lasting customer base which can be built up throughout constant marketing over months. The budget is determined for 6 months.

4.7 Implementation

Since there is no explicit marketing department at $V^3$, all activities need to be planned and executed by the two managers in person.

A rough abstract of logistics and timeframe:

- Initially runtime: 6 months
- startdate: 2 months before the opening of the season
- tasks are: organise event and brochures, set up budgets, recruit people to execute tasks, find partners who profit
- organised by the managers and maybe a back office-person
- $V^3$ has a collaboration with a local print office which is very helpful

4.8 Control

$V^3$ should make use of its considerable client base and do some interviews with customers and even have a survey sent out via letter or electronically. The company can get useful hints for the (perhaps negative) impact of previous marketing activities. Moreover, a long term control mechanism can be adopted such as a financial analysis:

How much has been spent over the past months for which activities?
Was it worth it?

The most obvious way of tracking success is taking a look at the sales of the new products after a short time (around 4 weeks) and after the end of the season to measure the success of new brands.
5 CONCLUDING THOUGHTS

The green fashion-flower blossoms, the range of green products is constantly enlarging. But distribution mainly happens via web shops or mail order. Examples from Germany or Switzerland show that considerable sales can be generated with eco-textiles.

A sensitive target group for green fashion are women being pregnant/having children. This group consciously consumes healthy, eudermic clothing.

The ecological aspect is not the crucial argument for buying green fashion. Quality, fit and comfort are most important for purchasing a product. Only a small group of people (18 %) considers ecology as the central argument for buying fashion.

People are willing to pay a price premium for green fashion (66%), it just has to be available. Consumers need assurance that they are getting the same value for money as they would with a non-green alternative.

Marketing eco-textiles is only possible with a distinct creation of an image. Existing resentments against green fashion such as wrong images and prejudices need to be invalidated throughout new, fresh images and ideas. A transparent eco-labelling for consumers gives reliability and orientation. Retailers need to make green fashion look normal and not normal fashion look green, which would only force the ‘greenwashing’-aspect.

The consumer-typology which was carried out proves that there is a market niche for eco-fashion in Germany. Retailers need to tap the full potential.

The individual strategy of marketing a product or service is up to the retailer and his/her resources. But some points stay important for green marketing:

- it doesn’t have to look green
- green marketing can be funky, edgy, creative or even ‘blue’
- the task is to make green stuff seem normal and not the other way around
- you don’t need to be perfect, just dare to make a start
- listen to consumers, they will tell you what they want

Although history has shown that style trends leave as quickly as they arrive, eco-fashion has proven that it has got the integrity to stick around. It just needs willing supporters and promoters.

Hopefully this paper encourages retailers to let people shop their green talk!
Final impulses.

Green marketing is a smart way of engaging people with the idea of adopting greener lifestyles, and a form of showing that commitment to nature and the earth is actually the most normal thing ever.

Basically, all activities -green activities- centre on the Triple Bottom Line:

**People. Planet. Profit.**

- People: Human capital
- Planet: Natural capital
- Profit: Bottom line

This refers to what was said in the very beginning: Maximizing the impact of the message and minimizing the impact on our environment.

Questions for further consideration are:

1. Is there maybe another level than the product for retailers to establish green thinking on?
2. How can the existing product range be enhanced with green products, how green do we want to be as a company?

At this point, the writer wants to quote an essential perception by John Grant, author of the green marketing manifesto:

“On the question of believing in mainstream ethical consumerism, I think we have to believe that the majority is ready if we are. But that we haven’t always got the right products and services, in the right places, with the right marketing ideas yet.”

He might be right.

A last word to the consumers:

*Changed Attitudes do not always lead to changed behaviours.* It is not over by explaining green thoughts. It will take time to change from thinking to acting.

Some people are ready to express their thinking, some not.

But maybe the often quoted green movement is a chance for specialised retailers, for the middle-class to push against top dogs and relift quality and comfort into fashion-heaven.

To close this paper with the words of Kermit, The Frog:

“*It’s not easy being green […] but it’s beautiful and I think it’s what I want to be.*”
USEFUL WEBPAGES

The range of green links on the Internet is incredibly manifold and huge. Below is a list of informative and supporting links. (status: april 2009)

**Green Fairs**

www.biofach.de  
www.organic-bio.com/de/messen  
www.oekorausch.de  

**Must-Read**

www.goodtruebeautiful.de  
www.gruenemode.de  
www.made-by.org  
www.btransparent.com  
www.fashioninganethicalindustry.org  
www.ethicalstyle.com  
www.oeko-mode.info  
www.gliving.com  
www.mygreenlipstick.com  
www.stylewillsaveus.com  

**NGO’s**

www.sauberekleidung.de  
www.transfair.org  

**Online-Blogs**

www.utopia.de  
www.korrekte-klamotten.de  
www.blog.futurelab.net  
www.treehugger.com  

**Technical infos**

www.bbc.co.uk/thread  
www.organiccotton.org  
www.future-on-wings.net/konsum/biobaumwolle
sites of stores specialised on green fashion

north

www.fein-store.de
www.fairtragen.de
www.marlowe-nature.de
www.fairticken-shop.de

west

www.organicc.de
www.gruene-wiese-shop.de
www.bgreen.de

south

www.glore.de
www.zuendstoff-clothing.de
www.iki-m.de
LIST OF MANUFACTURERS

The list of ethically and ecologically-correctly produced fashion is growing. There exist around 500 companies worldwide offering eco-wear. Below is an abstract of the 20 current favourites\(^\text{20}\) intentionally listing mostly German Designers and Concepts. For more detailed information visit www.bransparent.com.

**Armedangels**

www.armedangels.com  
D-Köln  
Printed t-shirts and the golden angel are the trademarks of the German label.  
Prominent supporters like Thomas D.  
100% Bio and Fair. **GREENEST**

**Fairliebt**

www.fairliebt.com  
D-Hamburg  
They are specialised on shirts around € 22. New shirts with slogans like »I♥Tofu«.  
100% Bio and Fair. **GREENEST**

**Hess Natur**

www.hess-natur.de  
D-Butzbach  
Mail order company, which ranks among the pioneers of green fashion. No more jute-aesthetics, instead a new creative director, called Miguel Adrover, who initiated a fashion and also price upgrading.  
100% Bio and Fair. **GREENEST**

**Inka Koffke**

www.inkakoffke.com  
D-Ingolstadt  
The mistress of organic couture captivates with precious qualities and exclusive designs.  
It’s glamour-time!  
100% Bio made in Germany. **GREENEST**

**Katharine E Hamnett**

www.katharinehamnett.com  
UK-London  
The queen of Eco. Unfortunately uncrowned. Trademark: T-shirts with big prints like »chose life« or »no more fashion victims«. Very limited range.  
100% Bio and Fair. **GREENEST**

**Kuyichi**

www.kuyichi.com  
NL-Haarlem  
One of the leaders currently. Dutch streetwear, known for their mostly ecological jeans. Common label in German stores.  
Only around half of the collection is Bio. **GREEN**

\(^{20}\) based on own research
Misericordia

www.misionmisericordia.com
Peru (Lima)
Casually designed wear produced in Peru, founded in France and made with quiet conscious. The collection is made by hand. Men’s ans women’s wear.
*100% Fair, but not 100 % Bio, yet. GREENER*

Slowmo

www.slowmo.eu
D-Berlin
The founder-siblings praise love for people and the planet. Calm and clear designs. The name slowmo, deriving from slowmotion, reflects the fact, that quality needs time.
*100% Bio and Fair. GREENEST*

Stewart&Brown

www.stewartbrown.com
USA-Ventura
One of the most successful US-labels. Feminine designs. They experiment with different fibers like kapok. They offer a whole range of products. Really wearable styles.
*Half of the collection is Bio-cotton, other materials are cashmere, linen and merino wool. GREEN*

Terra Plana

www.terraplana.com
UK-London
Trendy shoe-collection for him and her including accessories. The own label »worn again« follows the cradle-to-cradle idea, shoes and accessories are made from recycled materials like seatbelts or bicycle tyres.
*100% Bio and Fair. GREENEST*

VEJA

www.veja.fr
Fr-Paris
Shoe-must haves. Classic sneakers out of natural materials. They use fair trade latex. Collections are always limited.
*100% Bio and Fair. GREENEST*

Waschbär

www.waschbaer.de
D-Freiburg
One of the big old pioneers. Green mail order fashion since 1987. Solid offer, also beyond fashion.
*100% Bio and Fair. GREENEST*
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Future on wings, Bio-Baumwolle. From: http://www.future-on-wings.net/konsum/biobaumwolle.htm [retrieved March 2009]


The guardian, Life&Style. From: http://www.guardian.co.uk/lifeandstyle/fashion+environment/ethical-living [retrieved 3 April 2009]


Know This, marketing plan. From: http://www.knowthis.com/topic-areas/management/the-marketing-plan.htm [retrieved 6 March 2009]


Wer nicht wirbt, stirbt. From: http://www.malersoftware.net/Malerblatt_0205-Werbung_Web.PDF [retrieved March 2009]


One responsibly gorgeous, home. From: http://www.responsiblygorgeous.co.uk/ [retrieved March 2009]


Marketing planning services. From: http://www.slideshare.net/lmanfe/los-angeles-web-design-market-planning-services-presentation [retrieved March 2009] 

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D. Events

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APPENDICES

A. Interview Instrument

A.1 Interview Christoph Dahn/GTB

Koblenz, 14.04.2009

First of all thank you for taking the time to answer me some questions.

Q 1
I want to first talk about the Dutch brand Kuyichi: How would you define the target group of Kuyichi?

The target group of Kuyichi is between 20 and 35/40, has an urban dress style and a high fashion-affinity. As a jeans-label Kuyichi is for the sportive consumer.

Q 2
How many stores in Germany sell Kuyichi?

Around 150 stores in Germany.

Q 3
You sell Katharine E Hamnett as well: How many shops in Germany offer this label?

Katharine Hamnett does not have a collection currently, so not many.

Q 4
To what extent does the age play a role when defining the target group of ethical fashion? Which main attributes characterise the target customer of ethical wear?

GTB differentiates between the Eco 1,0- and Eco 2,0- customer.
Of course, there is the classic Eco-customer. Different labels of GTB enclose different customer-types.
Basically essential is: the older the customer the least interested she/he is in fashionable and new products.

Q 5
If you compare the German ecotextile-market 2009 with other countries within Europe: How advanced is the German eco-market?

Germany is indeed one of the leading markets. USA and U.K. are considered by press to be forward-looking, those statements often seem superficial.

Q 6
To what extent do you think is the consumer informed and sensitised to ethical fashion to help carry the social responsibility (also financially by higher prices)?
Most of the people are interested, but not when purchasing products. “I buy because it is eco” is not well received by consumers. Eco is and should only be an add-on. According to GTB, products have to appeal to the consumers optically and qualitatively and not meet clichés.

Q 7
To what extend are retailers in Germany informed and sensitised to eco-fashion?

Retailers want to earn money in first instance. They are interested if something is common and current. Retailers act upon end-consumers. If the demand is given he thinks about a product.
A proof of retailers interest is that there are already eco-stores in Germany.

Q 8
Back to GTB: In what way do you support retailers with marketing your labels at the point of sale?

Throughout POS-material, staff training, reorder services and exchange of products. So, all the necessary measurements to support the retailer.

Q 9
Compared to conventional fashion: Which aspects are decisive and necessary when marketing eco-fashion?

The challenge is that retailers do not know how to sell and promote green fashion. It is easier to establish new ideas than to get old ideas out of people’s minds.
The way of argumenting for green fashion needs to be trained, the know-how needs to be gained.

Q 10
Back to Kuyichi: The Jeans- label sells trousers from ecological cotton, which are treated chemically afterwards to get the trendy “used look”. Does eco-fashion reach a boundary here?

Kuyichi does not sell ecological fashion but jeans made of biological cotton. The topic should not be highlighted either black or white, it has many shades of grey GTB experiments with the industry to establish new washing methods. But he look without chemicals requires compromises. It is important to change the approach step by step and not try to be perfect.
Finally it is about selling your products.

Last question
How do you personally define sustainability?

Sustainability has to do with change and working on change. There is not right and wrong, but only improvement which happens bit by bit. We have to take a look which ways work out and then optimise these ways. Thereby a market share can be created sustainable. Perfection is the wrong way.
A.2 Interview Annika Tinz/Hess Natur

Koblenz, 24.03.09

Thank you for taking the time to answer some questions.

Q 1
At first I like to dwell on Hess Natur: How would you define the target group of Hess Natur-fashion?

_Hess Natur is a mail order company, around 95% of the customers are women. Hess Natur-customer order also for their families, the major share is women’s wear. The average of customers is 40+, drawing good salary and being educated._

Q 2
Which green labelling do you use within Hess Natur? What do you think about the reliability of green labelling in terms of fashion?

_Hess Natur has ist own label. This label covers social and ecological aspects according to the whole textile chain. So, Hess Natur is a label itself. As a foundation member of the IVN label 2008 Hess Natur labels about 35 % of the textiles with the IVN logo. Because this label focuses less on fair trading than ecological aspects, Hess Natur will implement the Fair Trade logo from winter 209 on._

Q 3
Despite the currently booming eco-lifestyle some people reject green fashion as a trick. How can green fashion gain the trust of those people, how can it make green fashion more likable?

_Green fashion is currently a big hype. Bio-fashion is sold as a goody. But important is to explain the advantages of green fashion to the consumer and to illustrate, that consumers can have a share in ecological questions and that they can contribute well._

Q 4
Hess Natur has three stores, located in Hamburg, Munich and und Butzbach. How do you experience “green customers”? Are they more choosy than customers of conventional fashion?

_For Hess Natur it is a core aspect to keep customer proximity and push customer retention. This implicates answering the customers emerging questions. Longtime customers have a different way of thinking than new customers: They question origin and manufacture of products. New customers, who especially got customers because of the baby-assortment, rather question if the jumper also exists in red. They are also interested in optics, of course. Important is to give the people feedback on miscellaneous questions._
Q 5
How important is the price in the discussion of sustainability of ethical clothing? Is the €12 shirt of C&A an indication that despite our efforts to establish social responsibility we in Europe can not or do not want to abandon the cheap-thought? Is there a social responsibility to bargain prices?

Basically, the price aspect implies three factors:

1. **there is no uniform labelling.** This means, that companies like C&A can easily display a piece of clothing as ecological if the biological cotton percentage is just about 0.1%. This can lead to a good and for the company cheap image.
2. **The social standards**, whose compliance mean a higher financial responsibility, are easily excluded.
3. **The quality** of the cotton can vary immensely: Hess Natur looks after a high staple length and a qualitative raw material.

In addition, Hess Natur mentions that their shirts which cost around €25 are not really more expensive in relation to €25-shirts of e.g. Zara. Hess Natur pays so-called rates: A bio-rate and a fair trade-rate have to be calculated in the price with about 25% each.

Q 6
In some areas green fashion comes up against limited factors: For example abdication of bleaching or the "used look" on jeans is not possible anymore to the extent it was done before. Do we have to rethink manufacturing? Does a surplus of social responsibility mean abdication of "fashion"?

Hess Natur says: We are not abdicating, we are searching for alternatives. But in some cases, abdication is inevitable and also unproblematic because of the style of Hess Natur-clothing.

The example jeans shows that the materials needed for this look are extremely bad for the workers. Therefore, Hess Natur does not use this way of manufacturing and offers instead e.g. different cuts.

Die manufacture of non-iron tops is done with help if heat instead chemical-cocktails. The colours of the clothing are synthetic and totally harmless for man and nature. The colouring with pure nature is not ready for mass production, the main problem is missing uniform colour shades.

Hess Natur has its own department innovation & ecology, which tests new methods.

Q 7
If you compare the German ecotextile-market 2009 with other countries within Europe: How advanced is the German eco-market?

The production of textiles has been outsourced. Hess Natur has a cultivation project to give our country a certain input and move productions to again Germany. Bio is a hype in Europe, coming from America. It is currently not only in Germany a major point for claiming any leading position on the market.

Q 8
To what extent do you think is the consumer informed and sensitised to ethical fashion to help carry the social responsibility (also financially by higher prices)?
The consumer is already sensitised. Media already educate and demand is going up. But Bio itself is not enough, the social aspect is becoming important as well. Studies show that the consumer is ready to pay more for green fashion and also Fair Trade is getting important. Hess Natur informs throughout catalogues and the Internet about the topic.

Q 9
To what extend are retailers in Germany informed and sensitised to eco-fashion?

Retailers seek for information increasingly. The topic is getting more important. Retailers realise that missing ecology can truly be a reason for not purchasing a product. They are forced to show commitment. Hess Natur trains its staff and tries to counteract the missing knowledge of sales staff at the P.O.S..

Q 10
Compared to conventional fashion: Which aspects are decisive and necessary when marketing eco-fashion?

A decisive point is customer proximity. Customer service and advice are important. Hess Natur travels through Germany with a so-called flying shop and shows clothing locally.

Q 11
An Internet article states 2006: `Ethical Fashion Goes Mainstream.` What do you think? Does ethical fashion head for the mainstream audience?

YES. People are currently seeking information about the topic. Of course, there are always classic KIK-customers, who do not belong to the group of LOHAS. But even they take sometimes a look at what they are buying and who takes into consideration the ecological aspect.

Q 12
Regarding green trends in Germany at the moment people come up with the discussion if ecology and economy can go together: What do you think as a company?

To unify both is hard, especially in textile business. The import of cotton from other countries is an example therefor. Hess Natur tries to minimize the ways of textiles. Of course a look at economy is necessary. Therefore, a planned production in Germany is helpful for both sides, ecology and economy. Hess Natur plans a project in Burkinafaso which supports the development of the country. This happens step by step, of course.

Last question
How do you personally define sustainability?

With two words: ecological awareness. Living sustainable means taking a look at the environment and not harming environment. Noone wants to scale down his/her living standard. But this is not necessary anymore with nowadays knowledge to live sustainable.
B. Questionnaire
B.1 Questionnaire instrument

QUESTIONNAIRE about green fashion in Germany

1  How much do you spend on average for clothing per month?
   - € 0-20
   - € 21-50
   - € 51-100
   - € 151-200
   - € 201-250
   - € 251-300
   - € 301 and more

2  Where do you purchase clothing? (Multiple answers)
   - Internet- Plattform
   - Mail order
   - Chains
   - Department store
   - Specialised store / Boutique
   - Discounter
   - Other: ____________________________________________

3  How often do you go shopping? (Shopping and just looking)
   - Weekly
   - Once or twice a month
   - Every two months
   - Once in a season maximum
   - Other: ____________________________________________
4 Please rate the following criteria when purchasing fashion. Give marks from 1 to 5 (1 is most important, 5 least important). Please award every mark one time.

☐ Price
☐ Quality
☐ Label
☐ Comfort / Fit
☐ Style

5 What do you associate spontaneously (POSITIVE or NEGATIVE) with Eco-cotton or Eco-textiles?

6 Please tick the accordant number: How important, on a scale from 1 to 5, is to you,

\[
\begin{array}{cccccc}
1 & 2 & 3 & 4 & 5 \\
\text{very important} & & & & \text{unimportant} \\
\end{array}
\]

a. That the clothing you buy is environmentally friendly?

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

b. That you know about the origin of your clothing?

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

7 Do you possess any piece of clothing in your wardrobe made from ecological cotton?

YES ☐ NO ☐ DON'T KNOW ☐
8a If you answered question 7 with YES: What is to your mind the core argument for purchasing eco-fashion? (Multiple answers are permitted)

☐ Social responsibility
☐ Environmentally friendly
☐ Natural / eudermic
☐ Contaminant-free/not noxious
☐ Durable
☐ Other:  

8b If you answered question 7 with NO: What prevents you from purchasing environmentally friendly clothing? (Multiple answers are permitted)

☐ Negative image
☐ Unattractive / “Jesus-Look”
☐ Hardly available
☐ High price
☐ Cheat
☐ No interest
☐ Other:  

9 Are you generally interested in eco-textiles?

YES ☐ NO ☐

10 “If a piece of clothing is made out of 100% cotton, it is 100% natural!“

RIGHT ☐ WRONG ☐ DON’T KNOW ☐

11 Can you spontaneously give a store in or around your city, which offers ecological textiles?

YES ☐ NO ☐

If yes, which one?  

64
12 A conventional shirt costs 20 €. Would you spend 10 % more, so 22 € for the same looking shirt with the only difference that this shirt is made out of biological cotton?

YES ☐ NO ☐

13 “Where eco is on, eco is in”!

☐ YES, I trust eco-labelling
☐ I see eco-labelling sceptically

14 What is your regular occupation?

_________________________________________

15 Which city do you live in?

_________________________________________

16 Which hobbies do you have besides school, work, university?

_________________________________________

_________________________________________

17 Your age?!

____________________

18 Gender

male ☐ female ☐
### B.2 Questionnaire results: matrix

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<th>b</th>
<th>c</th>
<th>d</th>
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**Facts and Figures respondents**

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**Status:** 06.05.09