

# Being a fashion industry company through sustainability

Mariana Guzmán Ponce



<b>Author(s)</b> Mariana Guzmán Ponce	
<b>Degree programme</b> GLOBBA International Business	
<b>Report/thesis title</b> Being a fashion industry company through sustainability.	<b>Number of pages and appendix pages</b> 44+7
<p>Fashion companies are one of the most contaminating industries in the world with an increase of the consumption of clothes by 50% in the last 10 years; nowadays, sustainability inside fashion companies is beginning to be more and more common in different countries in the world, but a lot of people doesn't have the knowledge of how a fashion company work or how can they start their own sustainable fashion company.</p> <p>The main objective of this study is to understand how a sustainable fashion company work, what it takes to be sustainable and it is focused so that small, medium or large companies that want to seek a sustainable approach can know how to do it through a sustainable fashion company by looking at their processes, fabrics they use to make clothes and which were the challenges and the impacts that led them to be sustainable.</p> <p>The theoretical framework consists on showing what sustainability is inside fashion companies, the main elements for making a company sustainable being the social and environmental aspects. Moreover, it explains what fast fashion and slow fashion is, some of the fabrics that make a fashion company sustainable and the impact of the consumer behavior inside sustainable companies.</p> <p>This study was based on a qualitative research, based on six different small, medium and large sustainable fashion companies, which includes the processes of being sustainable, textiles used, positive and negative impacts of sustainability and some recommendations for other fashion companies that want to be sustainable. This research was conducted in form of interviews with open conversations where it showed the main problem of fashion industries, how fast fashion companies are affecting the environment and how sustainability is the present and future of a new change. As well as how sustainable companies are making their own experiments and processes in the making of clothes and helping their workers to get a fair living wage and good work conditions.</p> <p>Finally, the research show that sustainable fashion companies are focusing on the environmental and social factor by experimenting with sustainable fabrics and working with local people and artisans. This research shows some recommendations from sustainable fashion companies to the people who want to create their own sustainable company in the fashion industry; like how they can overcome the challenges the industries face by knowing your market well and by keep innovating.</p>	
<b>Keywords</b> Sustainability, fast fashion, slow fashion, ecology, awareness	

# Table of contents

1.	Introduction .....	1
1.1	Purpose of the study .....	5
1.2	Project objective.....	6
1.3	National aspect .....	6
2.	Introduction to sustainability .....	7
2.1	Sustainability inside fashion companies .....	8
2.1.1	Social Sustainability.....	8
2.1.2	Environmental sustainability .....	9
2.2	Benefits of sustainability .....	10
2.3	Fabrics used inside sustainable fashion companies.....	11
2.3.1	Sustainable fabrics .....	12
2.3.2	Non sustainable fabrics .....	14
2.4	Fast Fashion .....	16
2.5	Slow Fashion .....	17
2.6	Awareness .....	17
2.7	Sustainability barriers.....	18
2.7.1	Consumer behavior .....	19
2.7.2	Lack of time .....	19
2.7.3	Higher prices.....	20
2.8	Difference between fast fashion and sustainable fashion.....	20
2.9	Environmental Development.....	21
2.10	Company growth with sustainability.....	22
3.	Benchmarking sustainable fashion companies.....	23
3.1	Risk analysis.....	23
3.2	Assessment rubric .....	23
4	Qualitative research.....	25

4.1 Project expectations.....	26
4.2 Interviewed companies .....	26
4.3 Interview analysis.....	27
4.4 Summary.....	33
5 Conclusion .....	36
References .....	40
Appendices.....	45
Appendix 1. Permission to make research .....	45
Appendix 2. Sign permission letter Caralarga.....	46
.....	46
Appendix 3. Sign permission letter Eilean .....	47
Appendix 4. Sign permission letter Cobalto Veintisiete .....	48
Appendix 5. Sign permission letter Contra Corriente .....	49
Appendix 6. Sign permission letter Casamo .....	50
Appendix 7. Sign permission letter Casilda Mut .....	51

## 1. Introduction

International consumption of clothes has increased by almost 50% between 2010 and 2020, the process of the manufacturing of clothes requires harmful chemicals and a lot of water, so it is contaminating a lot. "Fashion industries became the number 2<sup>o</sup> most contaminating industry in the world" (Ecothes 2021). It is an entire process, from the moment when the clothes are being made until the waste of the consumer and throwing it away in order to buy more clothes. The problem is the business model known as "fast fashion", it consists on making a mass-production of clothes in a low cost with the purpose of more customer demand; as a consequence, it causes the use of clothes for a small period of time and then throwing it away because these industries doesn't stop producing more clothes and people want what it is the trend at the moment and then throw it away to look for something else. This has been really harmful for the environment, producing thousands of quantities of clothes a day and not caring about all the waste that it can cause is a way in which we are causing a lot of damage to the environment. Slow fashion is an alternative for consumers, it is the opposite of fast fashion, it focuses more on attaching to the clothes for more time, it is defined as quality-based rather than time-based. It basically promotes the use of clothes in a slow way and well-made clothes, is a trend that started in Europe initially and started moving across other countries and is starting to become more popular between consumers. This model is not as well-known as the fast fashion model, but if consumers started consuming more slow fashion it would make a drastic improvement for the environment.

Usually, employees do not get well paid in these industries and sometimes they don't even care about their working conditions. A lot of concern in the fashion industry has led to companies to change their approach and start to focus more on the environment and the society and with all of the technology we have nowadays, companies started changing and caring more about sustainability; it also gives them value for the company and when people look at an eco-friendly and a sustainable company, they begin consuming more of that type of industries. Ethical fashion and sustainable fashion are correlated terms that cover the moral part of the industry such as living wages and safe working conditions.

Fashion industries are becoming an important part of the environment and human challenges; starting from environmental changes and threats to the part of human interaction and ethics. That is why it is becoming trendier; people are starting to become more caring

about the environment as well as fashion industries. According to the model of sustainable development, there are five important factors that fashion industries need to be aware of; starting with the people factor, the planet, partnerships, prosperity and peace, if a fashion company has more than one of these factors, then it becomes sustainable. A major part of the clothes is made in China and Bangladesh and according to Schneider (2015), “80 billion new pieces of clothing are consumed every year internationally and only under 2% of garment workers earn a living wage”. It means that the fashion industries are not treating their workers fairly and that less than half percent of the workers are correctly being treated. In the True Cost documentary is shown how large companies are mistreating their workers, they do not give them even the minimum wage, they make them work in awful working conditions and not caring about their health at all.

With sustainable fashion, it is not only about clothes and textiles; it is the behavior and the patterns of consumers towards a social and a more conscious consumerism, “the world now consumes about 80 billion new pieces of clothing every year, 400% more than the amount we consumed just two decades ago” (Wang 2010). Every day the industry of fashion comes with a new tendency, so it is more and more the clothes that is produced in one day, imagine how many it will be in a year, so fashion companies started to sell more clothes in a cheaper price, the fast fashion model is becoming more and more important to consumers, because it is cheap and trendy; as a consequence, consumers are generating tons of textile waste all over the world, this type of behavior is getting more common as well as the fast fashion industries. According to the IUCN (2016), “Today, 400% clothing is purchased than it used to be 20 years ago, accounting for 8.1% of the world’s greenhouse gas emissions and by 2030 it’s predicted that It will be 148 million tons of fashion waste”.

This is a behavior that only us can change in order to stop producing so much waste. People in general are consuming more and more clothes every year, and consequently are making more waste. But younger people are the ones that are generating the most waste as new fashion trends come every season, and the society and marketing is persuading young people mostly to buy more and more. On the other hand, it is estimated that 60% of millennials are becoming more caring about the environment and are starting to shop in a more sustainable way, as well as the increase of second-hand clothes by 15%.

Knowledge in sustainable fashion can make a difference in the industry of fashion, in some cultures and some countries is not common that people know what sustainable fashion is,

and as a consequence they keep buying clothes from brands that are doing a lot of damage to the environment and to their employees; the lack of knowledge can lead into a misunderstanding of the concept of slow fashion and sustainable fashion; first world countries like Finland and Spain are aware of the damage that the fashion industry is doing to the world and because of that they started creating their own sustainable brands, knowing which are the mistakes of a fashion company and what it can be change in order to help the environment and the workers. It is important that consumers are aware of what had happened inside the fast fashion industries and knowledge of how sustainable fashion can help everyone into a more ethical consumption from the companies and from the consumers as well.

According to UNEP (2018) "Sustainability is defined as a development that meets the needs of the present without compromising the ability of future generations to meet their own needs". Sustainable fashion consists in finding a balance between the logistics part, manufacturing and consumption of clothes without exploding natural and human resources, with an ethical side for the communities and the workers by taking care of the present and future impact on the environment and future generations, and changing the behavior of consumers into a more empathic point of view towards the environment and society; because in fashion industries, both natural and human resources are as important as any other factor and if people want to make a difference, they will need to change the way they buy and the way they thing into a more caring one.

Every day, new companies are born, with great ideas and the willingness of making their company sustainable, but the problem is that not all of them know where to start or how to do it; others consider that is costs a lot of money to be sustainable and is more a lost than a win, so that is why people don't move forward. Sustainability is still a new topic for everyone and for startups as well, so sometimes even if companies want to be sustainable, they don't know how they can put it into practice.

One solution is to make a research of other sustainable companies and being able to know how those companies achieved their goal, the processes they made to become an important and successful sustainable company; nowadays, they are a lot of sustainable companies from large to medium and small companies. Companies who are willing to change into a sustainable company, will need a lot of research inside small and large sustainable companies to be able to know how they achieved to be sustainable. As companies' initiative

starts increasing, also the channels, the distribution method and the supply chain, so with that companies have more options of sustainability and the facility to become sustainable, so if more companies become sustainable, it will exist more methods to be sustainable and it will be easier for companies that offers a product or a service to apply actions to change their company focus.

As long as sustainable fashion companies exist, consumers will buy more from them and less from the companies that contaminates the most that is mainly fast fashion companies; the trend of slow fashion and the sustainable fashion will help the fashion industries to grow in a more ethical way, by helping the environment, the social and the human part as well. And by acquiring knowledge of what a sustainable fashion is and how consumers and companies can help the environment each with their own ways to help and with that, we all can make a difference in this world.



## 1.1 Purpose of the study

Nowadays, it is becoming trendier and more important for companies to be sustainable, this not only gives them value for the company but also helps them to increase the company into a more competitive market. It became very important inside fashion industries to be sustainable; we have heard a lot of bad comments and actions that fashion industries have made, they pollute a lot or pay less than the minimum wage for their employees; this topic has become really polemic for fashion industries. The fashion industry has a lot of antecedents that affects the company and damage different elements including animal cruelty, environmental damage and worker exploitation. The sustainability managers are in charge of looking out for what is best for the company and for the people working on it, also they have to make strategies that avoid damaging the environment, animals and workers, that's why they've changed some processes to avoid this and also help the company and the reputation.

That is why a lot of fashion industries began to change their focus into a more caring and sustainable one; and that's why I want to focus in the companies that have change their focus into a more sustainable one and with that, I can help other small, medium and large companies to be sustainable and competitive as well. It can be difficult for some companies to change their focus or their process because sometimes they just don't know where to start, how to do it or are just afraid of change, also it can be really expensive to change their approach, so by writing this thesis I can help small, medium or large companies to know where to start or how to do it. Making a small research of some companies that have already changed their focus into a more sustainable one, the difficulties they have been through the process of sustainability and some recommendations they can give to other companies similar to them that want to become big and sustainable.

The aim of this thesis is to discover how sustainable fashion companies changed their focus from an ordinary company into a sustainable one by changing their textiles, the process of making clothes, the way to care for their employees and the human part of the company and I think this can be some important key factors to any company's success.

## **1.2 Project objective**

This thesis shows which characteristics and abilities make a company competitive throughout sustainability in the fashion industry, as well as how can a company begin to have these characteristics in order to be competitive and friendly with the environment while helping society and the environment. The aim of this document is to determine which are the characteristics that makes a fashion company competitive while sustainable by making a benchmarking on six different small, medium and large competitive companies and comparing the characteristics they have in common that makes their company successful and sustainable and the way they achieved this. This is in order to help the companies to know how they can improve their companies and can change them to be more competitive by having a sustainable process.

## **1.3 National aspect**

I made my thesis national, I consider it gives an insight of the companies in Mexico, so that is why I focused on companies in Mexico and with different characteristics, each company is different and being from different sectors of the fashion industry makes it even more different and that is what I was looking for, something different in a different angle and more characteristics to follow for a sustainable company by making a qualitative interview.

So, I interviewed six different sustainable fashion companies from different parts of Mexico, that is how I focused on a more national aspect. I made an interview research on their sustainable fashion and to show how six different industries achieved sustainability in order to help other companies to be sustainable as well.

## 2. Introduction to sustainability

To start, what does sustainability refer to? Sustainability is a concept that was born in 1987 with the publication of the Brundtland Report which alerted the environmental consequences of economic and global development. A lot of challenges a person faces such as climate change, water pollution or hunger only can be change with a different global perception by promoting sustainability towards the social progress, ecologic balance and economic growth; the objectives of sustainability are to guarantee the well-being of the planet, by taking care of the environment, reducing water waste, construction and production innovation to contaminate less; the people by fomenting the development of communities and cultures to achieve a better quality of life, sanity and an equative education development; and last is the economy, sustainability looks for economic growth without damaging the environment.

Sustainability development is reached to have the full capacity to produce in a way it does not waste the natural resources needed to function and that doesn't generate more pollution. Sustainability is the capacity we have to please the needs we may have but by taking care of the next generations. It can be by taking care of the environment, putting together and taking into account the social, politic and economic part of the society; so, by satisfying human needs, it will develop their actions to be pro care of the environment. An example is a textile fabric that uses recycled fabrics by a small group of women improving their life quality and looking out for their employees.

A sustainable company can be defined as a business strategy to create value in the company considering how a company is operating inside the ecological and social area while creating a positive impact on either one of those areas. Nowadays some companies are implementing sustainable processes for the company, for example H&M and IKEA implemented in their supply chains the reduction of waste and optimized the use of the materials and improved labor conditions with suppliers from other markets. Sustainability can be a challenge for anyone. But now, a large number of companies started to implement a sustainable thinking process, editing their supply chain and implementing eco-friendly processes. It is known that sustainability became really trendy and is the future for all company's success.

## 2.1 Sustainability inside fashion companies

Sustainability is a process that a lot of fashion industries are following by taking care of their employees, the environment and their financial systems. A sustainable company usually involves a couple of factors including the environmental, the social, the financial and partnership factor.



Figure 1. Sustainable Development (United Nations 2020)

As the figure shows, a sustainable company is divided into various categories including partnership, peace, prosperity, people and planet and all of them are really important for a company. Each one is focused in a different department but I decided to focus on the concept of planet and the concept of people. I consider that the two categories are the basic and essential part for a model to be made, it includes the people and the environment and that creates a balance between both of them.

### 2.1.1 Social Sustainability

Nowadays, people are beginning to know the importance of sustainability. Human well-being and social-well-being are two elements that are correlated; for example, reducing the pollution helps the people to get sick less. So, ensuring that human beings have general access to resources will protect not only their health but the environment too. A lot of companies maintain their employees in bad working conditions but with social sustainability, companies take care of them and offer the best working conditions and give them a good working wage.

An important element is to know where the clothes we buy come from, from years and years it is well known in the fashion industry that in some countries the workers human rights are really poor, in a lot of countries employees are been exploded and not get paid not even the minimum legal wage like Bangladesh and China and are forced to work up to 16 hours a day every day.



Figure 2. Pay Garment workers a living wage (Clean Clothes 2021)

As seen in the figure above, the living wage of every employee is very important in order to pay for their basic living like food, clothing, education and healthcare; there have been a lot of cases where large and successful companies do not pay not even the minimum wage to their employees, and prefer to hire poor people and exploits them instead of paying what they have to. That is the objective of being a sustainable company too; to pay a fair living wage to the employees and by not exploiting them, caring about their health and having a fair and ethical company.

### 2.1.2 Environmental sustainability

The environmental approach covers everything to do with the environment; being the second most contaminating company all over the world, means that companies have to take action in changing this. Environmental sustainability refers to an ethical interaction to avoid exploiting natural resources; in most countries, untreated wastewaters from textiles are thrown away into the waters containing toxic substances which are very damaging for the sea life and for the people as well.

According to Charpail (2017), “90% of wastewater is discharged into the waters, 1.5 trillion liters of water are used in the fashion industries each year”. Mainly cotton is the fabric that needs lots of water to grow so the industries explodes this resource generating desertification of seas, ONLY 15% of clothing are recycled and the rest goes to the landfills, so fabrics like polyester takes more than 200 years to deteriorate; and 70 million trees are being cut down every year to fabric textiles. Fashion companies are contaminating a lot, so that is why some companies are changing their focus into a more ethical and caring. Companies instead of using altered fabrics, they can change them into natural fabrics that haven’t been altered, recycled fibers consume less water than cotton, choose organic materials and change the focus from fast fashion into slow fashion.

## **2.2 Benefits of sustainability**

By having a sustainable fashion company, people can be treated fairly, in some cases, people working in the area of fashion are not being well paid, are treated badly in really awful work conditions and is not important at all for some companies. The documentary of The True Cost explains in detail how sometimes employees are treated in a terrible way and are risking their health by lack of good working conditions and really low working wage. With a sustainable company, all of these things are removed and the company cares for their employees and their working conditions, they are a part of a company as well, in that way, companies can start making their own strategies to avoid unethical environmental and working conditions.

**Environment:** Facilitate the production that does not exploit natural resources for fast fashion by adopting environmentally friendly production, for example:

- Bamboo: which has little irritation and the plants grow fast.
- Hemp: needs very little irrigation, eucalyptus having the trees grow quickly on low-grade land, recycling materials.
- Organic cotton with no pesticides used and has less contamination and health problems.
- Use of certified materials, this helps the company be eco-friendly and increases their reputation, the production is faster and it does not damage the environment.

**Workers:** Workers receiving a living wage. It must be earned in a standard working week (Less than 48 hours) and allow a worker to buy food, pay the rent, healthcare, clothing, transportation and education for them and their family. Giving this to the workers will

decrease the strikes by the workers against the company, and having fewer problems with the reputation of the company for exploiting the workers by

- Better and safer working conditions. Checking the companies and fabrics were the workers produce and giving them proper installations will help to decrease problems with the workers by creating safety standards.

**Production:** An important part of sustainability is the production, clothes can go through a lot of different processes but it is important to know how to make it less harmful, more conscious and ethical by

- Change the way consumers think. Buying quality instead of quantity. Not always the cheap alternative is the best. Normally people get bored of the clothes and buy more and more. Doing this the consumers will have to spend less on just one article and the industry will have more production if the consumers start buying for quality instead of quantity.
- Decrease the use of pesticides. They damage and can increase health issues in the population around it. The use of chemicals and pesticides to modify the cotton, is affecting the zone around it and the people around it giving them more problems like demands from the community to the company. So, decreasing the use of it or using different materials will help the environment.



Figure 3. Own elaboration based on The True Cost Documentary (2015)

Thus, more companies become eco-friendly, according to the United Nations (2021), “More than 70% of water wasted is thrown away to the rivers, this includes the fashion industries”. But a lot of companies like Outerknown recycle the water used. Recycling! A lot of companies nowadays are beginning to reuse waste materials and turn them into a brand-new product, this is very innovative for the company as well and helps the environment at the same time.

### **2.3 Fabrics used inside sustainable fashion companies**

Around 20% of industrial water contamination is from textiles treatments, 750 million people around the world don't have enough water to live and more than 3% of the water in the world is used to make the cotton. Contamination and exploitation of the natural resources is one of

the main problems inside fashion companies and a crucial element inside sustainable companies, most of the textiles used for making the clothes are extremely contaminating and make a lot of water waste; but sustainable fashion brands started looking for alternative ways to treat the textiles and to make them less harmful to the environment and to the people as well.

A problem for sustainable companies is that most of the consumers doesn't have the knowledge to recognize which type of fabrics are the ones that are contaminating the most and which aren't; not only consumers but if a person wants to start a sustainable fashion company can have a lack of knowledge talking about all the sustainable fabrics and that can be a challenge to start a company. But it is important that the consumer and the companies know which fabrics are sustainable and the process it takes each of them in order to start fabricating clothes.

### 2.3.1 Sustainable fabrics

The fabrics that are approved to be sustainable as we can see in the table below, has to use litter water, lower energy need, needs to be recycled from renewable resource and without altering the fabrics with chemicals, no GMO (Genetically modified organism). Most of the fabric sustainable fashion companies use are recycled and takes a process where it reduces drastically the pollution comparing it to a fast fashion company where they don't care for the process they use or what damage it can give to the people and the environment.



Figure 3. Our Fiber Eco-Review (Sustain Your Style 2020)

**Recycled cotton:** 20,000 people die of cancer and miscarriages each year as a consequence of all the pesticides thrown away on cotton. Cotton is one of the most common fabrics in the fashion industry, but it has a large amount of water waste that can be very harmful for the environment, requiring a lot of chemicals and as a consequence it causes great damage to the environment and to the people; it is mainly produced in hot weathers but requires lot of water to grow, one of the countries that produces cotton in India, more than



100 millions of habitants don't have enough water and still companies need more than 20000 of water to produce 1 kilogram.

With the recycled cotton, is basically recycling textile leftovers and wastes, combined with new cotton. Using recycled cotton can save up to 765,000 liters of water and is one of the less damaging fabrics; it has the ability to reduce water waste and energy consumption as well as is not as damaging to the people as the regular cotton, making it one of the most sustainable fibers in the fashion industry.

**Organic hemp:** Hemp is a natural fabric also known for being part of the cannabis family, it is one of the fastest plants to produce and to grow due to the fact that it doesn't need a lot of water to grow, no pesticides and natural fertilizers to grow. It is one of the best materials to use because it is very natural and doesn't need a lot of resources as well as it is safer for the people. Another advantage it has in the fashion industry is that as a material, hemp keeps you warm in winter and cool in summer and it doesn't alter when washing it.

**Organic linen:** Linen is another natural fiber that has been used for years, it is quite similar to hemp but with the difference that it's from the flax plant, this plant can grow in natural fertilizers and in poor soil. This type of plant requires minimum water usage and the use of pesticides, it is a really resistant fabric and never goes to waste, it is a recycled and the best part is that that is a biodegradable material in case of non-use; it can take high temperatures and absorbs wetness without holding onto bacteria.

**Tencel:** Lyocell is a process of rayon but much more ecologic than other types of fabrics like viscose; lyocell is the name of the process and the fabric and then it comes Tencel. Tencel is a brand name of the lyocell, produced by an Austrian company called Lenzing AG, this new fabric is made with eucalyptus, PEFC forest certification, eucalyptus is usually quickly grown and it doesn't use any chemicals or fertilizers so that makes it non harmful for the people, it is a fabric one hundred biodegradable, more absorbent than cotton and contains antibacterial elements, great for exercising.

**Cupro:** This new ecologic fabric is made from the wastes of the cotton. This is a semi-synthetic fiber with low environmental impact, it is an artificial fiber made from the waste of the cotton and then it is washed in a chemical solution called cuprammonium, that is why it has the name of Cupro, then the water already used is recycled several times until they no

longer work, the type of pesticides used aren't harmful for the environment and the people, so it has some elements that are good for the environment. It is a biodegradable material, perfect for people with allergies and similar to Tencel with a soft fiber and great durability.

### 2.3.2 Non sustainable fabrics

"Clothing is responsible for 6.7% of global human-caused carbon emissions" (Charpail 2017). Plenty of fashion industries use some type of fabrics that can be really harmful for the environment and for the people as well. Sustainable companies usually avoid some type of fabrics because of their low positive environmental impact but consumers rarely take the time to see the material which their clothes are made of and the process behind their clothes. As seen in the figure below, the most damaging fibers often need tons of water, high energy needs, they are not renewable fabrics and often used harmful chemicals and pesticides, often use GMOs that means they modify and alter the natural resources, create soil erosion and usually are non-biodegradable.



Figure 4. Our Fiber Eco-Review (Sustain Your Style 2020)

**Leather:** More than 70% of leather production uses chromium, around 16 million people in all the world are at risk because of this chemical used and consequently they are thrown away into the waters and in the rivers of Bangladesh every day. To start, leather is not an animal-friendly fiber, it is made from the skin of a dead animal. It is made with toxic pesticides called chromium which are really harmful for the environment and for the people as well in order to make them clothes, these chemicals are thrown away to the rivers, contaminating waters and people often suffering from several diseases such as cancer and respiratory problems.

**Polyester:** This is a synthetic fabric produced from petroleum which takes up to 200 years to deteriorate, it is one of the most common fabrics used in the fashion industry because of the cheap price but doesn't last a lot of wears, it is in more than the 50% of the clothes we use; this type of fabric releases a several number of toxins when is transformed and are released to the atmosphere generating dangers to the environment and humans causing them many

diseases. Polyester uses the double of energy of cotton to be produced and is a non-biodegradable fiber, producing more than 70 million barrels of oil which are thrown into the oceans.

**Rayon:** More than 30% of clothes made from rayon comes from endangered forests. It is an artificial fiber made from wood pulp and eucalyptus trees but it uses big amounts of water and energy to be made; the pulp has to be prepared with chemicals such as caustic soda and the solvents used are really harmful for the people and to the environment. There are different types of rayon, one of them is the viscose, is the most common and is an artificial silk that uses several chemicals to the environment, the second type is modal, is similar to viscose and uses the same chemicals and water to be made, making it as dangerous as the other fibers.

**Cashmere:** This is an animal-based fiber that comes from the hair of the goats. It is a fiber produced in countries like Mongolia and China, where natural resources are being exploited. According to the UNDP (2020), “More than 90% of Mongolia is in great risk of getting dry as well as China”. This is a consequence of their high temperatures, the climate change in these countries is damaging the region and as a consequence, it gets more difficult and harder for goats to live in that type of climate. The reason why it is getting a threat is because goats when they eat need to pull the grass from the root instead of just cutting it and then the grass stops growing, combining that with the large number of goats in the region is causing a lot of damage to the environment.

Table 1. 29 Sustainable fabrics for the most ecofriendly fashion (Sustainable Jungle 2020)

Sustainable Fabrics	Damaging Fabrics
Recycled and organic cotton	Cotton
Organic hemp	Leather
Organic linen	Polyester

Tencel	Rayon
Cupro	Cashmere

## 2.4 Fast Fashion

Drop of prices in the last 20 years has led us to buy more, we have five times more clothes than our parents did before. But the reality is that the drop of prices brings a lot of consequences into the environment and health. Each year companies release 52 collections each year instead of the four seasonal that it was used to, this means that all year consumers have to buy more to stay in trend and following the new collections in a low cost consequently a lot of waste and more pollution. The most famous brands that are fast fashion include the Inditex group, Zara, Top Shop, Forever 21, H&M and Primark.

With the culture nowadays and the marketing campaign, they have created a world of consumerism, where it is all about having the latest trend. Due to the internet, marketing and globalization, the fast fashion consumer is growing more and more every year; each year more collections are released so now clothes have a life cycle but it is even shorter than the way it used to be. As figure 5 shows, we can see the first stage that is the introduction stage, when companies release the clothes, then it starts rising and accelerating to reach to the second stage of acceptance, after that there is a drastically decline into the third stage of regression stage, that is basically the obsolescence of the clothes and then rapidly starts all over again. That is the fast fashion and the reason we pollute even more.

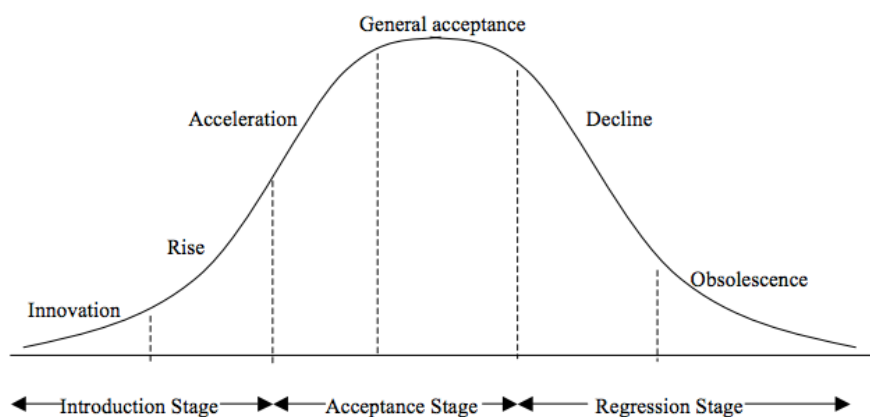


Figure 5. The Social Psychology of Clothing (Kaiser 1985)

## **2.5 Slow Fashion**

This model opposes the fast fashion model which was released more than 10 years ago, it encourages the necessity of consuming in a fair exchange by raising awareness to this type of fashion. With slow fashion there is more conscience for the environment, working conditions and wage and for the health of the consumers and employees, making slow fashion a more empathic and sensible practice with the environment; this trend not only encourages designers and brands but also it seeks generating changes into a greener future. It gives support to small companies that manufacture in a local way, it opts for recycling clothes and second-hand fashion. The fabrics used are sustainable, are grown without pesticides and fertilizers and are from high quality some examples of fabrics are organic cotton that is made with less water, organic hemp, organic linen and bamboo Lyocell, all of the fabrics are made with less water and aren't altered.

Clothes with slow fashion are the opposite of fast fashion. In this new trend, the process of releasing new clothes is very slow, collections are released twice or a maximum of three times a year, it is normally sold in small and local stores instead of large companies. The making of the clothes and takes some time so it is common that clothes are sold out and released in a longer time than usual. Slow fashion is a model that now people use in their daily lives, it is people who decided to change their approach and to keep the clothes for more time, they own high quality clothes and it can be more expensive than buying regular clothes.

The main objective of slow fashion is to encourage consumers to become more responsible on the consumption of clothes making the trend more a necessity and an inquiry to make more research about each of the purchases they make, the type of fabrics they use and the place where it comes from. In Mexico, slow fashion companies usually work with people from the same state or artisans because they help them with a fair salary and to get more jobs.

## **2.6 Awareness**

In recent times, we see a change of perception in the way people are starting to consume in the fashion industry, the awareness towards climate change, the ecological situation the world is entering. According to The Business Research Company's research (2020), "Fashion

brands are increasing their awareness and ethical situations because of the pollution companies are generating”. Around 1.2 billion tons of gases are launched in the fashion companies, every second all over the world landfills are receiving tons of wastes of clothes.

After the Documentary of The True Cost, awareness started increasing drastically, consumers started realizing where their clothes come from and such important brands like H&M are polluting more and giving awful working conditions to their employees. The disaster of Rana Plaza back in 2013, in Bangladesh a building called Rana Plaza collapsed killing around 1,130 people and injuring more than 2,500. Five months later, another building collapsed and started burning killing more than 100 workers on the outsides of Dhaka in Tazreen Fashions factory. This were two tragic accidents caused by the lack of good working conditions, the people started waking up from believing the brand was doing things right and started seeing the poor labor conditions employees are facing in Bangladesh. News about poor labor conditions led to protesting in a lot of countries all over the world and started creating new laws for the workers and companies started taking more into account the employees.

According to ILO Global Organization (2021), “An Arrangement was adopted providing a compensation with the ILO standards and with the Employment Injury Benefits Convention”. Where international stakeholders came up with the agreement. Several countries started to take action as well; In the Netherlands, the Minister of Infrastructure of Environment started a research in the fashion brands inside the consumers behavior and working conditions, a various number of companies started looking up for their employees and that is a reason consumer are starting to change their focus from fast fashion into slow fashion. Consumers started caring more about the working conditions of the workers and prefer the ones that are being sustainable towards the employees.

## **2.7 Sustainability barriers**

Companies can come with some challenges when changing their focus into a sustainable company; small, medium and large companies have come through challenges in the decision making. The path of sustainability can be full of barriers but by being aware of them and know how to face them, will be easier for any company to continue the path and finish it well and easier. It is easy to find this barrier in every element of the sustainable company, inside the

ecologic, human and social part; a disadvantage is that it is starting to increase so there are not that many processes for making clothes and there are not that many natural fabrics yet. There are three important barriers and their suggested solutions, the consumer behavior, time and price.

### **2.7.1 Consumer behavior**

Even that the society is starting to consume more slow fashion and sustainable brands, there is still a part of the society where people does not care about the process of clothes, how much it pollutes or how they treat their workers; so that organizational culture is not open to new ideas and innovation, for example, if they see a short that has sustainable fabrics, they will still prefer the fast fashion one because of their own commodity and economy.

Awareness is one of the elements in which consumers start their focus and start caring about their clothes and the ethical part of them, with knowledge and awareness of the reality behind the clothes the people use, can make them change their minds but the reality is that people do not understand the reasons why the clothes are having a negative impact on the society and environment; because of that lack of knowledge, consumers can have an indifferent perception of clothes and that can be harmful; knowledge is needed in order to act and that is what the world needs right now. Educating the consumers can give a lot of benefits including an understanding of the new trends and model. A way of educating the people is to make more campaigns to raise awareness in social media; nowadays Instagram is a place where a large amount of information is being exchanged and that can be useful for raising awareness. Higher education leads into a higher consciousness on sustainable fashion.

### **2.7.2 Lack of time**

Time, a challenge that all sustainable fashion companies come through is time, due to the slow process were clothes are created it can take a lot of time until the fabrics are made, that is why sustainable companies don't release a lot of collections in a year and sometimes they can have low pieces of clothes or accessories in stock and will have a slower process to release their clothes. This occurs when buying sustainable clothes there is always small stock in physical or online shops; a reason is that in case of the jewelry, no process is made so sometimes it can be a unique piece and they will not launch exactly the same accessory. But

it can also be a good thing, people want what is unique, so if they find a unique piece of jewelry, they will want to buy it immediately and follow the collection in case another unique accessory comes out. Once the need is identified, people will need to erase that need so will buy more to satisfy that necessity.

Having your target market will conscientize the consumers as well, usually sustainable fashion brands look for people who care for the environment and that people know what slow fashion is and what it takes to keep buying clothes, usually the customers will remain loyal to the brand and are people that is not following the fast fashion trend, so they do not have the necessity of keep buying and buying every fifteen days; so by having your own target market will be easier to maintain consumers patient to release the other collection.

### **2.7.3 Higher prices**

Price can be a tricky part as well, it is more expensive to produce sustainable clothes, because the process the fabrics take is slower and more expensive than the normal one so it will be necessary to increase the prices and compared with the regular clothes, the sustainable ones will be more expensive. Sustainable fashion comes with a higher price as well; according to Woodruff (2019) "If people has to pay for something expensive, will be usually from high quality clothes". This is usually called premium price, normally younger people prefer cheap clothes but more and more consumers are willing to pay for environmentally friendly clothes, so they will buy the expensive clothes but the advantage is that they are not buying it every fifteen days, so the clothes they buy will last a lot of time and they are mentalized that it will stay with them until something happens to the clothes and they will need to buy a new one. The extra price is compensated with the extra value and high-quality products and people need motivation to buy clothes, changing into a new healthy lifestyle and a better way of living.

### **2.8 Difference between fast fashion and sustainable fashion**

The following table shows the main differences between fast fashion and sustainable fashion.

Table 2. Fast VS Slow Fashion (Aishwariya 2019)

	Fast Fashion	Sustainable Fashion
--	--------------	---------------------



Type of company	Large companies	Small business
Materials	Made with synthetic fibers.	Organic, recycled, natural, biodegradable materials.
Production	Usually in countries where labor conditions are poor.	Places where human rights are being respected.
Collections	52 collections in a year.	2-3 collections in a year.
Consumption	Big consumption in a short period of time and clothes are thrown away quickly.	Only the necessary consumption in a long period of time.
Cost and quality	Cheap and low quality.	Expensive and good quality.
Harmful materials	Present when fibers are altered.	Non present, organic materials and eco-friendly.
Water used	Tons of water used and pollution of waters.	Recycled water.
Brands	H&M, Zara, Primark and Espirit.	Eileen Fisher, Patagonia, Alejandra Raw and The Pack.

## 2.9 Environmental Development

Creating an eco-friendly system is an essential element for a company today. Protecting the environment requires examining how the use of the clothes affects and how we can minimize negative effects and increase those behaviors that helps the environment. By reusing the wastes that usually fashion industries thrown away and even creating more clothes with the wastes and convert them into a new product; also, by using some textiles that does not need to be altered in a chemical way, using the textiles that a fast fashion company throws away and making a different process in the textile area to reduce waste and reduce contaminating. In the last years, more and more sustainable practices are beginning to be in counties all over the world, and consequently the people are creating more methods and different ways to process the fibers and to make them less harmful and more natural without damaging the environment, the processes can come from the materials, the accessories, some of them are from the waste that fast fashion companies thrown away and the job of sustainability is to find a good usage with that waste and transform it into a new piece of clothes.

## 2.10 Company growth with sustainability

In sustainable fashion, it is becoming better known for companies to be sustainable. Nowadays, sustainability is getting more important from the personal side and the business side. A lot of people are beginning to buy sustainable, ecological and caring products. And the fashion industry is growing as the sustainable side; it is projected to have a rise of almost 60% by 2030 in the fashion industry, so it is a perfect time to be sustainable.

Companies can grow in a lot of different areas; it can be monetary and internal growth. To do this, the company must have a purpose and an ideal set, something why you have your company that wants to improve in the world or a necessity. Companies with a goal are highly motivated and usually are really successful, they know which is the purpose of the business and what it wants to project, with sufficient motivation, companies can grow a lot and even achieve something more, innovation and consistency in the company will lead the company to achieve. Likewise, companies focus also on making money, but the important part is how do they make that money? As a sustainable company, you think in everything and on everyone. An honest company can grow really big with other companies as well, and the way they make money is by caring about the people who work for them and the environment.

A way to grow is by your employees. Having happy and motivated employees, will make you grow and do their best to make the company better and more competitive. By having your workers in fair labor conditions, well paid and respecting their human rights will give a big plus to the company; people in these days are looking for that in a company, knowing that the clothes you are selling are not from an unfair working condition but will also help the people that make the clothes like artisans. Also, by helping the environment, you start to be a well-known and recognized company that can lead you to more audience and more loyal followers.

Being recognized as a sustainable, ecological and caring business brings a big plus to the company; as a fashion company is difficult to maintain a good reputation, because the reputation in general is that fashion companies are frequently generating waste, contaminating and giving poor conditions to the workers; but being a sustainable fashion company will change the way people perception about fashion and will give have an advantage over other sustainable fashion brands, making them easily recognizable as an ecological and caring company.

### **3. Benchmarking sustainable fashion companies**

Having a sustainable company, not only it would help the company, but also the environment and the social economy. Fashion companies can still change their focus into a better one and a more caring focus. That is why I focused on making a benchmarking on six different fashion companies. By making an interview on the companies, I can help other small, medium and even large companies to change their focus into a more sustainable one and to know which things and processes they can apply from the companies into their own; the main objective of this research is to help other companies which are willing to help the environment and the society and to know which challenges they came come thru and how they solve them. To do this, I made a qualitative interview on six small, medium and large companies with the objective of helping other companies to identify and select which characteristics and actions they can take into account in order to have their own sustainable company.

#### **3.1 Risk analysis**

The risks that I had regarding my interviews were that I had to send an e-mail to the companies I wanted to make my interview but no one responded so I had to call them and talk about my thesis and e-mail them and had to resend the e-mail but they never wrote back. So, I had to search for a lot of people that was willing to help me to do the interview and ask first if the company was willing to help me, otherwise I had to keep looking for other options, I had to send around 40 emails only 3 answered; due to the pandemic I couldn't visit a lot of companies so I had to do everything by e-mails and some others face to face in the place where I live and found some big bazars. To be reliable, I asked the people to sign a paper accepting that the given information is truthful and that I can make use of the information they give me in my thesis by citing them.

#### **3.2 Assessment rubric**

For the research, I had to make an assessment rubric in order to know which companies were the best candidates to interview and if those companies would help me in my thesis or not; also, I had to see which were the most important questions to ask to the companies that could help me with the research. Due to the fact that the interview had more of open

questions than closed questions, I had to think in some general questions that lead to the answers I was looking for.

Table 3. 40 preguntas que todo director de RSE se debe hacer (ExpokNews 2013)

Question	Yes	No
Does the person know the company in a professional way?		
Does the person know what sustainability means?		
Does the person know the company's ideals?		
Is the company ecological?		
Does the company take care of their employees?		
Is it a small, medium or large company?		
Does the person know the process which their clothes come from?		
Is the person capable of providing the information I need?		

## 4 Qualitative research

My thesis approach is qualitative. I applied qualitative research interviews for getting the most information possible by making some strategic questions and letting the interviewed person to talk about their company by asking some general questions, the objective was to obtain deep and complete answers. For that I made a rubric with the characteristics I was looking for in a company and that could help me to make a complete analysis with all the companies.

I interviewed one person in a relevant area that knew the insights and the sustainable part of the company, in order to know how they work in sustainable companies and the process and the materials that their company applies in order to be sustainable. To do this, I chose one person from each company in order to do a comparison on why their companies are competitive and how they can avoid mistakes and which things can the companies improve.

The information that I gathered was mostly data about how the company work, why the company is sustainable, which concepts of a sustainable company they apply, if the company was looking after their customers, employees and the environment, the processes they apply to their textiles, the target market, pros and cons of sustainability and some advices on how the company faces some challenges of being sustainable, because being sustainable can be more expensive and more difficult and the process can be slow when fabricating the clothes. This is important for me because with that I saw which were the main characteristics that lead a company to be successful and sustainable, how the companies achieved success and in other cases, what is missing in the company that makes the company not that successful.

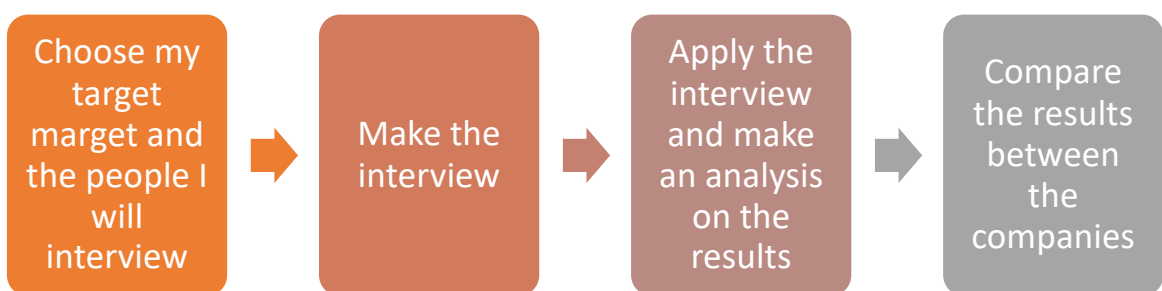


Figure 6. Own elaboration based on qualitative interviews.

The data collection tools that I used were observation, desktop research and interviews by Zoom. The themes that I covered were about sustainable fashion companies, the

characteristics of each in order to achieve sustainability for other small, medium and large companies.

#### 4.1 Project expectations

The aim of doing the qualitative research is to show which are the characteristics that led a fashion company to be sustainable and successful, because of that, maybe some companies did not start well in their process or in other way, but it is important for people to know that it is always a good idea to start even if you already did it, you can always change the focus and improve your company by caring about the people who works for you, the society and the environment. Having said that, the project expectations were to find the most common characteristics of a sustainable company, their focuses and their approaches.

#### 4.2 Interviewed companies

For the interview, I applied six interviews in total for six different fashion industries that are sustainable in Mexico; here I asked about the sustainable process they have inside the company, the characteristics they have that makes their company sustainable, if they care for the environment, the employees, society and the monetary factors as well. The interview consisted on open questions and more of a deep conversation.

Table 4. Cinco marcas de moda sustentable (Harpers Bazaar 2020)

Name	Type of company	Focus	Locations
Caralarga	Large	Clothes and accessories	Querétaro
Eilean	Large	Clothes	Querétaro
Contra Corriente	Medium	Clothes	Jalisco Sayulita
Cobalto Veintisiete	Small	Accessories	Cuernavaca

Casamo	Small	Accessories	Guanajuato
Casilda Mut	Medium	Clothes and accessories	Chiapas

Half of the interviews where I made my interviews were via Zoom and the other half of the interviews were face to face interviews. It was easier for me due to the pandemic and some companies were not in the same state as me so I applied some of them via Zoom.

### 4.3 Interview analysis

**Why to be a sustainable fashion company:** It is important to know why companies choose to be sustainable, so the interviewees agreed on the reason why companies should be sustainable and why their own companies decided to be sustainable. Beaumaris (2021) added some comments on being a sustainable fashion company that are the following:

- We have wastes and available materials here and that is being wasted, from that what can we do.
- We are really always trying to take care that what we do has a positive impact, not only ecologically, but socially as well.
- I believe that if we are not part of the solution, we become part of the problem.

According to the answers given about having a sustainable fashion company are basically because fashion companies are contaminating a lot and wasting a lot of fabrics by throwing them away. They decided to change that and to focus into a more caring company, also because there are a lot of materials out there and things that usually throw them away and they use that materials and reuse them, the difference between a sustainable and a regular company is that the sustainable companies care. Also, the people want to take care of their employees and work mainly with artisans and with that help them to enter into the fashion industry by giving them a fair way of living.

**Local manufacturers:** By working with local people, can help to grow the national economy and help the artisans as well that are trying to earn a good way of living, so the brands make their companies 100% Mexican, by working with artisans from Mexico. Mateos (2021) describes how they work with local manufacturers and artisans:

- It is manufactured in Mexico and continues to be made by artisans, it is a Mexican tradition, we support our national economy, which goes with the economic factor.
- As another of the pillars of Caralarga, we always seek to work with people from Queretaro looking to work with artisans, people who want to do, who want to learn, who can, how to grow and make a career.

Martinez (2021) mentions the way they work with manufacturers as follows:

- 100 percent local, 100 percent manual which helps both Mexican brands and artisans.
- People who work in these places are paid fairly for their work.

Interviewees show that working with people from their own country is really important, they help the economy to grow and the artisans to find a way of living that is fair and that can help them make a career; they considered that helping the national fashion as well will help to maintain the Mexican roots and the fashion from the country and to keep up with the Mexican traditions by making them sustainable as well.

**Fabrics used:** Each company chooses their own fabric, is one of the main elements which makes the company sustainable, focusing on the ecological part is really important and to the social one as well, because that helps the artisans to work along these sustainable caring companies.

“Recycled, textile waste and integrating a hemp line” (Mateos 2021).

“Sustainable fabric that is certified with the recycle standard of recycled PET” (Ibarra 2021).

“We have linen, reintegrated cotton, certified energy and water saving cotton” (Beaumaris 2021).

“Of skateboards that have already been used” (Vasquez 2021).

“The treatment of cotton to make fabrics such as recycled cotton blanket” (Coello 2021).

“The shawl is plastic that is recycled, from bottles, bags, as this is transformed into ribbons and they are woven and last for a lifetime with a good treat” (Martinez 2021).

As stated by the interviewees, there are a lot of fabrics that already exists and all of them agreed that fashion companies in general throws away a lot of the fabrics so they use that fabrics to reuse them and give them a new meaning into their fashion companies, with a new process to keep the fabric natural and decreasing the contamination.

**Strategies implemented:** Every fashion company has their own methods for making the clothes sustainable, different strategies that make the fabrics less contaminating and harmful



for the environment and for the people as well, so each company created their own strategy to help this change.

“A strategy that we implement to make production much more conscious is zero waste, where 100 percent of the fabric production is used” (Beaumaris 2021).

“The treatment of cotton to make fabrics such as denim, gabardine, and cotton blanket” (Coello 2021).

“Experimenting with the same materials, with very little variations or additions of other materials and we have learned these techniques as we go” (Mateos 2021).

In the answers of the interviewees, they stated that experimenting with materials that already existed is a good way to learn and to keep experimenting with recycled materials to create new things; recycling and reusing fabrics is an essential part of sustainability and mainly the recycle of cotton.

**Social sustainability:** One of the main elements of sustainability is the social and ethical part of the people and the works principally, the interviewees gave some examples on the social part of their company and the way of taking care of their workers. Coello (2021) mention the way they apply the social sustainability as follows:

- The artisan continues to keep his work and with fair treatment.
- We have to generate an impact in our community and obviously in an ethical and responsible way, helping artisans to give them quality of life.

Mateos (2021) describe the way they help the society with the following statements:

- We as a company take care that employees have everything they need with fair pay.
- We are a cooperative that the artisans themselves manage, those who choose their time and are paid the right price for the material and for the work.

According to the answers of the people interviewed, these sustainable companies really care about their employees and are willing to help the artisans in Mexico to grow by taking care of their needs and making them as an important part of their company.

**Environmental sustainability:** The second main element of sustainability is the ecological part, taking care of the environment and the resources; every company implements different strategies and uses to the fabrics they use that are the main contaminators and give them a new use. (Vasquez 2021) describe the way they help the environment with the following examples:

- Our brand that to minimize environmental impact through low impact processes and textiles, we do not give bags, nor do we waste any type of fabric.
- Plastic lasts forever unfortunately, but is given a second use.
- The environmental factor that is where we involve all our processes, our textiles and the result of our product.
- The textiles that we work on, we save them and give them a second cycle and that allows us to reuse up to 80 percent of our textile waste through various products.

In the answers given, it shows the importance of recycling the fabrics and giving them a second use. The companies agreed that looking for diverse uses to the textiles can help the environment to avoid exploding the resources and giving them a new use in the company. It can be from other companies' wastes and also their own wastes, they try to find a new use without wasting any material.

**Pros:** Sustainability can bring a lot of positive effects to the company, to the environment and to the people, but according to the research of sustainable fashion companies there are some important and distinctive positive things inside a sustainable company that can be useful for other companies and people as well.

“Work with factories and suppliers that believe in the same values as you” (Coello 2021).

“When you make a positive impact with more people, it attracts their attention, they like it and they take advantage of it” (Ibarra 2021).

“The certainty that we are doing something of quality from start to finish, we work hand in hand with artisans” (Beaumaris 2021).

“Sustainability is a term that has become so popular and that we not only want it to be something that we can all consume, but also it has to be something real” (Mateos 2021).

In general, the positive effects of having a sustainable fashion company, is that consumers prefer to buy from them for being ethical with the environment and with the people; also, they feel good with themselves for making a change in the world by caring for the environment and the people they work with.

**Cons:** The negative aspects of having a sustainable fashion company can be various, companies in general often have to deal with many things and the sustainable company even more as a result of being newer than the regular companies, but there are some things every sustainable company agrees with.

“We have this pressure setback of knowing what fiber there is, what fiber there is not” (Mateos 2021).

“Many users may think that recycling is cheaper but to arrive at the result of that, the effort was made more labor time than if it had been a new material” (Vasquez 2021).

“The raw material may be a little more complicated to find” (Beaumaris 2021).

“The prices in which we compete can be very different” (Coello 2021).

“It is something that takes a lot of research and a lot of time” (Ibarra 2021).

Knowledge is one of the biggest disadvantages, due to the fact that consumers do not know how much money or time it can take the process of making the fiber more ecological, they underestimate those things and think that the price is really high or the process takes too long but that’s what it takes for companies to be sustainable. As well, it can take more time to figure out how a company can be sustainable.

**Collections and stock:** Usually, fast fashion companies release around 52 collections a year, but according to the research made to the sustainable fashion companies, there is a big difference between launching collections in a regular or fast fashion company and a sustainable fashion company. (Beaumaris 2021) mention the different collections they launch in a year as follows:

- Our difference is that we plan a collection for one year.
- What we released in three collections in a year now we release in approximately six collections, but the same amount of product only distributed in another way.

Coello (2021) mention their collections per year with the following statements:

- We'd rather take a year of thinking and thinking and thinking and doing for real and hundreds of tests rather than putting out a collection every two months.
- At the beginning, we launch two or three drops a year; we normally responded to spring, summer, fall, winter and a resort line.

The majority of the interviewees agreed that they release two to three collections in a year; they prefer quality instead of quantity that is why they take longer to launch a new collection and they can take up to a year in thinking about the next collection.

**Target market:** Fashion companies usually have the same target, because the selection of the people that like sustainable fashion companies can be a little limited because it can be still a brand-new term in the fashion industry and is for a more selected group of people.

“The market we are currently targeting is a sector of women between the ages of 25 and 35; they are usually already economically active” (Mateos 2021).

“Most are single women, so they have the ability to purchase this type of product” (Coello 2021).

“Youth or young women, let's say a range of women that will be from 30 to 40 years old” (Martinez 2021).

“Our main target is women between 30 and 45 years old who have a high purchasing power, who care that the clothing they wear is of good quality” (Beaumaris 2021).

The company's answers are really similar, they agreed that their target market is women around 30 to 40 years old, who have the capacity of and the monetary value to buy this type of clothes; the focus mainly on single women or women with high incomes to sustain this trend and business model.

**Knowledge and motivation:** Having the willingness to help the environment and the people is one of the reasons people want to be a sustainable company; fashion companies and the people know that they contaminate a lot so they have their own motivations for wanting to make a bigger change inside their companies. By having the knowledge of how the industry is and how they can implement changes is a big advantage.

“When I was studying in high school, I had a subject on environment and sustainability, there I realize the environmental impact that the industry has” (Beaumaris 2021).

“That people started to like my brand motivated me” (Ibarra 2021).

“I merged my two passions, I studied industrial design and product design” (Vasquez 2021).

“Sustainable fashion is the future of our production; every day we show our raw material it becomes more expensive and that is because it has been misused” (Coello 2021).

The results are similar between the companies, all of them had certain knowledge of the topic and had the willingness to study more about the topic, as already said in another answer, sustainable fashion companies can take a lot of time so it is always good to start researching more about the topic.

**Advices:** To end the research and the interviewees, I asked the interviewees if they can give a little advice to those small, medium and large companies who are seeking for a different

greener and socially ethical approach; they agreed and gave their advices according to what they lived in their company's process to be sustainable.

"Mainly see what fabrics you work with and see how you can help your employees" (Ibarra 2021).

"You have to focus well where the brand is going to go, visualize well, main customers and target" (Vasquez 2021).

"You have to be very passionate about what you are doing, because it is always very difficult to start, so you know that you are going against the current, but it is only to endure and it will turn out well" (Mateos 2021).

"Always see that around you there are people who know how to do things and who know how to do them well, and recognize that there are people who are already working for that" (Beaumaris 2021).

Those were the advice from the interviewees, some being from a small, others from a medium and others from a large company; in result, the motivation, alliances, knowing your brand and knowing how to work in an ethical way.

#### **4.4 Summary**

To conclude, according to the results of the general interview, every answer given can apply to small, medium or large company; the three types of companies agreed that sustainable fashion companies often contaminates a lot by getting rid of the wastes they have and the fabrics that sometimes can be hard to process and putting that and all of the industries that contaminates while altering the fabrics are the main causable of contamination; the send factor as well as important according to the interviewees is the social factor, the companies really care of working with the artisans and to help the Mexican roots to keep growing.

In the part of the fabrics, the companies usually recycle the fabrics they are working with and the ones they have near to work with that other companies are throwing away, then they try to find them a new us inside their companies and reutilize all the materials they can find like skateboards and cotton and minimize the harmful materials to people; they created as well their own strategies to be sustainable; the key factor that they used is by making tries and experimenting with the fabrics until they create a new sustainable piece of clothing, using strategies like zero waste to take advantage of every piece of fabric they own without throwing away anything.

Sustainable fashion companies often focus on two elements; in this case in the social part, interviewed companies care about their employees and the way of living, giving them a fair wage and often looking to work along with artisans; to help the Mexican culture and help the local people as well. The second element is the environmental factor, in here, the interviewees shared the way they help the environment, by giving the fabric a longer life cycle and using the wastes from other companies by giving them a second use, as well as investigating the textiles and looking for the ones less harmful for the people and environment.

There is always a positive side and a negative side for everything. In sustainable fashion industries can be a lot of both; according to the interviews, a positive aspect is that by caring about having a sustainable company, others will follow and buy your clothes and share your same ideal; also, by helping the environment and the people, will give a sense of satisfaction that you are making a difference. On the other hand, a negative aspect according to the interviewees is that sometimes consumers do not have the knowledge about the processes, the money and time inverted on each clothing to avoid being harmful, so they believe this type of clothes is cheap and don't want to invest more money on them; also, finding the right fabrics and taking the time to research can be a little slower but every company faces that challenges and find new ways to overcome them.

About the sustainable fashion companies' collections, the answers in general were the same; the companies launch their new collections from two to three times in a year, they can even last one year just thinking about what the next collection would be. In comparison, regular fashion companies release around 52 collections in just one year while sustainable ones launch them a maximum of 3 times a year. In order to launch the collections, companies need to have their target market, in this case; the answers showed that their target market are women from 30 and 40 years old who have a high income and that want to buy quality instead of quantity and people that reflects the values and the same ideals of the companies that are seeking to make a change.

Last but not least, the last interview results reveals that the knowledge people has regarding sustainable clothes is extremely important; by knowing the industry of fashion, what it takes and the damages it causes and also knowing the industry of sustainable fashion, consumers and business people can make a change with that and start making their own changes; all of the interviewees showed their willingness to research and study more about sustainability,

fabrics and other topic for helping build their own sustainable companies. An advice that the interviewees gave to the people who wants to start their sustainable company is that passion on what you do is really important, know your fabrics well and your employees as well, visualize where you want to go and make alliances and more important, be an ethical brand with the environment and with the people.

## 5 Conclusion

The purpose of this research was to identify which were the characteristics of a sustainable fashion company, which elements a sustainable company has, some of the processes they apply into their company and which type of fabrics they use to make the clothes and accessories. It is focused for small, medium and large companies from the fashion industry which are willing to start their own sustainable company and the ones that already have their company and want to change their focus into a more sustainable one. In here, five different Mexican companies were interviewed to know a little more about their insights and the processes and fabrics they created to be able to create their sustainable company; as well as the challenges they came thru that can help other type of companies to afront those challenges and the way they were motivated by the people and by the environment until they created their company that will help the world.

Knowledge is one of the most important elements for sustainable companies, as said, plenty of people is unaware of the consequences that fashion companies are giving to the environment, how tons and tons of water is being wasted in a year just to produce cotton, how hundreds of people had been killed in the places where they work due to the fact that large companies do not care about their employees and prefer having more money to themselves than using the resources to provide the employees a better way of life, a fair living wage and good working conditions; people just don't know of the sacrifices that some people in Bangladesh are taking to be able to create clothes at any cost and how their countries and natural resources are been exploded and wasted. Knowledge is such an important factor because if consumers be aware of where they buy and the place where their clothes come from and how the materials that they wear affect the environment, having that type of knowledge, will change entirely the industry of fashion, companies will be obligated to change their focus and start to be an ethical company towards the environment and the people as well.

As stated in the research, fast fashion is ending with the environment, the fact that thousands of companies have to fabricate their clothes at any cost and that they keep releasing more and more collection in a year is killing the natural resources; due to the fact that a lot of that industries are wasting resources and fabricating under harmful chemicals and pesticide and those pesticide are release into the air, water and earth is being extremely damaging for the nature and the people who live near those fabrics. In some countries like Bangladesh people



are being killed and others are starting to have symptoms of asthma, cancer and other types of diseases that are starting to affect them all because unethical fashion companies fabricate their clothes with harmful materials and do not care how and who they are damaging.

Sustainable companies were born to change the way fashion companies are being seen, they came to create fashion in a caring and ethical way, where they use the wastes of regular fashion companies that they throw away and give them a second use, where their employees are a part of their company and as a part of their company they care for them, try to give them everything they need to work, to live well and to get paid in a fair way without exploiting them and putting their life into a risk.

According to the results, Mexican companies are working with artisans from local places, in where they can help the people to have a better life quality, to show the people their work as an artisan and to take care and maintain the Mexican roots. In where they care about their national economy and prefer to work with local people and local artisans for the purpose of helping Mexican roots, local small, medium and even large companies to work together and with that, make other people to try the same focus and help national economy, to encourage them to be a sustainable company and to buy sustainability, to consume more quality instead of quantity and to help to make a change in the environment.

Next, we have the fabrics, as we already saw, knowing what fabrics are less damaging, which are the sustainable ones and which textiles to use, will be a big plus and an essential part of a sustainable fashion company. It is important that to build a sustainable company, it is necessary to know your fabrics and the ones that you will be focusing in your company, having that, then you can move to the part of the process of those fabrics, if you are going to use cotton, then look for recycled and organic cotton, look up for the process it needs to make the fabric sustainable. Try and try, without trying there will be no innovation, so experimenting with fabrics and processes to make the fabric less harmful to the environment will help not only the environment but the people as well. Having said that, an advice from one of the interviewees is to know your fabrics well and employees too.

There will always be challenges and walls between you and your goal, the important part is to know how to keep going and solve the problems, decision making and willingness to try and face challenges is an important characteristic in which a good company is being built. Motivation and passion about what you do, along with knowledge and willingness to know

more everyday it goes through, always keep innovating and experimenting on everything, will help to start a company or to help it grow. Consumers will notice the values and the motivation it has and it transmits and will make a successful fashion company.

Environmental sustainability inside fashion companies according to the research, is one of the most important elements in the fashion industries nowadays. "I believe that if we are not part of the solution, we become part of the problem" (Beaumaris 2021.) The industrial processes that companies make were made a long time ago when no one even thought about contamination or global warming, but making the people aware of what is happening today will not only help the new research and development that is going to reinvent the world of fashion today.

It is clear that the social factor inside fashion companies is necessary and mandatory, the companies from the research are highly focusing on their workers and consider them as an important part of their company. Due to the disasters made in the past like the Rana Plaza disaster, companies are focusing more on their employees and their workers; unfortunately consumers are not aware of everything it goes thru inside the company and if the employees are being treated fairly but as a company, the providing this type of information to the consumers and making them as part of their philosophy, will obligate other companies to do it as well and as a consequence, more consumers will see this part of fashion companies.

Nowadays, sustainability is becoming more and more important in different countries around the globe, it is important for companies to know how they can change their approach and start making their company sustainable. If the fashion companies that already exist start changing their focus into a more ethical one, other new and already existing companies will join as well, sustainability is the future of fashion and the future of the world we want today.

**Recommendation to small, medium and large fashion companies:** It can be from a small, medium or large company, but in order to start a sustainable fashion company, there are some recommendations according to the research to start or to develop the sustainable part of your company.

Starting with the studies, it does not matter the career studied, but what does matter is how much knowledge you have about sustainability, so it is important to research about sustainable fashion companies, the fabrics that are less harmful for the environment and the

people as well, the economic part is also important because some processes can be expensive or sometimes, they can take more time.

Know your times, it is a fact that in sustainable companies, the process of the fabric and the manufacturing of the clothes can take more time. The results can be different and the type of fabrics as well. Knowing your competition is important as well, fashion companies are less than the regular fashion so it is important to keep an update with the different fabrics that can be used and the processes as well, so get to know them and in some part making an alliance is important as well.

Is important to know how to approach your target market, nowadays, it is becoming really important for e-commerce. Due to the technology we have today and the pandemic, it is becoming more trendier and is here to stay the e-commerce, selling by social media and by websites. So, it is important to innovate and stay with the trends. According to the research the target is women from 30-40 years old with a high-income status, having that in the record there is only left to start attracting your customers.

Finally, be always an ethical company, always focus on your employees because they are an essential part of the company and always be there and support the local economy. Always try to experiment on new fabrics and try other processes for the making of the clothes, there is plenty of waste that fast fashion companies leave behind that needs a reuse and a new life cycle, and the most important thing, love what you do.

## References

Aishwariya, S. 2019. Fast VS Slow Fashion. Fibre 2 Fashion. URL: <https://www.fibre2fashion.com/industry-article/8460/fast-vs-slow-fashion#:~:text=Fast%20fashion%20denotes%20lower%2Dquality,quality%20and%20are%20priced%20higher>. Accessed: 5 February 2021.

Beaumaris, E. 15 April 2021. CEO. Eilean. Interview. Querétaro.

Charpail, M. 2017. The fashion industry is the second largest polluter in the world. Sustain your style. URL: <https://www.sustainyourstyle.org/old-environmental-impacts>. Accessed: 11 February 2021.

Clean Clothes 2021. Pay Garment workers a living wage image. URL: <https://cleanclothes.org/poverty-wages>. Accessed on 12 April 2021.

Coello, C. 27 April 2021. CEO. Casilda Mut. Interview. Querétaro.

Department of design and merchandising 2016. Fashion and sustainability: increasing knowledge about slow fashion through an educational module. Master of Science. Colorado. URL: [https://mountainscholar.org/bitstream/handle/10217/173475/Preuit\\_colostate\\_0053N\\_13468.pdf?sequence=1&isA](https://mountainscholar.org/bitstream/handle/10217/173475/Preuit_colostate_0053N_13468.pdf?sequence=1&isA). Accessed: 15 April 2021.

Ditty, S. 2018. Consumer survey report. A baseline survey on EU consumer attitudes to sustainability and supply chain transparency in the fashion industry. Fashion Revolution. URL: <https://comerciojusto.org/wp-content/uploads/2019/03/INFORME-CONSUMO-2017-FINAL.pdf>. Accessed: 22 December 2020.

Ecothes 2021. Complete List of Interesting Ted Talks on Sustainable Fashion. URL: <https://ecothes.com/blog/ted-talks-on-sustainable-fashion>. Accessed 22 April 2021.

Edwards, S. 29 August 2016. The Environmental Impacts of Polyester. Sustainable Fashion Tips & Knowledge. URL: <https://www.tortoiseandladygrey.com/2016/08/29/environmental-impacts->



Kaiser, S. 1985. The Social Psychology of Clothing image. URL: <https://www.worldcat.org/title/social-psychology-of-clothing-and-personal-adornment/oclc/11346057>. Accessed: 10 February 2021.

Karaosman, H. 2016. Sustainability in Fashion. BSC. Madrid. URL: [http://www.luxurymanagementconference.com/wp-content/uploads/2016/11/Sustainability-in-Fashion\\_FACTBOOK.pdf](http://www.luxurymanagementconference.com/wp-content/uploads/2016/11/Sustainability-in-Fashion_FACTBOOK.pdf). Accessed: 2 March 2021.

Leading Sustainable Organization 2021. Five Characteristics of Sustainable Companies. MIT Sloan. URL: <https://sloanreview.mit.edu/article/five-characteristics-of-sustainable-companies/>. Accessed: 20 February 2021.

Mansour, K. 2020. Infographic Sustainable Fashion Key stats and trends. Early Metrics. London. URL: <https://earlymetrics.com/rating-agency-for-startups-about/>. Accessed: 3 January 2021.

Martinez, V. 20 April 2021. President. Casamo. Interview. San Miguel de Allende.

Mateos, L. 2 April 2021. Director of communications. Caralarga. Interview. Zoom.

Paulos, B. 2019. How Is The Fashion Industry Addressing Sustainability Issues. Impactivate. URL: <https://www.theimpactivate.com/how-is-the-fashion-industry-addressing-sustainability-issues/>. Accessed: 10 January 2021.

Piquera, B. 2018. Sustainable Fashion. Border interview. Wageningen University & Research. Wageningen. URL: <https://edepot.wur.nl/440067>. Accessed: 26 April 2021.

Raturier, S. 31 May 2019. What are The Most Sustainable Fabrics. Good on you Blog. URL: <https://goodonyou.eco/most-sustainable-fabrics/>. Accessed: 12 April 2021.

Rivero, U. 30 September 2020. Teacher. Universidad Autónoma de Queretaro. Interview. Queretaro.

RMIT University 2017. Barriers to change. Future Learn. Australia. URL: <https://www.futurelearn.com/info/courses/sustainable-business/0/steps/78335#:~:text=Common%20barriers%20to%20change%20toward,over%20environment%20and%20human%20capital&text=Lack%20of%20capital%20to%20invest,to%20new%20ideas%20and%20innovation>. Accessed: 10 March 2021.

Schneider, S. 2015. A conversation with Sharon Schneider. The True Cost Movie. URL: <https://truecostmovie.com/interview-sharon-schneider>. Accessed: 10 January 2021.

Sustain Your Style 2020. Our Fiber Eco-Review image. URL: [https://www.sustainyourstyle.org/en/fiber-ecoreview?gclid=CjwKCAjwmv-DBhAMEiwA7xYrdyw9kK92In5m3ObnH6Uh5Z3gMcW\\_8dtgGQiXP99RrKVwsm4MTH7AXhoCkOYQAvD\\_BwE](https://www.sustainyourstyle.org/en/fiber-ecoreview?gclid=CjwKCAjwmv-DBhAMEiwA7xYrdyw9kK92In5m3ObnH6Uh5Z3gMcW_8dtgGQiXP99RrKVwsm4MTH7AXhoCkOYQAvD_BwE). Accessed on 10 April 2021.

Sloan Review 2012. Five Characteristics of Sustainable Companies. URL: <https://sloanreview.mit.edu/article/five-characteristics-of-sustainable-companies/>. Accessed: 9 August 2020.

Stanton, A. 2018. What Does Slow Fashion Actually Mean. The Good Trade. URL: <https://www.thegoodtrade.com/features/what-is-slow-fashion>. Accessed: 10 March 2021.

Sustainable Jungle 2020. 29 Sustainable Fabrics For The Most Eco Friendly Fashion. Cafemedia. URL: [https://www.ilo.org/global/topics/geip/WCMS\\_614394/lang--en/index.htm](https://www.ilo.org/global/topics/geip/WCMS_614394/lang--en/index.htm). Accessed: 20 April 2021.

The Business Research Company 2020. Sustainable Fashion Market Analysis Shows The Market Progress In Attempt To Decrease Pollution In The Global Ethical fashion Market. Intrado. London. URL: <https://www.globenewswire.com/news-release/2020/10/28/2116073/0/en/Sustainable-Fashion-Market-Analysis-Shows-The-Market-Progress-In-Attempt-To-Decrease-Pollution-In-The-Global-Ethical-fashion-Market-2020.html>. Accessed: 10 March 2021.

The True Cost 2015. Environmental Impact. URL: <https://truecostmovie.com/learn-more/environmentalimpact/#:~:text=Disposable%20Clothing,of%20textile%20waste%20each%20year>. Accessed: 10 April 2021.

UNDP 2020. About Mongolia. URL:

<https://www.mn.undp.org/content/mongolia/en/home/countryinfo/>. Accessed: 10 April 2021.

UNEP 2021. UNEP Fi Statement. URL: <https://www.unepfi.org/about/unep-fi-statement/#:~:text=1.1%20We%20regard%20sustainable%20development,aspect%20of%20sound%20business%20management>.

Accessed: 20 April 2021.

United Nations 2021. Goal 6: Ensure access to water and sanitation for all. URL:

<https://www.un.org/sustainabledevelopment/water-and-sanitation/>. Accessed: 1 April 2021.

Vasquez, A. 6 February 2021. Designer. Cobalto Veintisiete. Interview. Queretaro.

Wang, T. 2010. Consumer Behavior Characteristics in Fast Fashion. Textilhogskolan.

Sweden. URL: <http://hb.diva-portal.org/smash/get/diva2:1312256/FULLTEXT01>.

Accessed: 12 February 2021.

Woodruff, J. 2019. What is Premium Pricing Strategy. Chron. URL:

<https://smallbusiness.chron.com/premium-pricing-strategy-1107.html>. Accessed: 12 April 2021.

Wicker, A. 2020. Fashion has a misinformation problem. That's bad for the environment.

Vox. URL: <https://www.vox.com/the-goods/2020/1/27/21080107/fashion-environment-facts-statistics-impact>.

Accessed: 20 April 2021.



# Appendices

## Appendix 1. Permission to make research

Permiso para realizar un estudio

26.04.2021

Basicos de Mexico

RE: Permiso para realizar un estudio de investigación

A quien corresponda:

Le escribo para solicitar permiso para realizar un estudio de investigación en su empresa. Actualmente estoy inscrita en la carrera de Negocios Internacionales en la Universidad Mondragón México y Haag-Hellia en Querétaro, Qro, y estoy en proceso de redactar mi tesis. El estudio se titula "Ser una empresa de moda a través de la sustentabilidad".

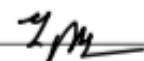
Espero que la administración de la empresa me permita reclutar a una persona de su empresa para llevar a cabo una entrevista de forma anónima acerca del proceso de sustentabilidad que lleva su empresa. La persona que participe, recibirá un formulario de consentimiento para que lo firmen y lo devuelvan al investigador principal al comienzo del proceso de la entrevista.

Si se otorga la aprobación, la persona participante será entrevistado por medio Zoom en el día que se acuerde. Los resultados de la encuesta se combinarán para el proyecto de tesis y los resultados individuales de este estudio permanecerán absolutamente confidenciales y anónimos. En caso de que se publique este estudio, solo se documentarán los resultados combinados. Ni su empresa ni los participantes individuales incurrirán en costos.

Su aprobación para realizar este estudio será muy apreciada. Haré un seguimiento con una llamada telefónica en unos días y con gusto responderé cualquier pregunta o inquietud que pueda tener en ese momento. Puede comunicarse conmigo a mi dirección de correo electrónico: [marianaguzmanp9@gmail.com](mailto:marianaguzmanp9@gmail.com)

Si está de acuerdo, por favor firme a continuación y devuelva el formulario firmado por correo electrónico con su dirección adjunta. Alternativamente, envíe una carta de permiso firmada con el membrete de su empresa reconociendo su consentimiento y permiso para que yo lleve a cabo esta entrevista de su empresa.

Atentamente,



\_\_\_\_\_  
Mariana Guzmán Ponce, estudiante  
de negocios internacionales en la  
Universidad Mondragón México

## Appendix 2. Sign permission letter Caralarga

Formulario de muestra: Permiso para realizar un estudio

26.03.2021

Caralarga

RE. Permiso para realizar un estudio de investigación

A quien corresponda:

Le escribo para solicitar permiso para realizar un estudio de investigación en su empresa. Actualmente estoy inscrita en la carrera de Negocios Internacionales en la Universidad Mondragón México y Haaga-Helia en Querétaro, Qro, y estoy en proceso de redactar mi tesis. El estudio se titula "Ser una empresa de moda a través de la sustentabilidad".

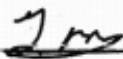
Espero que la administración de la empresa me permita reclutar a una persona de su empresa para llevar a cabo una entrevista de forma anónima acerca del proceso de sustentabilidad que lleva su empresa. La persona que participe, recibirá un formulario de consentimiento para que lo firmen y lo devuelvan al investigador principal al comienzo del proceso de la entrevista.

Si se otorga la aprobación, la persona participante será entrevistado por medio Zoom en el día que se acuerde. Los resultados de la encuesta se combinarán para el proyecto de tesis y los resultados individuales de este estudio permanecerán absolutamente confidenciales y anónimos. En caso de que se publique este estudio, solo se documentarán los resultados combinados. Ni su empresa ni los participantes individuales incurrirán en costos.

Su aprobación para realizar este estudio será muy apreciada. Haré un seguimiento con una llamada telefónica en unos días y con gusto responderé cualquier pregunta o inquietud que pueda tener en ese momento. Puede comunicarse conmigo a mi dirección de correo electrónico: [marianaguzmanp9@gmail.com](mailto:marianaguzmanp9@gmail.com)

Si está de acuerdo, por favor firme a continuación y devuelva el formulario firmado por correo electrónico con su dirección adjunta. Alternativamente, envíe una carta de permiso firmada con el membrete de su empresa reconociendo su consentimiento y permiso para que yo lleve a cabo esta entrevista de su empresa.

Atentamente,



Mariana Guzmán Ponce, estudiante de negocios internacionales en la Universidad Mondragón México



Dolores Rodríguez Mateos,  
Directora de Comunicación  
de Caralarga



### Appendix 3. Sign permission letter Eilean

Permiso para realizar un estudio

12.04.2021

Eilean

RE: Permiso para realizar un estudio de investigación

A quien corresponda:

Le escribo para solicitar permiso para realizar un estudio de investigación en su empresa. Actualmente estoy inscrita en la carrera de Negocios Internacionales en la Universidad Mondragón México y Haaga-Helia en Querétaro, Qro, y estoy en proceso de redactar mi tesis. El estudio se titula "Ser una empresa de moda a través de la sustentabilidad".

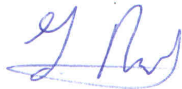
Espero que la administración de la empresa me permita reclutar a una persona de su empresa para llevar a cabo una entrevista de forma anónima acerca del proceso de sustentabilidad que lleva su empresa. La persona que participe, recibirá un formulario de consentimiento para que lo firmen y lo devuelvan al investigador principal al comienzo del proceso de la entrevista.

Si se otorga la aprobación, la persona participante será entrevistado por medio Zoom en el día que se acuerde. Los resultados de la encuesta se combinarán para el proyecto de tesis y los resultados individuales de este estudio permanecerán absolutamente confidenciales y anónimos. En caso de que se publique este estudio, solo se documentarán los resultados combinados. Ni su empresa ni los participantes individuales incurrirán en costos.

Su aprobación para realizar este estudio será muy apreciada. Haré un seguimiento con una llamada telefónica en unos días y con gusto responderé cualquier pregunta o inquietud que pueda tener en ese momento. Puede comunicarse conmigo a mi dirección de correo electrónico: [marianaguzmanp9@gmail.com](mailto:marianaguzmanp9@gmail.com)

Si está de acuerdo, por favor firme a continuación y devuelva el formulario firmado por correo electrónico con su dirección adjunta. Alternativamente, envíe una carta de permiso firmada con el membrete de su empresa reconociendo su consentimiento y permiso para que yo lleve a cabo esta entrevista de su empresa.

Atentamente,



Mariana Guzmán Ponce, estudiante de negocios internacionales en la Universidad Mondragón México



## Appendix 4. Sign permission letter Cobalto Veintisiete

Permiso para realizar un estudio

12.04.2021

RE: Permiso para realizar un estudio de investigación

A quien corresponda:

Le escribo para solicitar permiso para realizar un estudio de investigación en su empresa. Actualmente estoy inscrita en la carrera de Negocios Internacionales en la Universidad Mondragón México y Haaga-Helia en Querétaro, Qro, y estoy en proceso de redactar mi tesis. El estudio se titula "Ser una empresa de moda a través de la sustentabilidad".

Espero que la administración de la empresa me permita reclutar a una persona de su empresa para llevar a cabo una entrevista de forma anónima acerca del proceso de sustentabilidad que lleva su empresa. La persona que participe, recibirá un formulario de consentimiento para que lo firmen y lo devuelvan al investigador principal al comienzo del proceso de la entrevista.

Si se otorga la aprobación, la persona participante será entrevistado por medio Zoom en el día que se acuerde. Los resultados de la encuesta se combinarán para el proyecto de tesis y los resultados individuales de este estudio permanecerán absolutamente confidenciales y anónimos. En caso de que se publique este estudio, solo se documentarán los resultados combinados. Ni su empresa ni los participantes individuales incurrirán en costos.

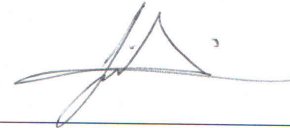
Su aprobación para realizar este estudio será muy apreciada. Haré un seguimiento con una llamada telefónica en unos días y con gusto responderé cualquier pregunta o inquietud que pueda tener en ese momento. Puede comunicarse conmigo a mi dirección de correo electrónico: [marianaguzmanp9@gmail.com](mailto:marianaguzmanp9@gmail.com)

Si está de acuerdo, por favor firme a continuación y devuelva el formulario firmado por correo electrónico con su dirección adjunta. Alternativamente, envíe una carta de permiso firmada con el membrete de su empresa reconociendo su consentimiento y permiso para que yo lleve a cabo esta entrevista de su empresa.

Atentamente,



Mariana Guzmán Ponce, estudiante  
de negocios internacionales en la  
Universidad Mondragón México



Cobalto Veintisiete

## Appendix 5. Sign permission letter Contra Corriente

Permiso para realizar un estudio

12.04.2021

RE: Permiso para realizar un estudio de investigación

A quien corresponda:

Le escribo para solicitar permiso para realizar un estudio de investigación en su empresa. Actualmente estoy inscrita en la carrera de Negocios Internacionales en la Universidad Mondragón México y Haaga-Helia en Querétaro, Qro, y estoy en proceso de redactar mi tesis. El estudio se titula "Ser una empresa de moda a través de la sustentabilidad".

Espero que la administración de la empresa me permita reclutar a una persona de su empresa para llevar a cabo una entrevista de forma anónima acerca del proceso de sustentabilidad que lleva su empresa. La persona que participe, recibirá un formulario de consentimiento para que lo firmen y lo devuelvan al investigador principal al comienzo del proceso de la entrevista.

Si se otorga la aprobación, la persona participante será entrevistado por medio Zoom en el día que se acuerde. Los resultados de la encuesta se combinarán para el proyecto de tesis y los resultados individuales de este estudio permanecerán absolutamente confidenciales y anónimos. En caso de que se publique este estudio, solo se documentarán los resultados combinados. Ni su empresa ni los participantes individuales incurrirán en costos.

Su aprobación para realizar este estudio será muy apreciada. Haré un seguimiento con una llamada telefónica en unos días y con gusto responderé cualquier pregunta o inquietud que pueda tener en ese momento. Puede comunicarse conmigo a mi dirección de correo electrónico: marianaguzmanp9@gmail.com


Si está de acuerdo, por favor firme a continuación y devuelva el formulario firmado por correo electrónico con su dirección adjunta. Alternativamente, envíe una carta de permiso firmada con el membrete de su empresa reconociendo su consentimiento y permiso para que yo lleve a cabo esta entrevista de su empresa.

Atentamente,



---

Mariana Guzmán Ponce, estudiante de negocios internacionales en la Universidad Mondragón México



---

## Appendix 6. Sign permission letter Casamo

Permiso para realizar un estudio

12.04.2021

RE: Permiso para realizar un estudio de investigación

A quien corresponda:

Le escribo para solicitar permiso para realizar un estudio de investigación en su empresa. Actualmente estoy inscrita en la carrera de Negocios Internacionales en la Universidad Mondragón México y Haaga-Helia en Querétaro, Qro, y estoy en proceso de redactar mi tesis. El estudio se titula "Ser una empresa de moda a través de la sustentabilidad".

Espero que la administración de la empresa me permita reclutar a una persona de su empresa para llevar a cabo una entrevista de forma anónima acerca del proceso de sustentabilidad que lleva su empresa. La persona que participe, recibirá un formulario de consentimiento para que lo firmen y lo devuelvan al investigador principal al comienzo del proceso de la entrevista.

Si se otorga la aprobación, la persona participante será entrevistado por medio Zoom en el día que se acuerde. Los resultados de la encuesta se combinarán para el proyecto de tesis y los resultados individuales de este estudio permanecerán absolutamente confidenciales y anónimos. En caso de que se publique este estudio, solo se documentarán los resultados combinados. Ni su empresa ni los participantes individuales incurrirán en costos.

Su aprobación para realizar este estudio será muy apreciada. Haré un seguimiento con una llamada telefónica en unos días y con gusto responderé cualquier pregunta o inquietud que pueda tener en ese momento. Puede comunicarse conmigo a mi dirección de correo electrónico: [marianaguzmanp9@gmail.com](mailto:marianaguzmanp9@gmail.com)

Si está de acuerdo, por favor firme a continuación y devuelva el formulario firmado por correo electrónico con su dirección adjunta. Alternativamente, envíe una carta de permiso firmada con el membrete de su empresa reconociendo su consentimiento y permiso para que yo lleve a cabo esta entrevista de su empresa.

Atentamente,



Mariana Guzmán Ponce, estudiante de negocios internacionales en la Universidad Mondragón México



## Appendix 7. Sign permission letter Casilda Mut

Permiso para realizar un estudio

12.04.2021

RE: Permiso para realizar un estudio de investigación

A quien corresponda:

Le escribo para solicitar permiso para realizar un estudio de investigación en su empresa. Actualmente estoy inscrita en la carrera de Negocios Internacionales en la Universidad Mondragón México y Haaga-Helia en Querétaro, Qro, y estoy en proceso de redactar mi tesis. El estudio se titula "Ser una empresa de moda a través de la sustentabilidad".

Espero que la administración de la empresa me permita reclutar a una persona de su empresa para llevar a cabo una entrevista de forma anónima acerca del proceso de sustentabilidad que lleva su empresa. La persona que participe, recibirá un formulario de consentimiento para que lo firmen y lo devuelvan al investigador principal al comienzo del proceso de la entrevista.

Si se otorga la aprobación, la persona participante será entrevistado por medio Zoom en el día que se acuerde. Los resultados de la encuesta se combinarán para el proyecto de tesis y los resultados individuales de este estudio permanecerán absolutamente confidenciales y anónimos. En caso de que se publique este estudio, solo se documentarán los resultados combinados. Ni su empresa ni los participantes individuales incurrirán en costos.

Su aprobación para realizar este estudio será muy apreciada. Haré un seguimiento con una llamada telefónica en unos días y con gusto responderé cualquier pregunta o inquietud que pueda tener en ese momento. Puede comunicarse conmigo a mi dirección de correo electrónico: [marianaguzmanp9@gmail.com](mailto:marianaguzmanp9@gmail.com)

Si está de acuerdo, por favor firme a continuación y devuelva el formulario firmado por correo electrónico con su dirección adjunta. Alternativamente, envíe una carta de permiso firmada con el membrete de su empresa reconociendo su consentimiento y permiso para que yo lleve a cabo esta entrevista de su empresa.

Atentamente,



Mariana Guzmán Ponce, estudiante de negocios internacionales en la Universidad Mondragón México

