

THE BUILD-UP



How to apply
local sourcing and
global sharing to
your business



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EXECUTIVE SUMMARY

iNDiViDUALS STUDIO is the in-house fashion studio by AMFI – Amsterdam Fashion Institute established in 2006. The studio is a collective of creative minds changing every season. iNDiViDUALS consult industry companies throughout all parts of their fashion businesses.

iNDiViDUALS' i28 provides the fashion industry inspiration for an alternative design process, involving the community. This process is; The Build-Up. iNDiViDUALS recommends implementing the build-up, which offers an innovative solution. Due to COVID-19, iNDiViDUALS STUDIO, as many other companies, was forced to work from home. These circumstances created innovative thinking and the idea to collaborate creatively while being apart. Nevertheless, the build-up is a concept that could be applied on the long term, and continued after the pandemic.

This document is to give additional insights based on the alternative design process, as showcased in "THE BUILD-UP" documentary. The document displays research, experiments, recommendations and functions as a source of inspiration for the fashion industry. The recommendations have been created from iNDiViDUALS' experience when applying the build-up strategy and looking for new innovative ways to improve our working process.

Several recommendations can be mentioned for Fabric Development and Sourcing. When dyeing fabrics, iNDiViDUALS applied the technique of natural dyeing. The many benefits of natural dyeing, such as the biodegradable, non-toxic and non-allergic components, as well as it causing no environmental damage, have led to favor this option over traditional dyeing. Another factor in the process of minimizing the impact of iNDiViDUALS' fabrics has been sourcing locally, to reduce travel and shipping and consequently decreasing the CO2 emissions. The end-of-life of the fabrics can be taken into account by using mono-fabrics, which allows for recycling the fabrics easily.

From the production perspective, iNDiViDUALS advises to further push digitization in the sampling process, through the use of digital pattern drawing and fitting programs. The use of digitization significantly boosts supply chain efficiency and flexibility, whilst reducing the wastage of materials in the initial sampling phase. The local production suggestion is beneficial to the flexibility of one's supply chain, as it provides for less restricted high production quantities, and better control on the production process making it easier to be transparent. A focus on seasonless collections comes with applying the build-up process. Producing fewer collections than the traditional four times a year, creates for a more thoughtful process, with the focus on high quality and carefully crafted products.

iNDiViDUALS recommends a community driven communication strategy in which the audience is involved. Suggesting to make use of workshops and a voting system on social media, can help ignite radical transparency, consumer involvement and consumer loyalty/trust.

Finally, iNDiViDUALS has experienced being flexible with finance and budget forecasting is essential to keep it balanced when implementing new strategies and approaches. This means to revisit budget plans and on a long-term basis look whether there is a safety budget for possible drawbacks. It is recommended to calculate in room for new developments such as digitization, instead of tightening the grip on the wallet. At first it might look as a large investment, but in the long-term it's worth the effort.

The build-up illustrates an optimistic and creative community in times of crisis. It functions as a natural tool to connect with your audience, generating a customer-involved surrounding that could lead to a returning customer base. Focus on taking the time for process and skill, using craftsmanship as an approach.



THE BUILD-UP INSIGHTS

This document gives additional insights into the alternative design process shown in the documentary 'The Build-Up'. The aim is to share research, experiments and recommendations to inspire the fashion industry.

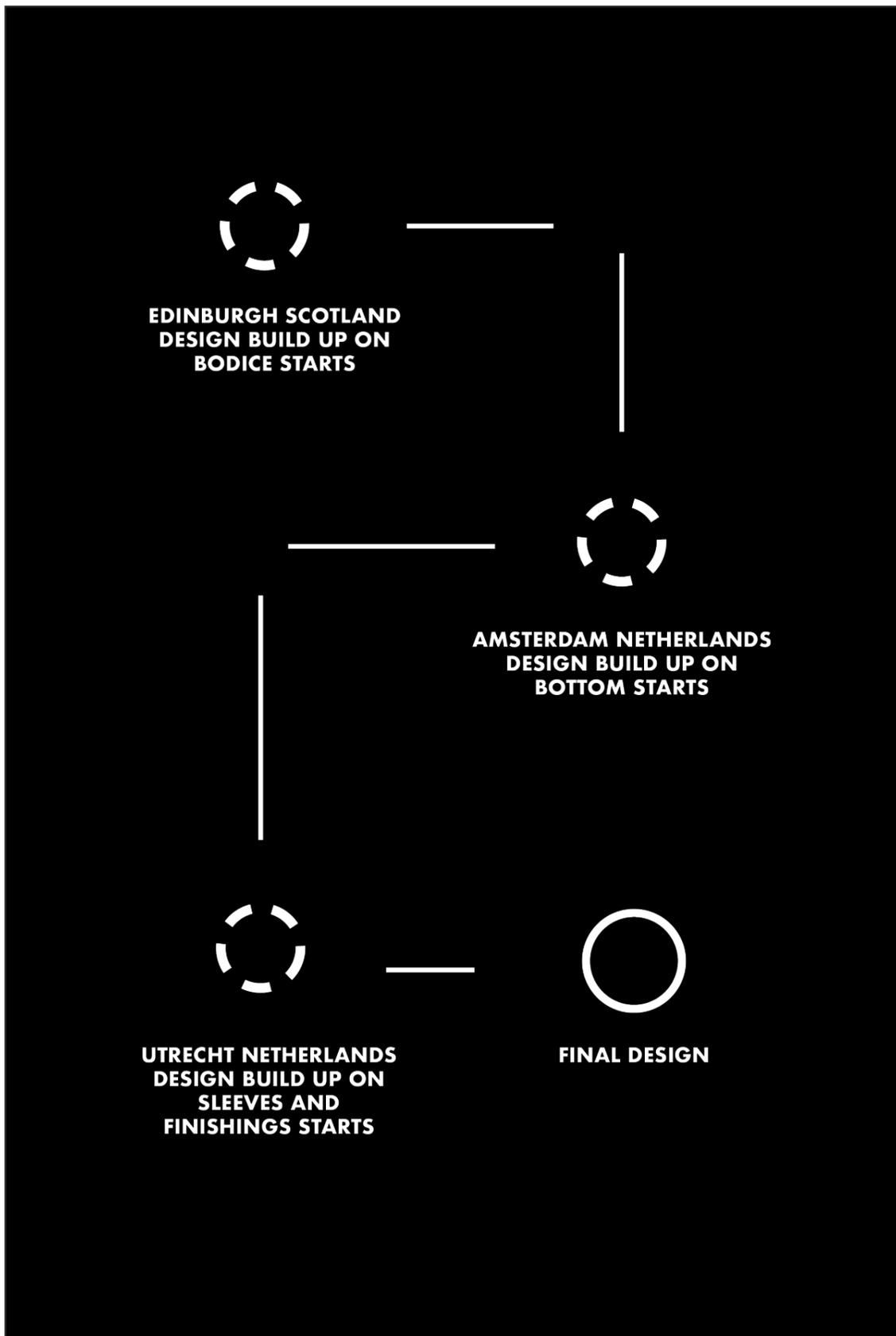
iNDiViDUALS STUDIO i28 provides the fashion industry inspiration for an alternative design process, involving the community. This process is called; The Build-Up. The build-up offers an innovative solution for creating collaboratively while being apart and is a way of working during times of crisis. Nevertheless, it is a concept that could be applied on the long term, and continued after the pandemic.

The idea behind the concept is that the garment designed within a company is passed along the designers. To give an example, every designer creates a sleeve and after one week they send it on to the next designer, who then attaches the next piece to the sleeve (such as the body) and so on. In this way, the garment builds up over time.

The community of the brand is involved in the design process by giving them the opportunity to vote, every time the new designer receives the garment. This can be done via the preferred platform of the company (i.e. instagram or website). Think of presenting two options, such as; 'are you feeling multicoloured or monochromatic?'. The designer incorporates the outcome of this visually in the design, and shares a detail of this on the same platform before sending it to the next designer.

The build-up creates an optimistic and creative community in times of crisis. It pushes the limits of a communal design process and helps you connect with your audience. The focus is on slow fashion. Stop following the regular seasons but take the time for process and skill, using craftivism in your designs and minimizing quantity, while improving quality.

With this new design approach, come additional recommendations to share our own process and inspire. These have been created from our research and experiments, with focus on the production process and other important aspects of a fashion business such as sustainability and finance. These will all be explained and discussed in the following chapters.



CORPORATE SOCIAL RESPONSIBILITY

iNDiViDUALS STUDIO has a sustainable strategy based on The Sustainable Development Goals. The United Nations Member States created these in 2015 in order to achieve a better and more sustainable future for all. Implementing these goals in the business model of any fashion company can set a sustainable basis. In order to contribute to reaching the global goal of meeting them by 2030, iNDiViDUALS STUDIO i28 decided to commit to the three main elements, which are: environment, society and economy.

In total there are 17 sustainable development goals. The idea however is to pick the relevant goals to implement over several years in a business.

iNDiViDUALS STUDIO would like to inspire companies to implement sustainable development goals. The following goals have been incorporated in the company's sustainable strategy:

Number 3: Good Health Care and Well Being - Ensure Healthy lives and promote well being for all at all ages. Ensure good working conditions for employees when sourcing and producing.

Number 4: Quality Education - focussing on education in a broader sense. Making sure to not only educate ourselves but also the people we work with, the industry and their customers.

Number 12: Responsible Consumption and Production- Developing a sustainable way of consuming and producing.

Number 15: Life and Land- Protecting ecosystems by halting land degradation and the loss of biodiversity through industrial impacts.

(Sustainable Development Goals, 2018)



(Sustainable Development Knowledge Platform, 2018)

FABRIC SOURCING AND DEVELOPMENT

This chapter includes research, experiments and recommendations from iNDiViDUALS STUDIO's fabric sourcer and fabric development perspective. The subjects are natural dye-ing, undyed and mono-fibre fabrics, recycling aspect and local fabric map.

Natural dye-ing

Natural dyes are dyes, colourants and/or pigments from plants, invertebrates and minerals. The most common natural dyes are vegetable dyes, which are from plant sources like roots, berries, bark, leaves, flowers and wood. Also, other biological sources such as fungus.

The most important advantages of natural dyes are that it is biodegradable, non-toxic and non-allergic. Thereby, they do not cause any health risks to humans and animals and can easily be used without environmental damage to the earth. Natural dyes can create the brightest colour range and not only the soft colours, what most people are familiar with. An important disadvantage is that the colour fades quicker than synthetic dyes. However, with the use of the correct mordants such as Alum, milk or yoghurt, the quality of the dye is at its best and will not fade as easily.

One of the benefits of natural dyeing is not making use of chemicals. Therefore, pollution in soil, land and water is prevented. This is not only good for the environment, but it also has a social benefit, by not exposing the factory workers to harmful chemicals. By applying a natural dyeing process, a foundation for a better and more sustainable future for the fashion industry can be set. With this approach iNDiViDUALS implements the following SDG's:

3. *Good health and well being*
15. *Life on land*
12. *Responsible consumption and production.*

Natural dye-ing

Natural dyes are dyes, colourants and/or pigments from plants, invertebrates and minerals. The most common natural dyes are vegetable dyes, which are from plant sources like roots, berries, bark, leaves, flowers and wood. Also, other biological sources such as fungus.

The base recipe underneath represents how to dye fabrics in a natural way:

1. Choose mono-fibred fabrics to achieve the best result.
2. Fabrics made out of animal fibres will be dyed brighter than fabrics made out of natural fibres. However, natural fibres treated with animal products such as milk or yoghurt instead of Alum will improve the colour.
3. First of all, choose the preferred mordant and prepare the fabric before the actual dyeing process. Use for all types of mordants, one part of mordant and three parts of water.
4. After putting one part of the mordant, three parts of water and the fabrics into the bowl, boil it for one hour.

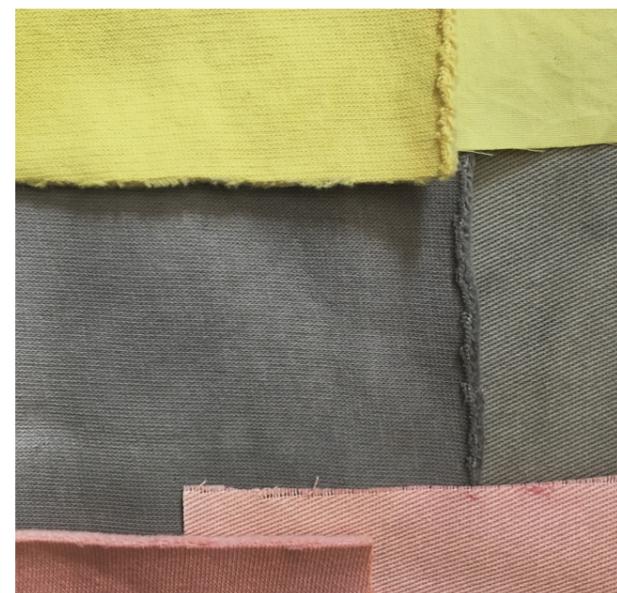
5. After boiling it for one hour, let the fabrics dry at room temperature.
6. When the fabrics are dry, the natural dyeing process can start.
7. Secondly, put the preferred plant, invertebrate or mineral into the bowl and add water to cover the preferred material and the fabrics. Boil this for one hour.
8. After boiling it for one hour, rinse the fabrics with cold water thoroughly.
9. Lastly, dry the fabrics at room temperature and when it is dry, the end result is achieved.



The following images represent experiments and washing tests. It represents the scale of fading by natural dyeing processes after five washing rounds.



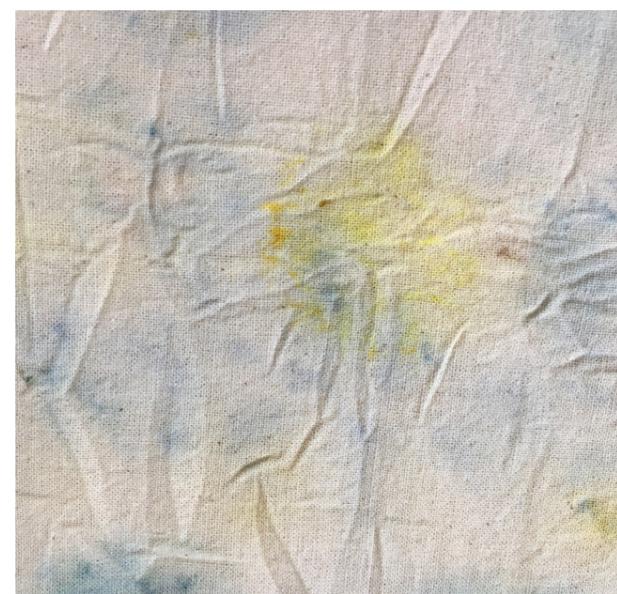
Unwashed fabrics (left) dyed from red onion peels and washed fabrics (right) dyed from red onion peels (iNDiViDUALS STUDIO, 2020).



1.



2.



3.

1. Bright colours dyed from green weed (yellow), iron powder (grey) and meekrab flower (pink) (iNDiViDUALS STUDIO, 2020).
2. Shibori fold (left) and tie (right) dyed from red onion peels (iNDiViDUALS STUDIO, 2020).
3. Flower printing from local sourced bluebells, buttercups and dandelions (iNDiViDUALS STUDIO, 2020).

Fabric sourcing

When sourcing fabrics there are a few things to consider, such as certifications, child labour, country of origin, health & safety and transparency of the supplier. It's important to critically analyze each partner and consider their entire supply chain. The transparency of every step is essential to ensure the origin of the fabric and making sure the sub-partners and your direct partner work under equal circumstances.

- For example, iNDiViDUALS worked together with a German company called Elmertex. Their organic cotton fabrics are made in Europe but its raw material comes from Uganda and Kyrgyzstan. The company has several values, including considerable working conditions* and applying organic agricultural methods. It is key to find the right balance between sourcing locally and supporting sustainable factories abroad.

*When considering the environmental and social responsibilities of a supplier, certain certifications could be taken into account:
OEKO TEX (Sustainable Development Goals ... Sustainable Development Knowledge Platform, 2018)
BLUESIGN (bluesign® - Lösungen und Zertifizierung für nachhaltige Textil-Herstellung, 2020)
CRADLE TO CRADLE (Cradle to Cradle NGO, 2020)
GOTS (Bhajeekar, 2020 Internationale Arbeitsgruppe für Global Organic Textile Standard (IWG) - Global Standard gGmbH)
IVN Best (Die Siegel des IVN stehen für Transparenz und Verbrauchersicherheit., 2020)
Fair for life (Fair for Life - Home, 2020)
FAIR WEAR FOUNDATION (Natives, 2020)

Undyed fabrics

iNDiViDUALS STUDIO decided to use undyed fabrics as the basis of producing our collection. Undyed fabrics have the natural colour of their fibre. This colour depends on the fibre that is used. For example, cotton's natural

colour is whitish, while linen is brownish. When producing fabrics, the fibres have to be washed several times to be clean for the dyeing. The advantages of using the natural colour of fabrics are environmental, by saving water and avoiding exposure of toxic substances, and having the option of reusing the fabric.

Recycling and mono-fabrics

The use of mono-fabrics allows for the possibility of recycling the fabric. When materials consist of different fibres and therefore are unable to be separated, it is impossible to recycle the material and produce a new yarn. It is important to think about the end-life of a garment when you source the materials. iNDiViDUALS made use of mono-fabrics, which means that the garment is made of only one material and consequently can be recycled without any problems.

Additionally, it is possible to work with different types of closures out of the same fabric to avoid the add-on of trimmings, which would make the recycling process easier and quicker. iNDiViDUALS STUDIO is working with a no hardware policy. Closures are made out of the same fabric by implementing straps on the garment. If hardware has to be included, natural materials can be used. For example bamboo to create a button or reeds to replace boning.

Having a sustainable life cycle of a garment means critically considering every step in the supply chain. The first steps, for example thinking of what fabric to use, can have a substantial impact on the afterlife of the garment. iNDiViDUALS STUDIO is only using one fabric and avoiding hardware to ensure an easier recycling process.

This involves the following SDG:
12. Responsible Consumption and Production-
Developing a sustainable way of consuming and producing.



1.



2.



3.

1) Bodice; straps used. No hardware example. (iNDiViDUALS STUDIO, 2020).
2) Bottom; No hardware used (iNDiViDUALS STUDIO, 2020).
3) Bamboo buttons replacement for hardware. (iNDiViDUALS STUDIO, 2020).

Local fabric map

iNDiViDUALS STUDIO aims for local sourcing to reduce the pressure on high demanded fabrics that could be replaced by more sustainable options.

When sourcing for new fabrics, the wide selection of fibres available locally should be considered before sourcing abroad. For example, cotton has a high impact on the environment because of its enormous water consumption when growing. There are fibres that offer the same aesthetic as cotton and have less impact on the environment. For example, Tencel Lyocell or Milk-fibre fabric.

iNDiViDUALS created a fabric map to give an indication of the diversity of local resources in Europe to make fabrics.

To conclude, iNDiViDUALS STUDIO recommends to source local. Sourcing locally can reduce travel & shipping which consequently decreases Co2 emissions. An example is Lyocell, which can be used to replace silk. Another example is Seacell that has the same touch as cotton. Next to these, there are more new developments on innovative sustainable fabrics.

Furthermore, the fabric map represents the diversity of locally grown, regenerated and bio-based fibres that are available in Europe. A recommendation is to do research into the new fibre developments available in Europe before sourcing abroad, because there are possibilities that a new fibre already is developed, which could replace the production of an unsustainable fibre.

Another aspect to take into account is natural dye-ing. This is a sustainable way of dyeing your garments and can be done at home, or when scaling up by having it outsourced to a factory who is specialised in natural dyeing. Boro Atelier in Amsterdam is an example of a local factory which is specialised in textile dye-ing in a non-toxic natural way.

Finally, consider the end-of-life of a garment by choosing mono-fabrics. The use of mono-fabrics allows for the possibility of recycling the fabric easily.



Local fabric map (iNDiViDUALS STUDIO, 2020).

PRODUCTION

This chapter includes research, experiments and recommendations from iNDiViDUALS STUDIO's production perspective. The topics from this perspective are digitization in the sampling process, local production, flexible timelines and a seasonless approach.

DIGITIZATION IN THE SAMPLING PROCESS

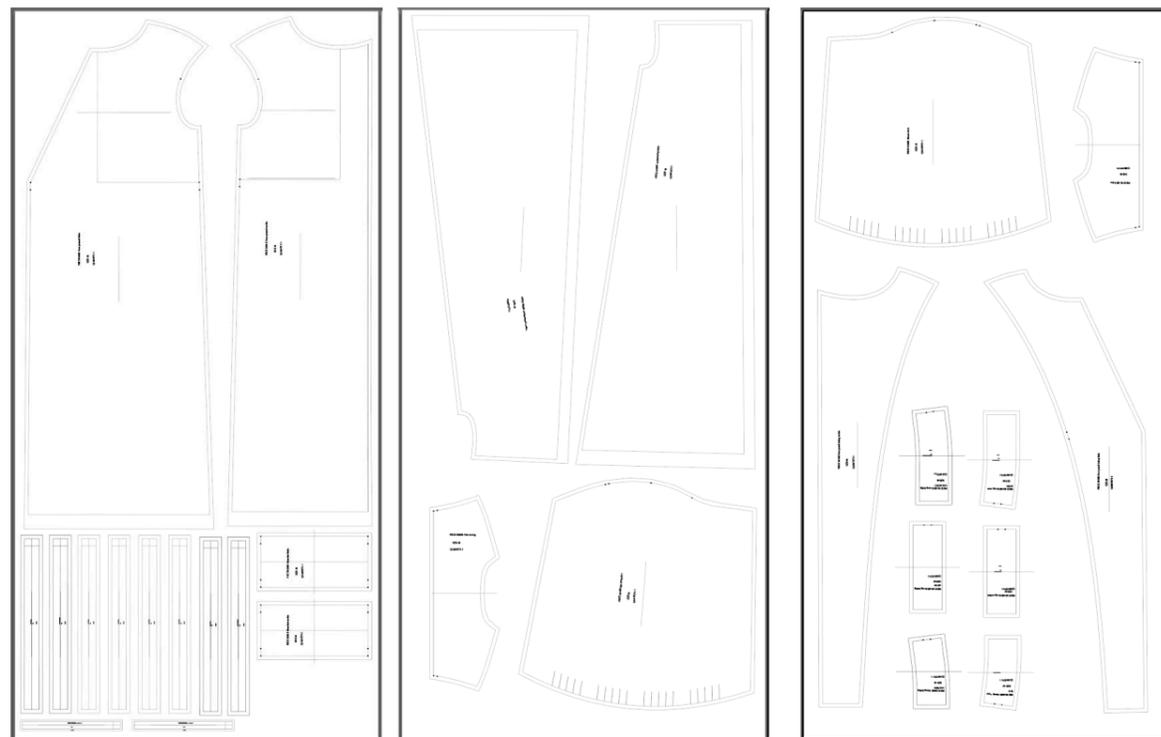
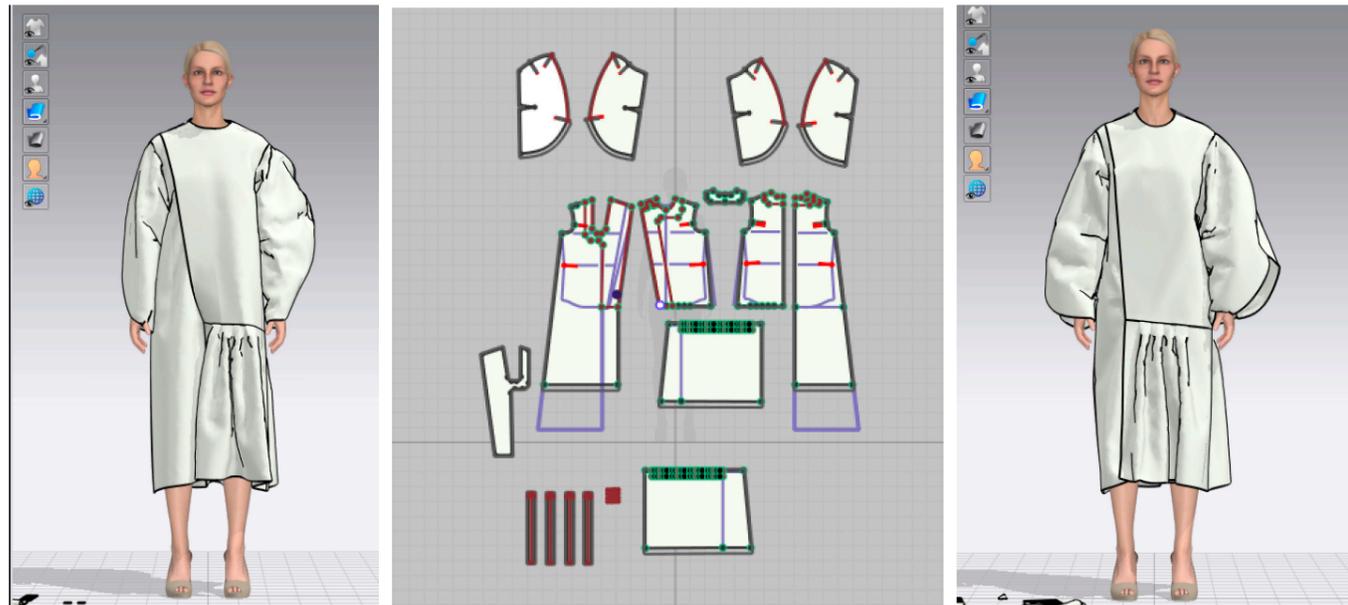
Integrating digitization in the production and development process creates for more efficiency, increases sustainability and offers a future proof approach. iNDiViDUALS works with digital pattern drawing programs named Lectra Modaris and Clo3D. The patterns are created in Lectra Modaris and are digitally fitted in Clo3D before creating the first prototype. Thus, efficiency is added to the process due to the ability of checking the accuracy of the pattern as well as the aimed fit the design team is striving for. The benefit of digitizing the first steps of the process is the ability to reduce physical sampling before starting the production. The amount of pre-production samples can be lowered by testing the patterns digitally and adjustments can be done quickly. Next to this, there is more flexibility in testing and experimenting in fit, which is a positive change looking from a sustainable perspective as well as minimizing the exposure on supply chain risks.

What iNDiViDUALS STUDIO experienced;

The current situation of being in a worldwide pandemic made the production team shift in order of operating when it comes down to pattern creation as well as the physical prototyping. Limited to no access to Lectra Modaris led to i28 exploring substitute ways of digitally creating the patterns. Clo3D is used as the main focus and tool in creating the patterns and altering, Illustrator is the tool to make the patterns production ready in order to let the plotting be executed by a third party company. The first proto stage is eliminated from the process due to limited access and the spread of the design team. The tactile experience of creating a physical prototype is excluded which slows down the efficiency of the process.

Digitization is a valuable asset within the production/supply chain when looking towards sustainable operations and not making unnecessary samples to for example check minor adjustments in the pattern. This can easily be done digitally. Making the shift towards operating more digital is a tool for the long term and helps keep efficiency high.

There are some vulnerabilities in digitization, not executing a prototype before going into production is a risk and would not be recommended. It is possible but it does not engage the efficiency process due to not having the execution phase. This is also applied to the traditional supplier that iNDiViDUALS is working with. If a company would embrace digitization then this should be executed in-house with physical translation in order to communicate with third parties that don't work fully digitally. Digital product development optimizes the cycle time and waste.



CLO 3D, made by iNDiViDUALS STUDIO (iNDiViDUALS STUDIO, 2020).



Fitting at arola, production factory (iNDiViDUALS STUDIO, 2020).

Local production

Local production for iNDiViDUALS STUDIO has been part of the values throughout the origin of the brand. Supporting your local suppliers is not only necessary in critical times but valuable during and after a crisis. The benefits of local production can be connected back to transparency in knowing where your product is coming from, under what kind of circumstances it's created as well as being in control of your production due to no communication barriers. The availability of the production and overseeing the pace from close by will connect back to the production schedule and the flexibility that it can undertake.

The locality will be beneficial in terms of shipping. The product doesn't need to go overseas which speeds up the pick up and drop off within the process. Delays in terms of shipping and for example having products being stuck at customs are eliminated. The elimination of shipping overseas is a valuable asset for the production team and stands separately from the shipping in the build-up. Small brands are less restricted to high production quantities, making them more flexible. Focussing on keeping the minimum quantity under control helps to grow gradually. The amount of waste will be reduced by not having excess shipping packaging, being able to do a more profound quality control of the produced goods, working with excess material and giving it repurposed solutions.

Flexible production planning

Having a flexible production planning is essential when unpredictable circumstances arise. The impact on manufacturing operations requires flexibility and agility to quickly react upon changes and sustain business operations.

What iNDiViDUALS STUDIO experienced; With country borders closed and factories unable to produce in time, iNDiViDUALS was faced with various delays in the supply chain. The need to adapt fabric and components and taking immediate action to proceed was necessary. Companies focusing on high priority segments, such as the production of face masks, caused longer lead times in the manufacturing process and induced iNDiViDUALS to produce

a collection with smaller quantities and selected high-quality items. iNDiViDUALS created various end-to-end scenarios for the production planning to get insights when and where shortages are likely to occur, incorporating buffer time most effectively and getting valuable insight on how to navigate the production effectively.

Adapting quickly and making manufacturing more agile to change is key for utilizing all possible buffer time in the production planning and to most efficiently produce a collection in unpredictable times.

Seasonless

The build-up process evolves around taking the time for craftsmanship and the process of creating. In order to create such a crafted product, this idea of slow fashion is applied and the focus is not on following regular fashion seasons. Consequently, the garments are also designed without any reliance on a specific weather season. iNDiViDUALS believes in this way of working and creating slow fashion, by adding value. Instead of following the fast fashion cycles, the focal point should be quality and not quantity.

Creating seasonless collections will allow brands to be more flexible in production plannings by having more time in the system. Through taking the time for quality and craft, the value of the product is increased. Consumers invest in a high quality garment to be used and worn over years, instead of an easy to dispose fast fashion product.

A recent and relevant movement happening within the industry is Dries van Noten calling the industry back on its actions and issued a collective call for a more sensible calendar. Synchronise seasons back to weather seasons in order to minimise discounts at the middle of the seasons, allowing for more full-price selling. Ultimately, the goal is to consider the planet and environment – less unnecessary product and waste, less waste in fabrics and inventory, less travel by pivoting to digital showrooms, and rethinking fashion shows. (Binkley C., 2020)

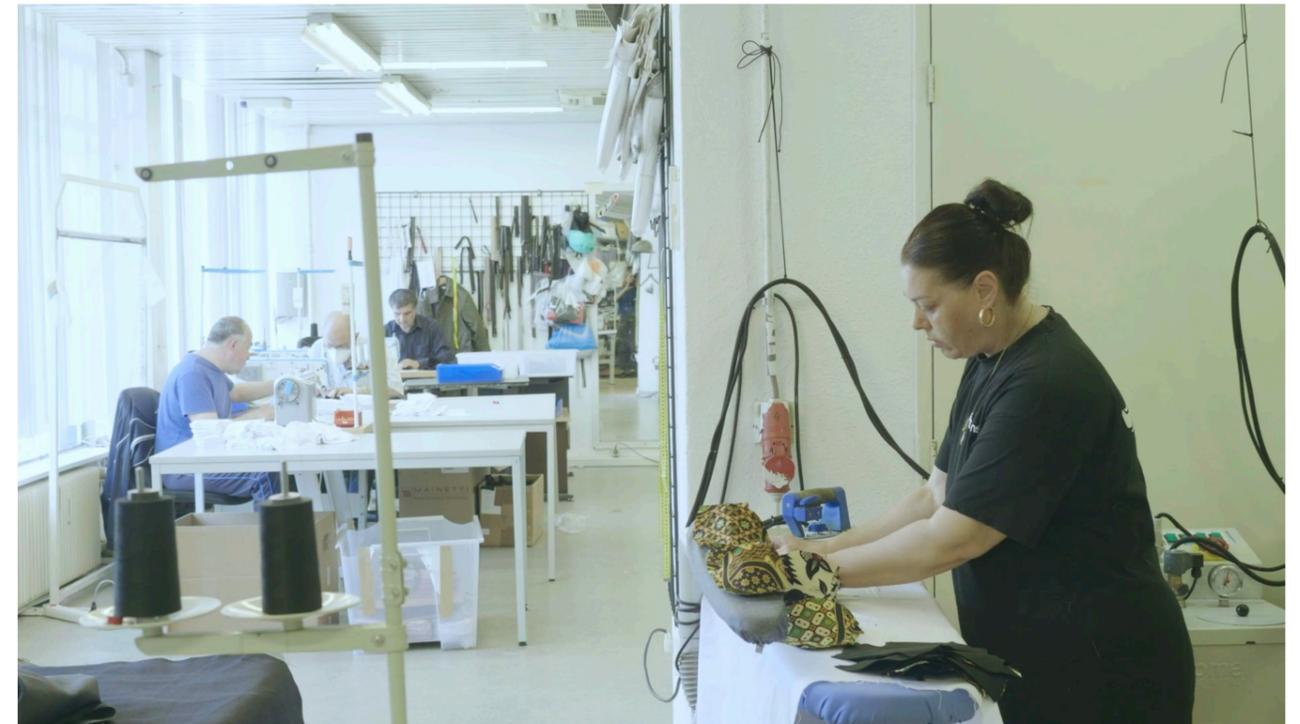
In addition, Gucci will present shows twice a year, irregularly, on its own terms. "Two appointments a year are more than enough to give time to form a creative thought, and to give more time to this system." (Michele A., 2020) Connecting Michele's statement back to the build-up design strategy and seasonless collections will allow a brand to creatively have more time and sustainably create collections. A focus on seasonless collections and presenting it for example twice a year as Gucci, will create for a more thly crafted products. Furthermore, shifting to quality over quantity is another sustainable option instead of just focussing on reducing waste in the traditional fashion system - from creation to presentation.

To conclude, iNDiViDUALS recommends to embrace digitization into their production process by working with digital pattern drawing and fitting programs. Digital product development benefits the efficiency of the process by reducing pre-production samples, gaining flexibility, and optimizes cycle time and waste. Nevertheless, a physical translation before producing would be recommended to communicate most efficiently with third parties.

The benefit of a local production can be found in less restricted high production quantities, more flexibility, and better control which leads to a transparent process. Maintaining a flexible production schedule is key for utilizing all possible buffer times and to quickly react upon changes and sustain effective business operations. A focus on seasonless collections will create for a more thoughtful process, with high quality and carefully crafted products. As well as providing a sustainable option.

Producing locally reduces a company's carbon footprint, by travelling less and no overseas shipping. When there is no possibility to produce local, considering to work with a NGO could be a solution to ensure the sustainable values of the company. Incorporating digitization in the sampling process and local production complements the following SDG's:

- 12. Responsible Consumption and Production- Developing a sustainable way of consuming and producing.
- 15. Life and land



Fitting at arola, production factory (iNDiViDUALS STUDIO, 2020).

MARKETING

This chapter includes research, experiments/experiences and recommendations from iNDiViDUALS STUDIO's marketing perspective. This perspective is based on the community driven communications strategy that iNDiViDUALS is implementing. The community involvement is part of the alternative design strategy and 'The Build-Up' where iNDiViDUALS aim is to inspire the community and the industry. By implementing this collaborative design process, iNDiViDUALS aims to omit the ego of the designer and involve the community in the design process.

'Community involvement'

Voting:

As mentioned in the introduction iNDiViDUALS aims to involve the audience in the collaborative design process to have a community driven communication strategy. This is implemented by introducing a voting system via social media platforms (Instagram).

This entails: a voting system via 'instagram polls'. The approach is in an abstract way using a weekly instagram poll in the story. The story will ask questions to the audience to gauge feelings, opinions and reactions to this situation (explanation for the audience is: 'we want to understand how people are feeling now, you are spending more time at home'). These reactions will be interpreted in the craft diaries on the garments. A question could be: 'how do you feel today? calm/stressed or which describes your current mood better? Multi colored/ monochromatic.

The experience of iNDiViDUALS was that the polls had over 400 votes. The polls reached over 1500 accounts. Within the outcome of the polls iNDiViDUALS noticed that there were a lot of participants due to the accessibility of the platform and the easy way of involving the community.

The following images represent the voting experiment and outcome.

*Please note that the two first stories are being presented, however iNDiViDUALS STUDIO made use of 4 different stories.

1)



2)



3)

- 1) First question 'where are you now?' 185 votes for indoors and 45 votes for outdoors (iNDiViDUALS STUDIO, 2020).
- 2) Second question 'Which do you feel more connected with?' 147 votes for local and 78 votes for global (iNDiViDUALS STUDIO, 2020)
- 3) First outcome of the poll. Based on the first question interpreted in the craft diary of the garment 'being indoors' (iNDiViDUALS STUDIO, 2020).

The vulnerabilities that came across when using this marketing approach were; by using this platform the risk can be that you lose track of your target group, because every person that follows your brand account can vote. Therefore you do not have control over who will vote and with that do not have sight on which participants were your target group. However, for iNDiViDUALS Instagram was the right platform to reach the target audience, which means recommended would be to use the platform where the target group will be reached. Another solution could be to analyze the given answers and only use the answers from the specific target group.

Another vulnerability that included this community driven strategy was; losing track of the design/brand aesthetic. Which means; Due to this voting strategy, participants can influence the design process and therefore the outcome can be different than what is in line with the design process/aesthetic. However, the solution for this could be to only ask questions or statements where options are given for the community. In this way the direction of the answers will be influenced. As seen in the experiment of iNDiViDUALS this turned out to be a solid solution.

Workshop
Another experiment that iNDiViDUALS STUDIO did to involve the audience in the collaborative design process is introducing a collaborative workshop via a live stream where iNDiViDUALS worked together with the participants on an unevolved garment out of each closet. The designer provided the participants with 'four' different craft skills to execute on the chosen garment. The participants were part of the creation process of iNDiViDUALS from home and gave a 'new life' to an unused garment. The results were used as inspiration for the final looks of the designers.

The purpose of the sales experiment was showing the industry that supply chains can benefit from involving audiences in a local creation process. The necessity for locality has been revealed by the current COVID-19 issues.

The vulnerabilities that came across by using this way of community marketing were the lack of participants in the livestream, which made it harder to include the community involvement in the process. However if you keep the community marketing stakeholder centered and make the platform more accessible for the participant, by for instance using also Instagram live and facebook live, you will be able to involve the community more. iNDiViDUALS experienced that at the end a lot of results from participants were received who didn't join the livestream but still worked on it.

To conclude, iNDiViDUALS recommends that Small local brands should work from a community driven communication strategy where the audience is involved within the process. This results in radical transparency, consumer involvement and consumer loyalty/trust. To reach this, small local brands should work from a stakeholder centered perspective and have a target group focused communication strategy.

iNDiViDUALS aimed to educate the audience through the sales experiment. This was done by offering the opportunity to learn a new skill and increase the value of an unevolved garment. By creating a documentary iNDiViDUALS hopes to inspire and educate through sharing our process. This is in line with the SDG Quality Education.





1)



2)



3)

1) Outcome of the event, experiments participants (iNDiViDUALS STUDIO, 2020)
2) Outcome of the event, experiments participants (iNDiViDUALS STUDIO, 2020)
3) Outcome of the event, experiments participants (iNDiViDUALS STUDIO, 2020)



Outcome in final design Iconic Look (iNDiViDUALS STUDIO, 2020)

FINANCE

This chapter includes research, experiences and recommendations from iNDiViDUALS STUDIO's Finance Manager. The topics in this chapter are the change of the budget division within the finance forecast, the biggest adjustments and recommendations included with possible investments.

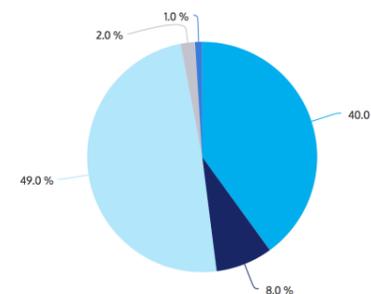
As the budget of a company is an ongoing process, iNDiViDUALS discovered a strong impact on the budget division within the finance forecast during the pandemic.

The infographics underneath represent the budget division within the finance forecast of iNDiViDUALS before and during the pandemic from sampling, production and marketing perspective.

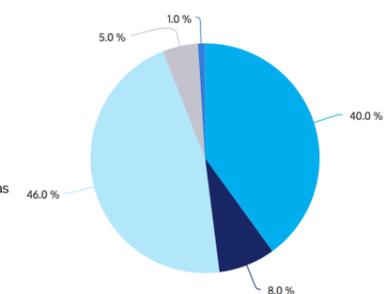
The finance forecast of the sampling budget did not change drastically. The main reason for this is that the pandemic hit at the last week of the sampling phase and therefore there was no need to adjust this budget on a large scale. The only change within this budget is the increase of the transport with + 3% and the reduction of the CMT with - 3%.

The finance forecast of the production budget is where the pandemic affected visibly. The topics of the production budget stayed the same, but the divisions changed drastically. The largest change is the transport division, which increased with + 37%. To increase the transport division, the majority of the CMT division had to decrease with - 32% and the fabrics division with - 16%. To cut down the CMT and the fabrics divisions, space is made for divisions that were more important during the pandemic, which were transport, digitalisation and the build-up labels. The largest difference within the finance forecast of the marketing budget was that the topics had to change in order to still achieve the main goals. This means that the physical event became the documentary and the budget division for the internal, sales and styling had to be removed in order to make place for a transport division and a larger budget for the documentary and the promotion division. The budget of the documentary division increased with + 9%, the PR and promotion division with + 2%, the transport division with + 3%, the give-away division with + 2% and the shoot division decreased with - 6%. The interesting conclusion out of the infographics is that due to the build-up, which is coming from the pandemic, the division of the budget has shifted towards a community involvement and less on a product end.

To keep the finance of the company balanced, it is recommended to be flexible at all times. Flexible budgeting is key in times of abrupt changes. Therefore, recommending to revisit your budget plans and on a long-term basis look whether there is room left for possible drawbacks. From iNDiViDUALS' experience, it is recommended to invest on topics such as transport and digitalisation instead of tightening the grip on the wallet. On short-term this seems like a large investment, but on long-term this is worth the effort, because the company's finance is more flexible and therefore future-proof.

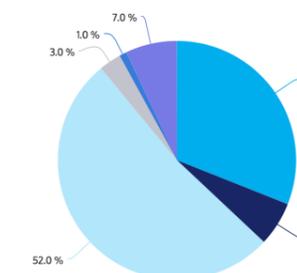


Finance Forecast
Summary of how much money was forecasted for sampling *before* pandemic.



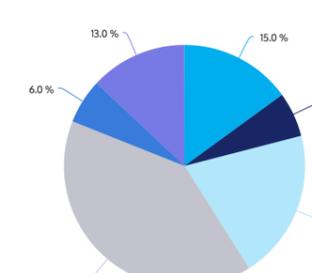
Finance Forecast
Summary of how much money was forecasted for sampling *during* pandemic.

Fabrics Labels Trimmings CMT Transport



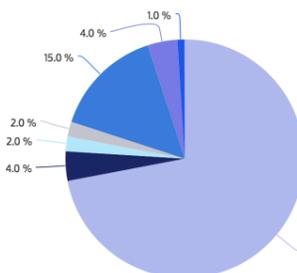
Finance Forecast
Summary of how much money was forecasted for production *before* pandemic.

Fabrics Labels Trimmings CMT Transport



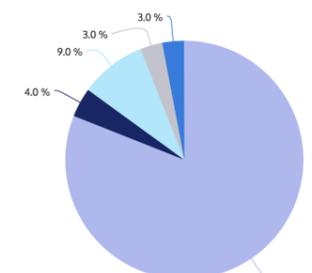
Finance Forecast
Summary of how much money was forecasted for production *during* pandemic.

Fabrics Labels Trimmings 3D CMT Transport



Finance Forecast
Summary of how much money was forecasted for marketing *before* pandemic.

Fabrics Labels Trimmings 3D CMT Transport



Finance Forecast
Summary of how much money was forecasted for marketing *during* pandemic.

Event exp. Internal exp. PR + Corporate exp. Sales exp. Shoot exp. Styling exp. Give-away

Documentary exp. PR + Promotion exp. Shoot exp. Transport Give-away

Sampling infographics (iNDiViDUALS STUDIO, 2020).

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iNDiViDUALS is the in-house fashion studio by AMFI – Amsterdam Fashion Institute established in 2006. The studio is a collective of creative minds changing every season. iNDiViDUALS consults industry companies throughout all parts of their fashion businesses. This creates a continuing narrative, responding to the evolving zeitgeist. All tasks and responsibilities are run by Design, Management, and Branding students. Fusing these three departments makes for the successful formula that is iNDiViDUALS.

iNDiViDUALS is the initiative of AMFI - Amsterdam Fashion Institute and the Amsterdam University of Applied Sciences.