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Luxury ready-to-wear facing a new trend of more responsible consumption.

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Abstract

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The thesis investigates the strategies adopted by luxury ready-to-wear brands to seduce and convince customers to purchase their products in the context of climate emergency and sustainability concerns. The research focuses on the French luxury group Moët Hennessy Louis Vuitton (LVMH).

The research approach is qualitative and is based on the collection of secondary data from the case study of LVMH through existing LVMH reports and website. The study aims to provide an overview of LVMH's strategies for sustainable development.

The research reveals that luxury ready-to-wear has adopted various strategies to address responsible consumption. For instance, LVMH has incorporated sustainable materials and practices into its production processes, promoted transparency and authenticity in its sustainability claims, and partnered with organizations to promote sustainability initiatives. This research provides valuable insights into the strategies adopted by luxury ready-to-wear brands in the context of the climate emergency and sustainability concerns and highlights the need for more sustainable practices in the luxury fashion industry.

The author recommends that the luxury fashion industry should prioritize sustainable development goals to reduce its impact on the environment. Although it is challenging for the luxury ready-to-wear sector to control the environmental production of the various components, companies such as LVMH should continue to implement strategies to achieve sustainability.

Keywords: luxury ready-to-wear, sustainable development, strategies, responsible consumption, climate emergency

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Glossary

CO ²	CO ² stands for carbon dioxide, a greenhouse gas that helps to regulate the Earth's temperature.
COP24	COP24 refers to the 24th Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC), which was held in Katowice, Poland, in December 2018.
EP&L	Environmental Profit and Loss (EP&L) is a method used by companies to measure the environmental impact of their operations and supply chain in financial terms.
GOST	The Global Organic Textile Standard is a certification to define worldwide recognised requirements for organic textiles.
LVMH	LVMH - Moët Hennessy Louis Vuitton SE is a French group composed of 75 companies in the luxury goods industry.
QR code	Quick response code is a barcode that can be read by a smartphone and provides easy access to online information.
SDGs	The Sustainable Development Goals are a set of 17 global goals adopted by the United Nations General Assembly in 2015 as part of the 2030 Agenda for Sustainable Development.
TBL	Triple Bottom Line is a framework maintaining that companies should commit to focusing as much on social and environmental concerns as they do on profits.
ZDHC	Zero Discharge of Hazardous Chemicals is a global initiative aimed at reducing the use and release of hazardous chemicals in the textile industry.

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1 Introduction

The luxury fashion sector has always been the target of sustainability concerns. Nowadays, climate change is one of the biggest challenges faced by our societies. The fashion industry, like many other sectors, is suffering the consequences of climate change. However, the fashion industry has become one of the most environmentally impactful industries. The fashion industry's high pollution levels can be attributed to various factors such as greenhouse gas emissions, excessive water usage, utilization of harmful chemicals, and the unsustainable sourcing of raw materials.

In recent years, consumers have become increasingly aware of climate change issues. They have become increasingly conscious that their buying decisions can significantly impact the environment and that they can contribute to reducing the impact of climate change. This shift has been particularly evident in the fashion industry, where luxury ready-to-wear is now facing a new trend of more responsible consumption. Indeed, consumers are looking for new forms of luxury that respect natural resources and human beings, while remaining true to traditional values such as quality, creativity, craftsmanship and know-how. Luxury fashion consumers are demanding greater sustainability, ethical production processes, and transparency from the luxury fashion industry. As a result, the impulse of this new era drives luxury ready-to-wear companies to implement sustainable strategies to respond to this new demand.

The purpose of this thesis is to study how luxury ready-to-wear brands manage to convince and seduce customers to buy their products faced with climate awareness and the need to consume sustainably. To provide a full understanding of the topic, the definitions of luxury and sustainable development will first be discussed to determine if luxury fashion and sustainable development can be complementary. Then, the thesis will investigate consumer expectations in the luxury fashion industry regarding sustainable consumption. Furthermore, the thesis will examine the challenges of sustainability for luxury fashion brands and will explore their strategies to

meet new consumer expectations. Finally, a case study on LVMH - Moët Hennessy Louis Vuitton will be explored to understand which strategies are used by the French Group to convince and seduce customers to buy their products.

2 Literature review

In order to understand how the climate emergency is affecting the luxury ready-to-wear industry, it is important to address some theories related to the topic. This literature review will cover consumer expectations and behaviour, the stakes of the luxury ready-to-wear industry, and the strategies of this industry for a more in-depth understanding of the topic.

2.1 What is luxury?

There is no clear definition of luxury. Luxury comes from the Latin “luxus” which means “excess”, “splendour” and “pomp”.

Luxury brands are characterized by their exceptional quality, uniqueness, exclusivity and craftsmanship (Fionda & Moore, 2009). As Heine states (2010), the definition of luxury products is aligned with that of luxury brands, which are distinguished from non-luxury brands through product-related associations. Therefore, the essential characteristics of luxury products correspond to those of luxury brands. He defines luxury as: “Luxury (fashion) brands are regarded as images in the minds of consumers that comprise associations about a high level of price, quality, aesthetics, rarity and specialty” (Heine, 2010: 156).

This thesis will focus on luxury ready-to-wear. Luxury ready-to-wear is defined as clothing that is produced in small quantities to ensure uniqueness and quality (Cabigiosu, 2020).

2.2 Can luxury ready-to-wear be sustainable?

In order to respond to the research question, it is important to understand if luxury ready-to-wear is compatible with the concept of sustainable development.

2.2.1 Sustainable development

Nowadays, sustainable development is an important challenge for our decade. As a result, the United Nations adopted in 2015 “the 2030 Agenda for Sustainable Development” which gather 17 Sustainable Goals. Its purpose is to ensure peace, prosperity for all, eradicate poverty in all countries, fight inequality and protect the planet regarding the urgency of climate change.

The concept of sustainable development has been around since the early 1970s and has various definitions (Mebratu, 1998). The World Commission on Environment and Development (WCED) defined sustainable development as: “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (1987). Portney (2015) explains that sustainable development, in contrast to conventional environmental protection measures that only target specific threats such as air pollution, aims to address a problem while retaining the beneficial aspects of a situation, such as economic growth. However, sustainability goes beyond our interaction with the environment; it encompasses our connection to ourselves, our communities and our institutions (Joy et al., 2012). Indeed, sustainability encompasses the environmental aspects that affect human well-being, taking into account ecological, economic and socio-political aspects. A useful strategy to consider for integrating sustainability dimensions into a business model is the Triple Bottom Line (TBL) framework. This framework proposes that an organisation's sustainability initiatives, practices and reports be assessed along three dimensions: social, environmental and economic. Its objective is to reconcile and establish a coherent and viable long-term balance among these

three aspects without one of them being sacrificed for another (Brundtland, 1987).

Therefore, for an organisation to be sustainable, it must prioritise respect for individuals within the organisation, the community, and its supply chain; consider the finite nature of resources and respect for the environment; and generate benefits that result from adherence to these principles (Langenwater, 2009).

The fashion industry is one of the biggest threats to the Earth's resources. In fact, fashion has a significant environmental impact. For instance, the production of fashion items requires a significant amount of energy and resources. This results in a high carbon footprint, which contributes to climate change. As an example, according to the Quantis International 2018 report, fashion accounts for 8% of global emissions. Moreover, according to the UN Environment Programme (UNEP), the industry is the second-biggest consumer of water. In fact, the production of clothing requires a significant amount of water. In addition, the dyeing and finishing processes used to create garments also require large amounts of water, which contributes to water scarcity in many regions. The annual production of textiles consumes approximately 93 cubic meters of water per year (Ellen McArthur Foundation, 2017).

As the fashion industry is one of the industries with the greatest environmental and social impact worldwide, the industry needs to improve its processes and contribute to achieving the objectives that cover economic, social, and environmental areas to comply with the United Nations Sustainable Development Goals (SDGs).



Figure 1 Sustainable Development Goals (United Nations, 2015).

Figure 1 above shows the Sustainable Development Goals.

Goal 6 of the Sustainable Development Goals focuses on Clean Water and Sanitation (United Nations, 2023a). The fashion industry is a major consumer of water and is responsible for wastewater resulting from human activities that are discharged into rivers and seas. This constitutes a threat to clean water and sanitation and affects the residents. In fact, according to a report by the World Health Organization (WHO) and United Nations Children’s Fund (UNICEF), 2.2 billion people in the world do not have access to clean drinking water (UN WATER, 2019). As an example, the third goal of the SDG 6 aims to improve water quality by reducing pollution, eradicating landfills, minimizing the discharge of chemicals and hazardous materials, reducing the proportion of untreated wastewater and significantly stimulating recycling and safe reuse on a global scale (United Nations, 2023a). Therefore, the luxury fashion industry must take this objective into account to become a sustainable industry.

Goal 12 of the Sustainable Development Goals relates to responsible production and consumption (United Nations, 2023b). The fashion industry has a significant impact on this goal. Indeed, the industry has faced a significant

increase in overproduction and excessive demand for clothing, which has had environmental and social consequences. Thus, brands need to ensure the sustainability of their products and communicate care instructions to customers, so that products last longer and have less impact on the environment.

The fashion industry has the ability to combine efforts to protect the environment and the people involved in the supply chains to become a truly sustainable sector. By adopting the SDGs, the fashion industry can contribute to global equality, biodiversity, and overall well-being.

Thus, luxury fashion companies must address the sustainability challenges facing the sector in the three key dimensions: social, environmental, and economic to become a sustainable industry. To address social challenges, the luxury sector is responsible for the well-being of all employees and ensuring that industry-level decisions benefit all stakeholders. Environmental challenges require luxury fashion to adopt restorative and regenerative practices that support the ecosystems they rely on. Companies must also identify sustainable natural resources or develop substitutes for existing raw materials through innovative design and production processes. Additionally, the luxury fashion industry must manufacture products without causing environmental harm, and companies should strive to create innovative systems for producing, reusing, and leveraging materials and products while measuring their social and environmental impact (Campos Franco, Hussain and McColl, 2020).

2.2.2 Is there a compatibility between luxury ready-to-wear and sustainable development?

Having defined sustainable development and what the luxury fashion industry must do to be sustainable, the question arises as to whether luxury fashion can be sustainable.

On the one hand, several researchers have shown that luxury and sustainable development are two incompatible notions.

As Achabou and Dekhili (2013) explain that sustainable luxury is considered an oxymoron by some due to its contradictory nature, as sustainability emphasizes environmental and social responsibility. While luxury symbolises wastefulness, thoughtlessness, pleasure, superficiality, and ostentation. Thus, according to them, luxury and sustainable development are perceived as two incompatible notions. Indeed, the characteristics of luxury goods, including their unique history and exclusivity, are not aligned with the principles of conservation, ethics, and social responsibility advocated by sustainable development (Naderi & Strutton, 2013).

Furthermore, Kapferer & Michaut (2015) conducted a study to determine whether there is a compatibility between luxury and sustainability. The findings show that the contradiction is lower for customers who define luxury as extreme quality. However, some luxury buyers perceive a divergence between luxury and sustainability when they define luxury as expensive or rare (Kapferer & Michaut, 2015). In addition, environmental, and social sustainability can threaten the connotations of luxury excellence. Therefore, sustainability criteria can negatively affect consumer intent to purchase sustainable luxury products (Achabou & Dekhili, 2013).

However, on the other hand, some authors state that luxury and sustainable development are compatible.

As Kapferer states (2010), durability is a concept that can apply to sustainable development as well as to luxury. Indeed, luxury is based on a sustainable value strategy, unlike the fashion industry which is based on the mass market and on the fact that fashion items depreciate before their material wear. According to Kapferer, luxury is by definition sustainable, and a deeper examination of luxury and sustainability converges on some specific aspects. In addition, the compatibility between luxury fashion and sustainability could be explained by the fact that both focus on rarity. Indeed, as argued by Amatulli, De Angelis & Donato. (2020: 279): "luxury is about high-quality products that are objectively rare because they employ rare materials and unique

craftsmanship skills” and “sustainable development is about preserving natural resources by limiting the excessive use of materials that can exceed the world's recycling capabilities.”

The true luxury ready-to-wear product has the following sustainability values:

- It is made in small quantities.
- It is partly handmade and preserves local craftsmanship.
- It shows a historical know-how.

Through these values, luxury fashion emphasises longevity, durability, authenticity, unique design aesthetics, craftsmanship and quality (Fionda & Moore, 2009). Therefore, luxury ready-to-wear is by definition sustainable.

Finally, Hennings et al. (2013) support the fact that luxury ready-to-wear has a slow production, and therefore fashion luxury is connected to sustainable. Indeed, luxury is based on a long-term perspective. Luxury fashion products are designed to last. Thus, luxury ready-to-wear has common aspects with sustainable development since it is at the heart of the latter to maintain a sustainable way of life.

2.3 Consumers' expectations regarding sustainable consumption

There has been a significant increase in demand for sustainable products in recent years (Grail Research, 2010). Indeed, as discussed by Jain (2019) changing values, beliefs and aspirations of people around the world have led to a growing sense of responsibility for sustainability. According to a Nielsen study (2019), 73% of consumers worldwide claim that they would definitely or possibly change their consumption habits to minimize their impact on the environment. Thus, it is important to understand consumers' expectations to determine if the environmental aspect of a luxury fashion brand impacts their purchasing decisions or not.

Climate change is now a fundamental issue for the fashion industry, and in particular for luxury brands that depend on rare and high-quality raw materials to offer exceptional products to high-end customers. As Kim and Ko (2012) argue: "Luxury product manufacturers must now convey humane and environmental values in order to establish a lasting relationship with consumers."

Nowadays, sustainability has become a significant factor in customers' perceived value of goods and services (Trivedi & Goswami, 2018). Indeed, consumers are now expressing new concerns that lead them to consume products that are less harmful, more sustainable and made from recycled materials (Lozano, Blanco & Rey-Maqueira 2010). Therefore, luxury consumers are seeking luxury ready-to-wear brands that align with their environmental and social responsibility concerns and values (Schembri, Merrilees & Kristiansen, 2010).

Although some luxury consumers claim to be seeking more sustainable purchasing behaviour, their purchases do not always reflect their statements. Indeed, in a study conducted by Achabou & Dekhili (2013) that aimed to investigate the significance of environmental commitment for luxury brand selection, the results indicate that "product quality" and "brand reputation" are the primary determinants in consumers' decision-making process. Furthermore, sustainability is not always considered a crucial consideration by all consumers when purchasing luxury goods. In fact, despite the increasing ethical and environmental consciousness among consumers, the factor of "brand's environmental commitment" does not hold significant weightage as a determining criterion (Achabou & Dekhili, 2013). In addition, as discussed by Davies et al. (2012), luxury consumers generally consider sustainability to be of secondary importance when making purchasing decisions. They may opt for a non-durable luxury fashion item over a durable one if they feel the former confers higher status and prestige (Davies, Lee & Ahonkhai 2012).

Consequently, luxury ready-to-wear stakeholders have a major role to play in achieving Sustainable Development Goals. Unsustainable practices in the luxury ready-to-wear sector have significant effects on social and environmental development. Therefore, consumers expect luxury fashion brand managers to acknowledge the ethical dimensions of luxury products and offer compelling solutions to environmental and social responsibility issues. Without major changes in production processes and consumption patterns in luxury ready-to-wear, the social and environmental costs of the sector will continue to rise.

2.4 The stakes for the sustainable development of luxury brands

The luxury industry is based on know-how and high-quality materials. However, the luxury fashion industry is a high-level pollutant. In fact, a study conducted by Quantis (2018) found that the luxury fashion industry was responsible for 241,000 metric tons of carbon emissions with the majority coming from the production of raw materials.

It is a challenge for the luxury ready-to-wear sector to control that the supplies of the various components are ethically produced. Indeed, luxury companies need to ensure the traceability of the labour used to make the clothing, the transportation of the clothes from the factory to the point of sale and the care and disposal of the clothing (Mihm, 2010).

2.4.1 At the manufacturing level

The luxury ready-to-wear industry is confronting various challenges in terms of sustainable development at the manufacturing level. Indeed, the environmental impact of luxury fashion is generated at the start of the supply chain, particularly with raw materials.

The process of developing and distributing luxury fashion items usually involves several steps. As figure 2 below shows, there are five steps to the luxury fashion goods supply chain. The first step involves the procurement of raw materials and consists of sourcing high-quality raw materials used to create the

final product. The second step consists of processing the raw materials, which are then transformed into basic products as yarn, leather, metal and cork. Then, the third step is the production of items needed to assemble the finished products according to brand specifications. It includes fabric, buttons, shoes, heels, etc. The fourth step is the final assembly of the finished product. This could involve working with artisans or skilled craftsmen to create the final product. Finally, the fifth step is the distribution of goods to retail stores or e-commerce channels.

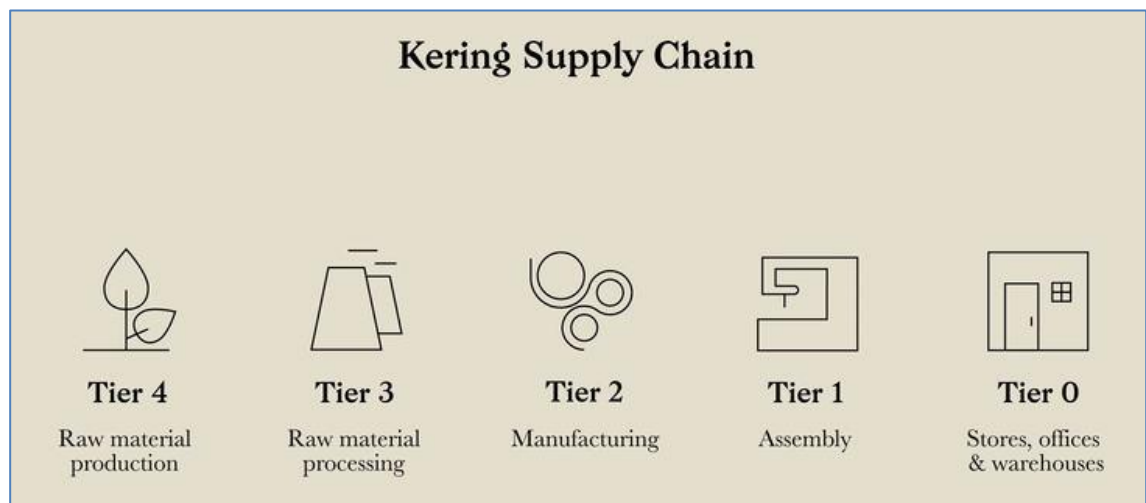


Figure 2 Kering Supply Chain (KERING, 2023).

The fashion and luxury industries are some of the most environmentally damaging sectors in the business world due to their extensive use of chemicals and non-renewable resources for processes such as dyeing and tanning (Gardetti and Torres, 2013). Indeed, in order to create luxury fashion products that reflect the heritage and quality of luxury products, luxury ready-to-wear brands use the highest production materials. As Vallejo discusses: “Another point that is quite specific to the luxury sector is the use of exotic skins, which come from animals such as crocodiles, alligators or snakes” (2018). Indeed, the luxury fashion industry uses scarce raw materials for manufacturing certain products. However, if these materials are not treated properly is therefore extremely harmful to global biodiversity. Nonetheless, the use of natural materials such as animal skin can also be treated as sustainable. For example,

leather can be regarded as a sustainable material. Indeed, many people think that animals are primarily raised for their hides, but the leather industry plays a key role in the circular economy by reusing waste (hides and skins) generated by the agricultural sector. On the one hand, leather is transformed into a quality product. On the other hand, many materials and accessories are made from leftover leather that has already been used, for example, to make belts or shoe soles.

Furthermore, cotton production represents a significant impact caused by the luxury fashion industry (Claudio, 2007). Cotton cultivation remains one of the most polluting cultures in the world since is the largest consumer of pesticides and insecticides in the world which has a major impact on ecosystems. In fact, cotton production represents 10% of all synthetic and 20 and 25% of insecticides applied worldwide every year (Nagurney & Yu, 2012). However, these chemicals have a direct impact on the environment. Indeed, these chemicals from cotton fields contaminate rivers, lakes, and oceans. In addition, the intensive use of chemicals in cotton cultivation causes illness and premature death among cotton workers.

Large amounts of natural resources, such as water are used to create a quality luxury fashion item. However, water consumption amounts to approximately 79 billion cubic meters of water per year. In fact, 2.700 litres of water are needed to produce one t-shirt (European Parliament, 2022). Therefore, all this water consumption used for clothing contributes to the scarcity of water. As previously mentioned, 2.2 billion people in the world do not have access to clean drinking water (UN WATER, 2019).

Finally, the luxury fashion industry causes considerable environmental damage, particularly because of greenhouse gases. These greenhouse emissions are related to the production of raw materials, manufacturing clothing, transportation, use and after-use. As an example, the production of raw materials represents 26% of CO² emitted by our clothes. For instance,

emissions from cotton production, even if it is a natural fibre, account for 220 million tons of CO² per year (Carbon Trust, 2011).

2.4.2 At the marketing stage

Communication has become one of the major elements of the strategy of luxury ready-to-wear brands. As sustainability becomes more important, the ethical aspect has also recently become an essential element of fashion. However, not all communication strategies are sustainable. Therefore, it is important to identify the communication challenges this industry is dealing with.

Fashion Weeks are a communication strategy used by luxury fashion brands to promote their new collections. Fashion Week is a major event in the luxury fashion industry. It allows luxury ready-to-wear brands to present their latest collections to the public, the media and buyers. Fashion weeks have long been the preferred platform for designers and labels to present their interpretations of seasonal trends and styles (Jacob, 2023). However, these events have a negative environmental impact. Indeed, during Fashion Week, designers present their latest collections, which are often produced specifically for the event. This can lead to an increase in clothing production, and the materials used in the manufacturing process can be environmentally damaging. In addition, it also generates waste including packaging and promotional materials. Moreover, various celebrities come from all over the world to attend this major luxury fashion event. However, the carbon footprint of Fashion Weeks is high. In fact, Carbon Trust (2020) has conducted a study that estimates that the travel of buyers and designers would emit 241,000 tons of CO² during the Fashion Weeks of New York, London, Milan, and Paris.

As the emphasis on sustainability has increased, companies are trying to present themselves as environmentally friendly. Luxury ready-to-wear brands invest massively in environmental actions to be more sustainable. This can be done with organic and recycled packaging or by obtaining a green label for sustainable activities. However, on closer examination, these actions do not

represent the sustainability of the brands. As Orsola De Castro, co-founder of the Fashion Revolution movement says: “the dice are loaded because the major groups choose to give the information they want.” This is called greenwashing. According to Bowen (2014), greenwashing refers to the deliberate attempt to present a misleading image of an organisation's environmental practices, by promoting positive environmental information without making a significant improvement in their environmental impact. Greenwashing can occur when a company attempts to emphasise the sustainable aspects of a product to obscure its involvement in environmentally harmful practices. This is done by using environmental imagery and misleading labels (Hayes, 2022). Therefore, by practicing greenwashing, consumers remain sceptical of corporate environmental actions. Thus, if consumers are sceptical, it will negatively influence the corporate reputation and consumer attitudes toward the company as they perceive greenwashing through the lens of the company's hypocrisy (Ioannou, Kassinis, Papagiannakis, 2022).

2.5 The strategies used by luxury ready-to-wear brands to meet new consumer expectations.

Faced with sustainability challenges, some luxury fashion companies have focused on how they address these issues in their business. Today, the luxury ready-to-wear industry has made advances toward sustainability, many brands are implementing environmentally friendly policies (Kapferer & Michaut, 2014).

2.5.1 Eco-design

Eco-design is an approach to design that takes into account the complete life cycle of a product and its impact on the environment. Eco-design can be implemented in the luxury fashion industry by opting for sustainable materials and by utilising processes that have minimal impact on the environment (Cimatti, Campana & Carluccio, 2017). Some luxury ready-to-wear brands use renewable materials such as organic cotton, linen, hemp, and wool. These materials are increasingly requested by brands because they are less polluting than synthetic materials. Indeed, as stated by Cimatti, Campana & Carluccio

(2017), choosing natural fibres that do not require chemicals or fibres made from recycled polyester and plastic bottles, as well as vegetable dyes, will help reduce greenhouse gas emissions and water pollution.

Luxury ready-to-wear brands are implementing initiatives to produce more sustainable luxury. In fact, luxury fashion brands increasingly care about animal welfare standards. As an example, Kering has abandoned animal fur for fake (Kering, 2021) and Chanel has put an end to its use of exotic skins since the ethical supply has become too complicated to ensure (WWD, 2018).

2.5.2 Responsible sourcing

Companies are increasingly under pressure from a variety of external stakeholders, including governments, consumers, NGOs, and investors, to trace the origins of their supply chains and ensure the implementation of responsible sourcing practices (Bateman & Bonanni, 2019). As stated by Chen (2022) responsible sourcing is an approach that involves producing goods in accordance with ethical, sustainable and socially responsible standards. One of the principles of responsible sourcing is environmental sustainability. This means ensuring that suppliers minimise their impact on the environment by using sustainable production practices, reducing waste and pollution, and using sustainable materials.

Traceability and transparency are key principles of responsible sourcing. This involves ensuring that suppliers provide clear and transparent information on the origin and production methods of the products and materials they supply. Sodhi and Tang (2019) define traceability as the ability of a company to track and monitor its supply chain operations and transparency as the public disclosure of information about those operations. Thus, traceability is a crucial aspect of supply chain transparency for sustainable practices. Indeed, it plays a crucial role in identifying potential social and environmental challenges and risks in the supply chain, holding stakeholders accountable for their actions and providing a foundation for further improvement (Sodhi & Tang, 2019). If a

company has poor supply chain traceability, there is a risk of reputational damage from the public finding out about unethical supplier practices or undesirable sourcing.

Luxury companies are launching new business models by developing partnerships with the different stakeholders involved. Luxury ready-to-wear brands have new and more sustainable strategies that concern: the control of the supply chain, the consideration of environmental aspects, the promotion of the quality of work and the promotion of relations with the local community (Pavione, Pezzetti & Dall'ava, 2016).

Beyond raising awareness, the luxury industry seeks to preserve its resources. Indeed, the raw materials that the luxury ready-to-wear industry uses are harmful to the planet. Therefore, it is crucial to ensure the traceability of the supply chain to continue to offer high-quality products. Luxury fashion companies are increasingly adopting the practice of tracing the origins of their supply chains to ensure responsible sourcing. Moreover, luxury ready-to-wear brands seek to manufacture luxury fashion items with responsible raw materials. In fact, many luxury fashion companies such as Gucci, Chanel and Balenciaga are part of the Textile Exchange organisation. Created in 2002, this global non-profit organisation's goal is to help brands identify the most responsible materials in the textile industry, both in terms of environmental and human impact. The goal is to promote greener production from the beginning of the supply chain (Textile Exchange, 2022).

Finally, the luxury fashion industry is establishing action plans to help identify new opportunities throughout the supply chain to improve product sustainability. For instance, the French group Kering has developed a tool to evaluate and quantify the environmental consequences of its activities: the Environmental Profit & Loss (EP&L). This tool assesses carbon dioxide emissions, water consumption, land use, air and water contamination and waste generation at each stage of the supply chain. This innovation aims to implement a sustainable

business model. Through EP&L innovation, Kering wants to develop a new way of designing while taking into consideration natural resources (KERING, 2022).

2.5.3 Communication strategy

According to Amatulli, De Angelis and Donat (2021), a communications strategy based on sustainability can help luxury fashion brands to promote sustainability initiatives and practices, raise consumer awareness, and demonstrate the brand's commitment to environmental and social responsibility. Indeed, a study conducted by Amatulli, De Angelis and Donat (2021) suggests that highlighting a luxury product's sustainability, especially if produced in an environmentally friendly way, can result in a more favorable response from consumers towards communication messages. Rather than fearing negative consumer perceptions about the sustainability of luxury fashion items, the study suggests that luxury fashion brands can benefit from highlighting the sustainability of their products. Thus, luxury fashion companies can enhance the distinctiveness of their brand by incorporating sustainability into their business practices and marketing their products with sustainability-related content.

Ecolabels and certifications are one way to identify sustainable fashion. Consumers looking for sustainably produced clothing should be able to easily identify it through an ecolabel (Henninger, 2015). Ecolabels have become increasingly important environmental tools in the industry over the past few decades. Therefore, many brands see the opportunity to improve their image. In this way, they inform the consumer about the ecological and/or social quality of their products. However, in the fashion industry, more than a hundred ecolabels are used. Thus, consumers may be confused, as they may not understand what the different eco-labels imply (Harbaugh, Maxwell & Roussillon, 2011). As a result, they may disregard the standards when purchasing luxury fashion items.

The Global Organic Textile Standard (GOST) was created in 2006 to guarantee the organic origin of the fibres and ensure that at all stages of textile production,

the production processes used are socially and environmentally responsible. To obtain the GOTS certification, textile products must contain a minimum of 95% certified organic fibres (GOTS, 2021).

The European Ecolabel created in 1992 thanks to the European Union, evaluates the environmental impact of products throughout their life cycle. It guarantees the sustainability of the product by considering the production of raw materials, manufacturing, and distribution. Therefore, the objective is to provide consumers with improved information regarding the environmental effects of the products. (EU Ecolabel, 2022).

Furthermore, luxury ready-to-wear brands show that they are making efforts via their communication strategy. Luxury company websites often have specific sections that focus on their social and environmental responsibilities. These pages should inform consumers about the environmental and social strategies of the brands in the years to come (Kapferer & Michaut, 2014). The purpose is to reassure consumers about the environmental commitment of the brand. For example, Chanel has a section on his website dedicated to climate action. Chanel has launched its "Mission 1.5°" program which aims to reduce its greenhouse gas emissions in Chanel operations by 50% by 2030 (CHANEL, 2022).

The commitment of luxury ready-to-wear brands regarding their environmental strategies for a more sustainable world is also a political issue. For instance, the Fashion Industry Charter for Climate Action was launched at COP24 in December 2018. The goal is to achieve total zero emissions by 2050. Today over 130 brands have signed the charter (United Nations Climate Change, 2018). Moreover, in 2019, French President Emmanuel Macron commissioned Kering President François-Henri Pinault to pilot the "Fashion Pact". "The Fashion Pact is a global initiative of companies in the fashion and textile industry (ready-to-wear, sport, lifestyle and luxury) including their suppliers and distributors, all committed to a common core of key environmental goals in three

areas: stopping global warming, restoring biodiversity and protecting the oceans” (FASHION PACT, 2020).

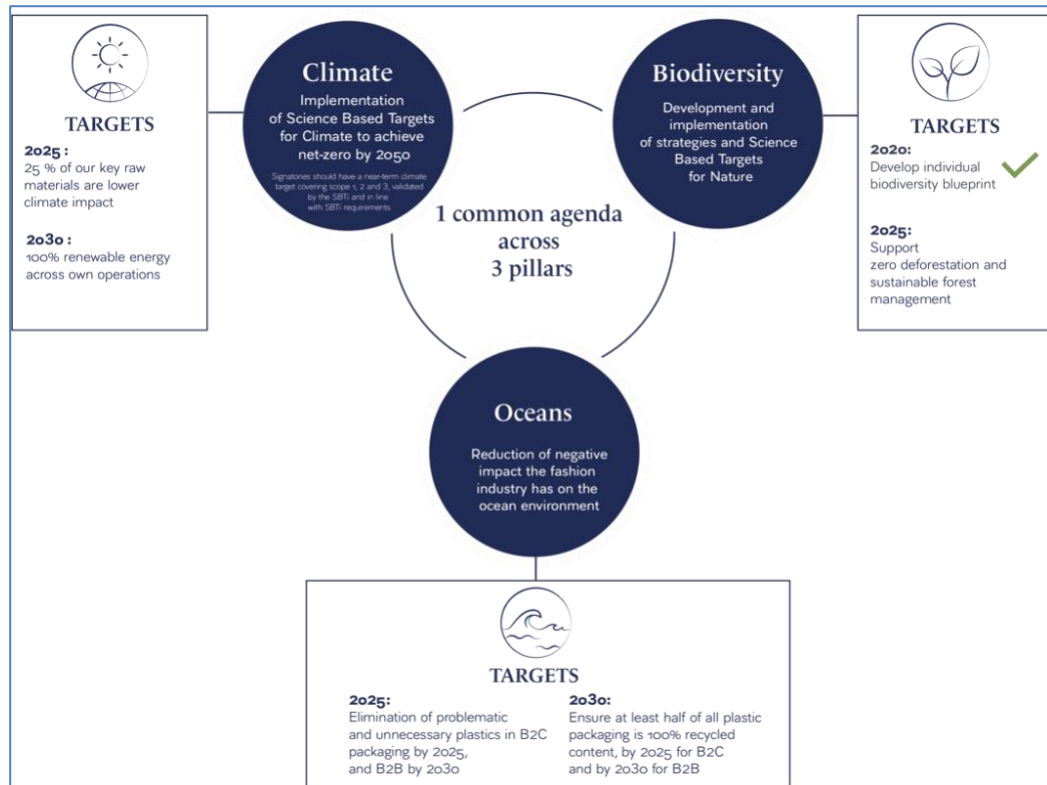


Figure 3 Framework of actions (Fashion Pact, 2022).

As figure 3 above shows, The Fashion Pact aims to help companies achieve carbon neutrality, protect wildlife and restore ecosystems.

3 Research Methodology

After reviewing the literature to understand the issues in the luxury fashion industry in terms of sustainability, the methodology section shows how the research is constructed.

3.1 Research design

As Ghauri, Grønhaug & Strange (2020) state research refers to the systematic, focused, and orderly collection of data to obtain information from them, to address a specific research question or problem. The basic purpose of research

is to investigate and gather relevant information, analyse and interpret data in order to understand a phenomenon. In addition, research design also involves explaining how things work through research done by others and then evaluating that knowledge to determine if it applies to the problems. Without research, it is impossible to answer problems. Research can thus be considered as a process of problem-solving for a specific problem under specific conditions.

In other words, the research design establishes a structure for data collection and analysis, describing the type of research (exploratory, descriptive or causal) and the researcher's objectives. The strategic choice of the research design must result in an approach that best solves the research problem. Exploratory research is a research method that is conducted when the research problem has not been studied in depth. Descriptive research is used when the problem is structured and well understood. This approach aims to describe and analyse a phenomenon or population. Finally, causal research is a research design used to identify cause-and-effect relationships between variables. The main objective of causal research is to establish a cause-and-effect relationship between two variables, by testing whether a change in one variable directly causes a change in another variable. (Ghuri, Grønhaug & Strange, 2020).

There are two methods and approaches for creating a design for an investigation: the qualitative methods and the quantitative methods (Ghuri, Grønhaug & Strange, 2020). As figure 4 on page 21 shows the difference between these two methods. Firstly, qualitative research is often focuses on understanding (Reichardt & Cook, 1979). Indeed, qualitative research is a method of research that is used to explore and understand people's experiences, perspectives, and behaviours in depth. Secondly, quantitative research is a method of research that emphasises on testing and verification (Reichardt & Cook, 1979). It involves collecting and analysing data in numerical form, typically through structured surveys or experiments, in order to test hypotheses and answer research questions. Nevertheless, the two approaches are complementary and can be combined and used in the same study.

Qualitative methods	Quantitative methods
• Emphasis on understanding	• Emphasis on testing and verification
• Focus on understanding from respondent's/informant's point of view	• Focus on facts and reasons for social events
• Interpretation and rational approach	• Logical and critical approach
• Observations and measurements in natural settings	• Controlled measurement
• Subjective 'insider view' and closeness to data	• Objective 'outsider view' distant from data
• Explorative orientation	• Hypothetical-deductive; focus on hypothesis testing
• Process oriented	• Result oriented
• Holistic perspective	• Particularistic and analytical
• Generalization by comparison of properties and contexts of individual organism	• Generalization by population membership

Figure 4 The difference in emphasis in qualitative versus quantitative methods (Reichardt & Cook 1979: 216).

According to Ghauri, Grønhaug and Strange (2020), the case study approach is commonly used in exploratory or descriptive research, particularly when studying phenomena that are challenging to investigate outside of their natural setting or quantify in terms of concepts and variables. In a case study, a management situation is described, and primary data is collected through verbal reports, personal interviews, and observations.

3.2 Data collection

The purpose of this research is to investigate the methods used by luxury fashion companies to attract and persuade customers to purchase their products, in the context of sustainable consumption. The research is exploratory in nature and focuses on examining information provided by luxury fashion companies. Therefore, the data for this thesis was collected from a case study.

As discussed earlier, case studies are a research method that involves an in-depth investigation of a particular situation or phenomenon. It is a qualitative research approach that uses a range of data sources, including interviews, observations, and documents, to understand the complexity and uniqueness of the case being studied. Case studies are a useful approach to answer research since they provide an understanding of the context in which the case occurs. In addition, case studies provide detailed data that allow researchers to gain a comprehensive understanding of the case being studied and help them answer research question.

A case study of the French Moët Hennessy Louis Vuitton group was used to collect data and examine the strategies of luxury fashion companies. Data for the thesis were collected from secondary sources on the websites and official reports of LVMH. The qualitative research approach is adopted since the data cannot be quantified or measured using numerical data. Thus, by presenting concrete examples from the French luxury group LVMH, it provides valuable insight for the research and the comprehension of the strategies used by luxury fashion companies to encourage consumers to purchase their products in the context of climate change challenges.

3.3 Limitations

The initial plan was to use secondary data provided by LVMH - Moët Hennessy Louis Vuitton, supported by primary data in the form of a questionnaire with consumers of luxury fashion products. Indeed, the initial goal was to interview consumers of luxury fashion products to find out their views on sustainable luxury and whether they consider the sustainability aspect of the product before purchasing it and if so what criteria they consider before purchasing luxury fashion items. However, the author could not contact luxury fashion customers. Moreover, this research only presents the point of view of the LVMH group but does not take into account the point of view of the customers, i.e., how they perceive the strategies of luxury fashion companies.

4 Research Results

The thesis results are based on the case company of Moët Hennessy Louis Vuitton (LVMH) Group.

4.1 Case company: LVMH - Moët Hennessy Louis Vuitton

This section of the case study introduces the company. It is intended to provide a brief introduction to LVMH.

LVMH Moët Hennessy Louis Vuitton SE (LVMH) is a multinational luxury goods group based in France. The Group was formed in 1987 through the merger of Louis Vuitton and Moët Hennessy. LVMH owns 75 luxury brands, including fashion houses such as Louis Vuitton, Dior and Fendi; wine and spirits brands such as Moët & Chandon, Hennessy and Veuve Clicquot; perfume and cosmetics brands such as Guerlain, Sephora and Benefit Cosmetics; and watches and jewellery brands like Tiffany & Co and Bulgari. LVMH is the world leader in luxury goods, present in over 150 countries.

LVMH's core values are deeply rooted in its heritage and history and are essential to the company's success. LVMH has a strong commitment to creativity and innovation which is reflected in its ongoing efforts to develop innovative products, technologies and business models that meet the evolving needs of its customers. LVMH encourages its employees to be creative and innovative in their work. Quality is a pillar of the group's success, LVMH is committed to delivering the highest quality products and services to its customers. Furthermore, as stated on its website, LVMH has made sustainable development a strategic priority since its creation (LVMH, 2023). LVMH is dedicated to sustainable development and environmental protection, which translates into efforts to reduce its ecological footprint, promote responsible sourcing and support local communities. Finally, LVMH has a deep respect for its heritage and the history of the luxury industry, the Group aims to preserve traditional craftsmanship and support cultural initiatives.

LVMH is committed to various initiatives that align with its values and commitment to sustainability, innovation and social responsibility. LVMH supports innovation and invests heavily in research and development to develop new products and technologies. The Group has created the LVMH Innovation Award, which recognises and supports innovative start-ups in the luxury goods industry. Finally, LVMH is strongly committed to sustainable development and environmental management. Indeed, as figure 5 on page 25 shows, LVMH has set ambitious goals to reduce its environmental footprint and also supports sustainable sourcing initiatives and invests in renewable energy and sustainable packaging. To embody the luxury of tomorrow, these objectives are based on four strategic plans: the circular economy, transparency, the fight against climate change and the protection of biodiversity (LVMH – LIFE 360, 2021c).

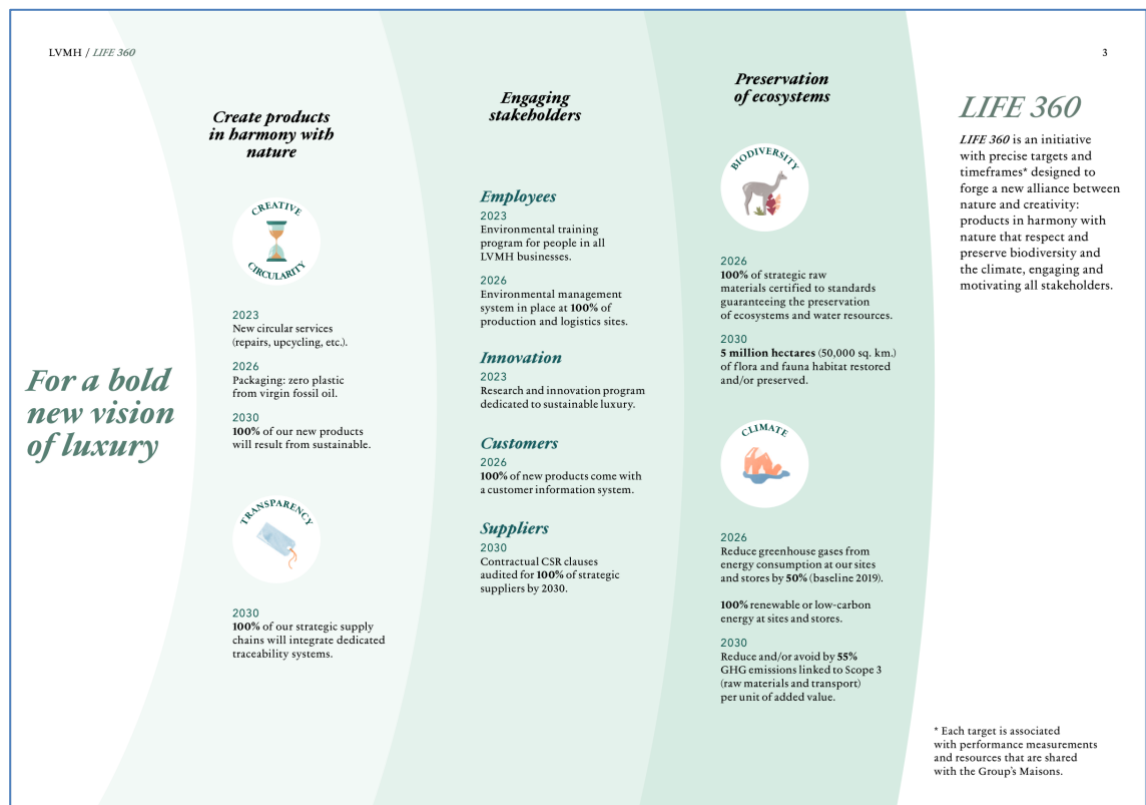


Figure 5 LIFE 360 program objectives for 2023, 2026 and 2030 (LVMH - LIFE 360, 2021c)

4.2 Data analysis

After introducing the French luxury group LVMH, the Group will be evaluated using these categories:

- Eco-design
- Responsible sourcing
- Communication

4.2.1 Eco-design

Eco-design is an approach to design that aims to minimize the environmental impact of products and services throughout their life cycle while ensuring that the end customer receives similar or greater benefits (Vallet & al., 2013). It involves taking into account the entire life cycle of a product, from raw materials extraction to disposal or recycling, and identifying opportunities to reduce environmental impacts at every stage. The purpose of eco-design is to design products that take into account the three pillars of sustainability: people, profit and planet while meeting the consumer's needs (Crul & Diehl, 2009).

In recent years, LVMH has made significant efforts to integrate the principles of eco-design into its operations in order to minimise its impact on the environment and promote sustainability. In 2021, LVMH released its Corporate Social Responsibility Report, which outlines the Group's goals for the year and highlights various initiatives that reflect its strong commitment to creating a positive impact (LVMH, Social and Environmental Report, 2021a).

Placing the protection of natural resources at the heart of the design process is a priority for the LVMH group. In 2021, measurement tools for the environmental footprint of products have been implemented within the Fashion and Leather Goods Companies. These tools aim to measure the environmental impact of a product in order to understand the bottlenecks in the design process. As an example, Stella McCartney, which is the most sustainable

committed brand belonging to LVMH Group, has always been committed to creating clothes that do not harm the environment. The brand uses organic cotton. Unlike regular cotton, organic cotton is grown without the use of harmful pesticides. The production process used by the brand has a minimal impact on the environment since the use of organic cotton requires less water to produce than traditional cotton (Gardetti & Muthu, 2019). In addition, she does not use leather, fur, feathers or any other animal fabric since the launch of the brand in 2001. The Group has implemented an indicator evaluating the quantities of water consumed for "process" needs: all non-agricultural needs are taken into account (industrial processes, sanitary facilities, cleaning). Water consumption is expressed in cubic meters. As figure 6 on page 27 shows, in 2021 LVMH fashion and leather goods accounted for 1,911,530 m³ of water consumption for "process" purposes compared to 2,487,860 m³ in 2019. This illustrates LVMH's desire to reduce water consumption.

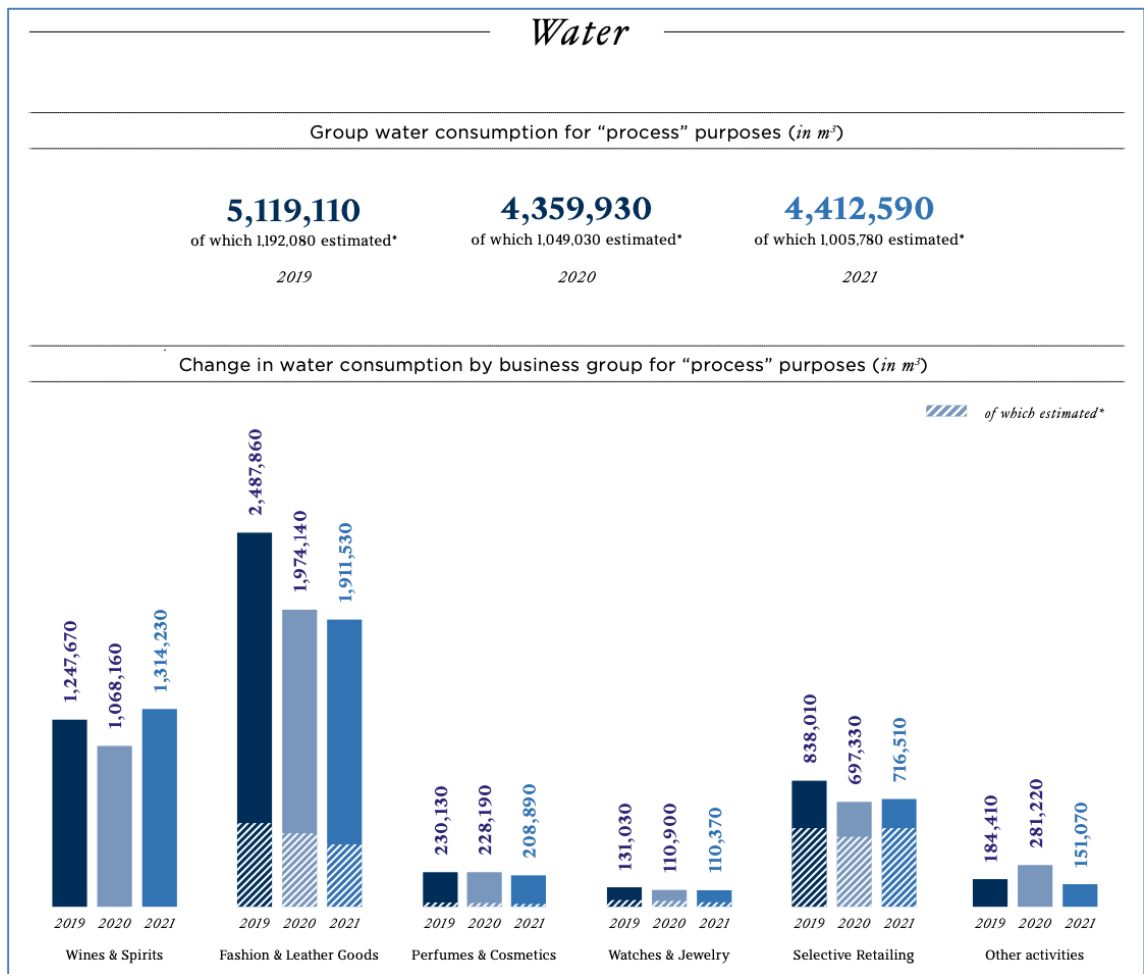


Figure 6 LVMH water consumption for “process” purpose (LVMH, Social and Environmental Report, 2021a).

Furthermore, LVMH has strengthened its innovation policy by developing new materials derived from bacteria, plants and keratin. This has led LVMH to explore innovative methods of working with microorganisms and manufacturing synthetic keratin, which could potentially serve as a sustainable substitute for producing wool, silk, and cashmere. As an example, the group has invested in the development of new plant-based materials, such as Pinatex (a leather substitute made from pineapple fibres) and MycoWorks (a leather substitute made from mushroom roots). For instance, in 2017, Stella McCartney introduced new sustainable materials into its production process, such as Microsilk™ and Econyl regenerated nylon. Bolt Threads created Microsilk™ as a biodegradable alternative to traditional fibers in an effort to reduce the fashion industry's environmental impact (Boltthreads, 2017).

In 2021, Louis Vuitton expanded its range of eco-designed products. As illustrated in Figure 7, the brand has introduced a Keepall bag made from recycled wool jacquard. This eco-designed model is constructed from sustainable materials, including 43% certified organic cotton, 20% recycled wool and recycled polyester. The lining of the bag is also composed of 100% recycled polyester from existing stock. Furthermore, 70% recycled plastic is used for the corners and chains, while the straps and handles are made from leather certified by the Leather Working Group (LWG).



Figure 7 Keepall bag made from recycled materials from the Louis Vuitton Felt Line collection (LVMH, Social and Environmental Report, 2021 a).

LVMH aims to achieve its ambition by pursuing specific goals, including eco-designing 100% of its new products by 2030. This means working with new and innovative materials that are recycled, organic and certified.

Overall, LVMH's eco-design efforts demonstrate the group's commitment to sustainable development and responsible business practices and highlight the potential of sustainable practices in the luxury goods industry. However, it is important to assess the extent to which eco-design is truly integrated across all LVMH brands and product lines. The Group should strive to consistently implement eco-design principles throughout its operations in order to achieve significant and widespread change.

4.2.2 Responsible sourcing

Responsible sourcing refers to the process of manufacturing goods in an ethical, sustainable, and socially responsible manner. It involves considering the social, environmental and economic impacts of products and materials and striving to minimise these impacts (Chen, 2022). This means ensuring that

suppliers adhere to several key principles that prioritise environmental sustainability, ethical labor practices, social responsibility, and transparency.

Companies that engage in responsible sourcing typically develop a set of supplier guidelines or a code of conduct, which describes their expectations of suppliers and sets standards for responsible sourcing. They also regularly monitor and audit their suppliers to ensure that they meet these standards.

The LVMH Group places a high emphasis on the values of its brands and partners in terms of ethics, social responsibility, and environmental protection. It is important to the LVMH Group that all of its "Maisons" establish and promote positive relationships with their partners, including suppliers, distributors, and subcontractors. Thus, each LVMH Group "Maisons" requires its suppliers to respect the ethical principles set out in the Supplier Code of Conduct, and its suppliers and subcontractors to adhere to these principles as well. The Supplier Code of Conduct outlines the Group's expectations of its partners across a range of areas such as social responsibility, human rights, environmental protection, anti-corruption measures, and ethical business conduct. Indeed, the LVMH group requires its suppliers to demonstrate exemplary social responsibility in their behaviour. Moreover, the Group has adopted an environmental strategy and is taking concrete measures to protect the environment, in particular by working with its suppliers to ensure that best practices are applied throughout the supply chain. Finally, the Group requires its suppliers to adhere to relevant environmental laws and regulations, as well as professional standards, and to obtain all necessary environmental permits to demonstrate the effective implementation of their operations, raw materials and components. (LVMH, Supplier Code of Conduct, 2022).

Furthermore, LVMH places great importance on the protection of natural ecosystems. As an example of LVMH's responsible sourcing efforts, its "Sustainability Program for Raw Materials" aims to promote the use of sustainable materials and production practices throughout the company's supply chain. Indeed, in 2021, the LVMH group made significant progress in

certifying certain supply chains. For example, the Heng Long tannery, a subsidiary of the group, has ensured that all the exotic leathers it buys come from farms that are now certified (LVMH, Social and Environmental Report, 2021a). In addition, LVMH has entered into a partnership with the non-governmental organisation Canopy. The goal of this collaboration is to promote responsible sourcing and eliminate deforestation in the wood, paperboard and viscose supply chains (LVMH, 2021d). LVMH has developed a raw materials sourcing and conservation strategy, under which its "Maisons" are committed to certifying 100% of the strategic raw materials they purchase or produce according to standards that guarantee the preservation of ecosystems and water resources by 2026 (LVMH, 2021d). LVMH's Fashion & Leather Goods sector has set a goal of sourcing 100% of its wool from sustainable sources, including certified farms that meet strict animal welfare and protection standards. This goal is guided by a responsible sourcing guide that identifies the necessary certifications for each strategic raw material (LVMH, Social and Environmental Report, 2021a). Furthermore, LVMH participates in several initiatives to strengthen environmental requirements defined in standards such as the Textile Exchange. Created in 2002, this global non-profit organisation's goal is to help brands identify the most responsible materials in the textile industry, both in terms of environmental and human impact. The goal is to promote greener production from the beginning of the supply chain (Textile Exchange, 2022). Finally, LVMH has established an ambitious target to eliminate the sourcing of materials from areas at high risk of net deforestation by 2026 and from areas with gross deforestation by 2030. In addition, the Group aims to protect 5 million hectares (50,000 km²) of wildlife habitat by 2030.

LVMH has implemented a series of measures to evaluate the quantity of raw materials used in the production of its products, as well as the percentage of certified raw materials (LVMH, Social and Environmental Report, 2021a).

Certification of strategic supply chains: LIFE 360 achievements in 2021						
Indicators	Performance 2021		Performance 2020		Target for 2026	
Wines and Spirits						
Grapes – Sustainable winegrowing certification <i>% certified grapes by weight; figures include still wines and eaux-de-vie</i>	LVMH vineyards	92%	LVMH vineyards	92%	LVMH vineyards	100%
	French vineyards	100%	French vineyards	100%		
	Rest of the world	86%	Rest of the world	90%		
	Independent grape suppliers	16%	Independent grape suppliers	16%	Independent grape suppliers	50%
Fashion and Leather Goods						
LWG certification of tanneries for bovine and ovine leather <i>leather from certified tanneries by weight, as %</i>	81%		74%		100%	
LWG certification of tanneries for crocodile skin leather <i>crocodile skin leather from certified tanneries by weight, as %</i>	70%		N/A		100%	
Certified cotton <i>% GOTS, Better Cotton, GRC, OCS and Supima certified cotton by weight</i>	61%		51%		100%	
Certified paper, cardboard and wood ^(a) <i>% FSC- and PEFC-certified paper, cardboard and wood by weight</i>	77%^(a)		N/A		100%	
Certified fur (mink and fox) <i>% fur from farms certified as complying with one of the standards recognized by the FurMark program</i>	92%		87%^(b)		100%	
Certified sheep's wool (merino and other species) and cashmere <i>% wool and cashmere from farms certified RWS, ZQ, Authentico, New Merino, Sustainawool, Nativia, SFA</i>	24%		N/A		100%	
Certification for all crocodile farms supplying the Group's tannery <i>% crocodile skin from farms certified as complying with LVMH's crocodile standard</i>	100%		86%		100%	
Perfumes and Cosmetics						
Palm oil derivatives <i>RSPO-certified Mass Balance or Segregated palm oil derivatives by weight, as %</i>	95%		91%		100%	
Watches and Jewelry						
Diamonds: RJC COP certification <i>carats of diamonds from COP-certified direct suppliers, as %</i>	99.9%		99%		100%	
Gold: RJC COP certification RJC CoC certification <i>For Maisons without CoC certification, gold is included within the reported indicator if it is sourced from CoC-certified precious metal refiners, regardless of any intermediate subcontractors between the precious metal refiner and the Maison^(c)</i>	98%		79%		100%	
	93%		77%		100%	

Figure 8 LVMH – Certification of strategic supply chain (LVMH, Social and Environmental Report, 2021a).

Figure 8 above illustrates LVMH's strategic supply chain certification. In 2021, LVMH's Fashion and Leather Goods are made from 81% certified bovine and ovine leathers and 70% certified crocodile leather. Moreover, in 2021, the Group uses 61% certified cotton, 77% certified paper, cardboard and wood,

92% certified fur and 24% certified sheep wool and cashmere. Finally, 100% of the crocodile farms supplying the LVMH tannery are certified. These measures are aligned with the goals of SDG 12, which aims to ensure sustainable consumption and production patterns. For instance, by creating a program to promote the use of sustainable materials and production practices throughout the company's supply chain, LVMH aims to achieve Goal 12.2, which is to ensure the sustainable management and efficient use of natural resources by 2030 (United Nations, 2023b).

Moreover, LVMH is striving to reduce the direct and indirect impacts of its activities. The Group is collaborating with its suppliers to implement targeted actions at different stages of the product life cycle. To further accelerate the process of implementing sustainable solutions, the group is collaborating with start-ups to create innovative materials and packaging, as well as to establish new, more sustainable channels for the supply of raw materials. Indeed, the Group is working with its suppliers to carry out targeted actions at the various stages of the product life cycle. For instance, LVMH has become a member of the Zero Discharge of Hazardous Chemicals (ZDHC) programme, which aims to promote responsible practices in the textile and leather industry by avoiding the use of harmful substances, treating wastewater discharges from production units, and encouraging the implementation of sustainable practices. Furthermore, LVMH has established an indicator to quantify the total quantity of effluents discharged into the natural environment by its facilities, which includes on-site and downstream treatment. Water pollution is expressed in tons of chemical oxygen demand (COD). As shown in figure 9 below, in 2021 LVMH fashion and leather goods accounted for 20 tons of water pollution compared to 40 tons in 2019. This demonstrates that LVMH is implementing actions to reduce wastewater discharges.

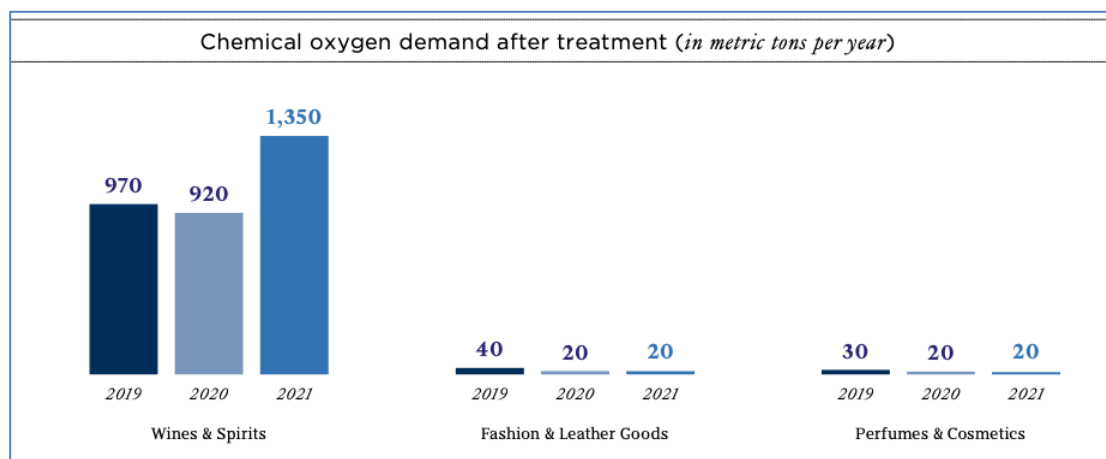


Figure 9 Chemical oxygen demand after treatment (LVMH, Social and Environmental Report, 2021a).

LVMH aims to achieve SDGs 6, which ensures access to water and sanitation for all. Indeed, goal 6.3 aims to improve water quality by reducing pollution, eliminating landfills and minimising the discharge of chemicals and hazardous materials (United Nations, 2023a). In addition, LVMH has aligned its sustainable development objectives with United Nations goal 12.4, which aims to ensure the safe and environmentally sound management of chemicals and waste and to minimize their negative impact on human health and the environment by reducing their release into the air, water and soil throughout their life cycle (United Nations, 2023b).

Therefore, responsible sourcing is an essential practice for companies seeking to build a sustainable and ethical supply chain. By adhering to these key principles, companies can ensure that their products are produced with respect for human rights, environmental sustainability, social responsibility and transparency. Thus, by guaranteeing full traceability of the materials used in the production of its exceptional products made by LVMH artisans, the Group offers the greatest assurance that environmental issues are recognised and protected. As a result, LVMH is working to achieve objective 12.6, which encourages companies to adopt sustainable practices and integrate sustainability information into their reporting cycle (United Nations, 2023b). Thus, LVMH's responsible sourcing efforts demonstrate the company's commitment to

sustainable business practices and highlight the importance of promoting responsible and ethical supply chains in the luxury goods industry.

4.2.3 Communication

For consumers to remain loyal to the brand, it is essential that luxury brand managers communicate the brand's responsible approach to sustainability (Grail Research 2010). Acting for a sustainable textile industry requires giving special attention from the production of the fabric to the finished product.

To communicate its sustainability efforts, LVMH employs a strategy that includes highlighting its initiatives and programs and reporting on sustainability performance. LVMH has developed an environmental charter that applies to all its brands. The purpose of the LIFE 360 (LVMH Initiatives For the Environment) program is to move towards environmental excellence by 2030. The goals of the program are to reduce CO² emissions, protect biodiversity, be transparent about product traceability and implement a circular economy system.

Each year, the group publishes an environmental report intended to provide an overview of the group's annual environmental performance. For instance, LVMH is fighting climate change by committing to pursue its efforts in terms of energy performance for its sites and stores, with a focus on CO₂ emissions not directly related to the manufacture of the product but to other stages of its life cycle, such as transport, supply or use (LVMH – LIFE 360, 2021c). As an example, LVMH has published its greenhouse gas emissions report. Scopes 1 and 2 correspond to greenhouse gas emissions generated by energy consumption and cover production, logistics and administration sites, as well as stores. Scope 3 corresponds to other greenhouse gas emissions and covers emissions generated by purchases (raw materials, packaging, transport, product use and end-of-life). Figure 10 on page 35 shows that scopes 1 and 2 for LVMH fashion and leather goods represent 39% of its footprint. In addition, scope 3 for LVMH fashion and leather goods accounts for 60% of its footprint.

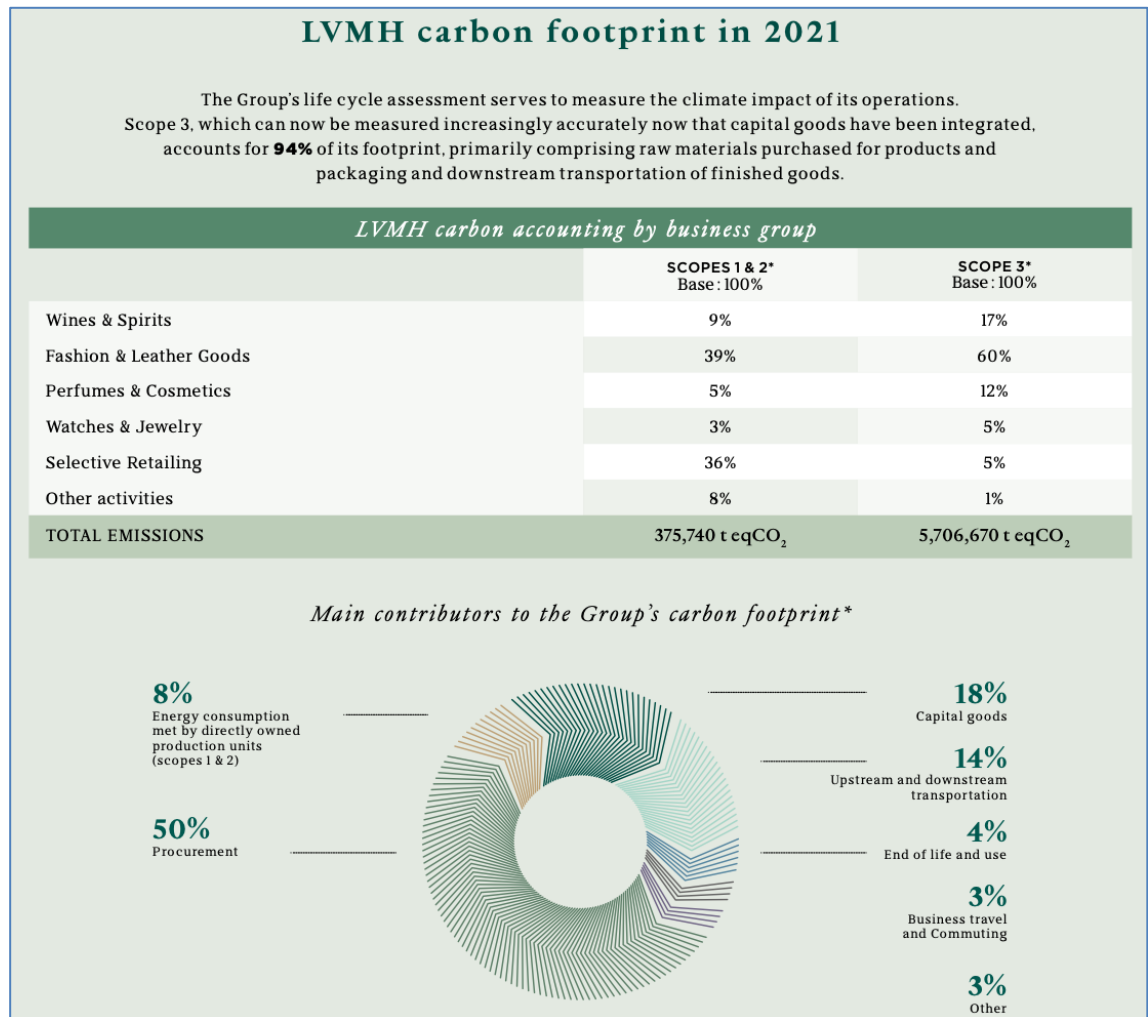


Figure 10 LVMH carbon footprint in 2021 (LVMH, Social and Environmental Report, 2021a).

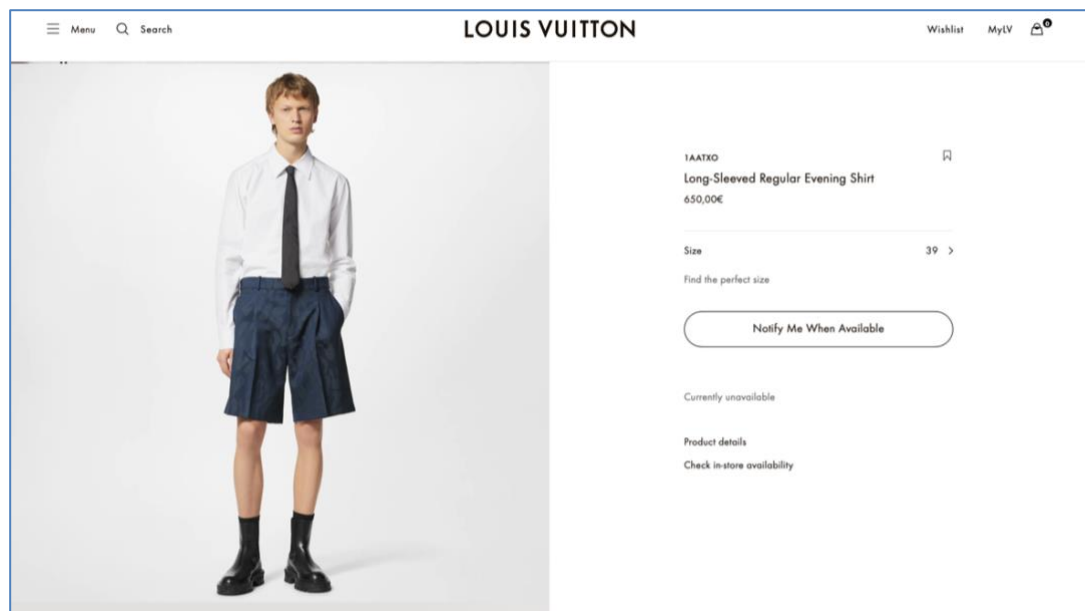
As part of its LIFE 360 sustainability program, LVMH has set a goal of reducing its greenhouse gas emissions for scopes 1 and 2 by 50% in absolute terms between 2019 (base year) and 2026. The group also aims to reduce its Scope 3 greenhouse gas emissions by 55% per unit of value added between 2019 (base year) and 2030. (LVMH, Social and Environmental Report, 2021a).

Furthermore, the LIFE 360 programme highlights LVMH's commitment to transparency and traceability, as the group aims to achieve full traceability of its strategic materials throughout the supply chain by 2030. To achieve this goal, the group is developing a single traceability system that will cover 100% of its supply channels. LVMH has adopted a global approach to achieve complete traceability of its strategic materials by implementing a three-step process. First,

the origin of each material was identified for a significant percentage of exotic leathers, furs and wools. Secondly, more efficient upstream traceability solutions have been identified. Finally, a certification system was implemented that takes into account the entire supply chain to guarantee traceability. To do this, LVMH has developed systems that take into account each stage of the raw material transformation process, such as the Global Organic Textile Standard (GOTS). (LVMH, Social and Environmental Report, 2021a).

As mentioned before (2.5.3), GOTS is a certification for textiles made from organic fibers that meet certain environmental and social criteria (GOTS, 2021). Louis Vuitton a luxury fashion brand belonging to LVMH Group has obtained GOTS certification for some of its fashion products.

Figure 11 below shows a long-sleeved regular evening shirt from Louis Vuitton. The product detail of the shirt indicates that the item is made of 100% GOTS certified organic cotton. By achieving GOTS certification, Louis Vuitton demonstrates its commitment to sustainable and ethical practices in the luxury fashion industry.



This elegant white evening shirt in refined cotton jacquard features a tonal all-over LV Camo signature with a soft sheen. This shirt can be paired with other LV Camo pieces for a sophisticated play on layers.

Product details

- 100% GOTS-certified organic cotton
- White
- Regular fit
- Model measurements: chest 86 cm/34 inches, height 187 cm/6 feet
- Made in Italy

Figure 11 Product details of Louis Vuitton Long-Sleeved Regular Evening Shirt (Louis Vuitton, 2023).

Figure 12 below shows a QR code put in place by Patou a French luxury fashion brand belonging to LVMH Group which provides customers with easy access to comprehensive product information, including material certification and traceability.



Figure 12 Patou QR code (LVMH, Social and Environmental Report, 2021a).

LVMH believes it is essential to inform customers about the environmental impact of its products. In order to do this, the Group plans to implement an information system for each product by 2026.

Furthermore, as stated by Chen (2010), to be successful in the long run luxury fashion brands need to integrate green branding concepts into their communication strategy. Therefore, a communications strategy to highlight a brand's sustainability must be transparent about the brand's sustainability initiatives, including its environmental and social impacts (Chen, 2010). For example, LVMH regularly publishes its sustainability performance in its Social and Environmental Responsibility report. The group shares its sustainability reports publicly and transparently, highlighting its efforts to reduce its carbon footprint, promote responsible sourcing and support social initiatives. It includes its sustainability performance and data and is transparent about its supply chain practices (LVMH, Social and Environmental Report, 2021a).

Moreover, luxury fashion brands can use storytelling to communicate their sustainability initiatives and practices to consumers. In addition, luxury fashion companies can educate their consumers about sustainable fashion and its importance by providing information about the artisans and workers who create the products, the materials and production methods used, and the brand's commitment to sustainability.

LVMH has launched several initiatives to promote its commitment to sustainability and educate its audience on these important issues. As an example, LVMH has been a partner of the "Green Carpet Fashion Awards" since 2018. These awards recognise and celebrate the efforts of fashion houses and designers who are committed to sustainability. LVMH has also encouraged its brands to participate in the awards and promote their sustainable practices. In addition, since 2010, LVMH has been collaborating with the European Commission to participate in Green Week. This aims to promote sustainable practices and raise awareness of environmental issues. The campaign includes events and activities at LVMH brands around the world,

such as sustainable fashion workshops and clean-up initiatives in local communities (LVMH, 2021b).

Thus, by promoting its sustainability efforts, LVMH aims to demonstrate its commitment to environmental and social responsibility and meet the increasing demand for sustainable luxury products from consumers.

5 Conclusion

As people become increasingly aware of the climate emergency and the need to consume sustainably (Jain, 2019), luxury ready-to-wear brands have been driven to adapt their strategies to appeal to customers who are more aware of their purchasing decisions.

The case of LVMH, the French luxury group illustrates that environmental awareness is becoming increasingly important in the luxury fashion industry. Indeed, LVMH implements different strategies to convince and seduce customers to buy their products. LVMH practices the eco-design approach which aims to consider the entire life cycle of products and identify opportunities to reduce environmental impact at every stage (Vallet & al., 2013). Several LVMH brands have expanded their eco-designed product range by using organic raw materials and avoiding animal-based materials in their production process. For instance, the Group is investing in the development of new sustainable materials based on bacteria, plants and keratin, such as Pinatex and MycoWorks. Furthermore, the Group encourages responsible sourcing. LVMH requires its suppliers to adhere to its Supplier Code of Conduct in order to be sure that the best environmental practices are followed. Thus, in 2021, the Group achieved significant progress in certifying certain supply chains. LVMH attracts its customers by implementing a communications strategy focused on promoting its sustainability initiatives and communicating its performance in this area. By providing customers with information on the origin of materials and production processes, the group emphasises transparency and traceability in its supply chains. This enables customers to make informed purchasing decisions.

Thus, LVMH intends to demonstrate its commitment to environmental and social responsibility and respond to the growing consumer demand for sustainable luxury products by informing its customers about sustainable fashion.

Although LVMH has already implemented sustainable development measures, the group still faces challenges in reducing its impact on the environment. LVMH group includes 14 luxury fashion brands. However, not all of them use sustainable practices. Some brands still use non-renewable materials that contribute to climate change. As discussed in the literature review the fashion industry as a whole is a major contributor to environmental degradation, with issues such as water pollution, greenhouse gas emissions and waste generation (Ellen McArthur Foundation, 2017). Therefore, as the case of LVMH shows, the luxury fashion industry still has a long way to go to achieve the Sustainable Development Goals.

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