

Degree Final Project



**UNIVERSITAT DE
BARCELONA**

**Redefining marketing for small sustainable retail
companies: *The case of Infinit Denim***

Aina Benedí Rius

Supervisor: Mònica Serrano Gutiérrez

Bachelor's degree in International Business

Barcelona, February 2021

ABSTRACT

The world of retail is becoming increasingly competitive and words like "sustainability" are often used to identify not only the products, but also the brands and, consequently, the companies behind them. For this reason, it is necessary to distinguish and redefine the marketing used by those really sustainable companies that base their value chain on social, environmental and economic actions in order to add value to Earth planet. So that, a marketing plan has been made using social and sustainable marketing for Infinit Denim, a small Catalan company that aims to change the patterns of fashion consumption through upcycling techniques.

KEY WORDS

Sustainability, corporate social responsibility, corporate sustainability, sustainable marketing, retail, social marketing, consumer behaviour, upcycling.

RESUM

El món de la venda al detall és cada vegada més competitiu i sovint s'utilitzen paraules com "sostenibilitat" per identificar no només els productes, sinó també a les marques i, conseqüentment, a les empreses que hi ha al darrere. Per aquesta raó, cal distingir i redefinir el màrqueting utilitzat per aquelles empreses realment sostenibles que basen la seva cadena de valor en les accions socials, mediambientals i econòmiques per tal d'aportar un valor afegit al planeta Terra. Així doncs, s'ha desenvolupat un pla de màrqueting utilitzant el màrqueting social i sostenible per Infinit Denim, una petita empresa catalana que pretén canviar els esquemes del consum de la moda mitjançant tècniques de suprareciclatge.

PARAULES CLAU

Sostenibilitat, responsabilitat social corporativa, sostenibilitat corporativa, màrqueting sostenible, venda al detall, màrqueting social, comportament del consumidor, suprareciclatge.

CONTENT TABLE

I INTRODUCTION.....	5
1. Justification.....	5
2. Objectives	6
3. Research Question	6
4. Motivation	6
5. Methodology	7
6. Acknowledgements.....	7
II THEORETICAL FRAMEWORK.....	9
1. Sustainability, corporate sustainability and corporate social responsibility	9
2. What is marketing?	11
2.1 <i>Social marketing</i>	<i>12</i>
2.2 <i>Sustainable marketing</i>	<i>12</i>
3. Corporate social responsibility in marketing campaigns	14
4. United Nations Sustainable Development Goals.....	14
III GET TO KNOW INFINIT DENIM	16
1. Infini Denim Corporation	16
1.1 <i>Introduction of the company.....</i>	<i>16</i>
1.2 <i>Marketing</i>	<i>16</i>
1.3 <i>Where does Infini Denim really implement sustainability?</i>	<i>17</i>
1.4 <i>Back to Eco approach.....</i>	<i>19</i>
IV PRACTICAL METHODOLOGY	20
1. Survey	20
1.1 <i>Results.....</i>	<i>21</i>
2. Interviews	22
3. Developing a strategic marketing plan for Infini Denim	23
3.1 <i>Reasoning to develop a strategic marketing plan for Infini Denim</i>	<i>23</i>
3.2 <i>Infini Denim Strategic Marketing Plan</i>	<i>23</i>
3.2.1 <i>Executive Summary.....</i>	<i>23</i>
3.2.2 <i>Internal Analysis.....</i>	<i>25</i>
3.2.3 <i>External Analysis</i>	<i>26</i>
3.2.4 <i>SWOT Analysis</i>	<i>28</i>
3.2.5 <i>Assumptions on Situation Analysis</i>	<i>29</i>
3.2.6 <i>Strategic Market Plan.....</i>	<i>30</i>
3.2.7 <i>Marketing Mix.....</i>	<i>33</i>
3.2.8 <i>Marketing Budget</i>	<i>35</i>
3.2.9 <i>Action's Plan, Monitoring and Control.....</i>	<i>37</i>
3.2.10 <i>Evaluation of Results.....</i>	<i>39</i>
V CONTROVERSIES	40
VI CONCLUSIONS	41
VII REFERENCES	43

I INTRODUCTION

1. Justification

The world is rapidly changing and constantly growing, but natural resources don't. This is why the field of economics and business should be the first to take into account this problem so that new steps of sustainability need to be taken. New business models have to look forward sustainability and be developed and implemented according to several information and paths given by the Agenda 2030. Companies are currently adjusting their marketing policies due to the high demand of more environmental, economy and social sustainable practices within corporations. However, this is not the case where anything goes, as sometimes marketing campaigns are just the tip of the iceberg and don't reflect all the procedures that are behind, concretely, social costs.

For many years, companies have been producing at a very high social cost, not only in the environmental field, but also socially and therefore economically. Being able to outsource a lot of production processes has helped companies get a cheaper manufacturing cost, in order to maximize the company's profits. This has led many countries such as Bangladesh, Thailand or China to work under subhuman conditions and with much lower wages than a worker would be paid in a situation where labor rights were taken heed.

Nevertheless, the relocation of production has had more visualization and social awareness in recent years blaming large companies in the retail sector such as Inditex, Nike and Primark, where unacceptable conditions have been reported in production factories. Especially, after human tragedies such as the collapse of the Rana Plaza factory in Bangladesh.

At the same time, society has become more interested in the sustainable policies of companies, which many of them have taken advantage of making changes in their products and at the same time, improving their corporate social responsibility. Having made these modifications, has led them to make from these actions a strategy to drive sales. In addition, the adoption of the 2030 Agenda by all United Nations Members has promoted the emergence of new actions and strategies to eradicate poverty, climate change, responsible consumption and production, among other things. Nowadays, we can also find initiatives such as "Grüne Knopf" or green button, which in this case have been implemented in Germany with the idea of creating a badge for those garments that meet social and environmental criteria.

Generation Z, designated by those born between the 90s and today, promote sustainable consumption as their preferences, attitudes and motivations make them to be more interested in those retailers that implement a greener and more sustainable offer and that consequently, adapt their products.

In different parts of the world, there are textile shops that make up a green and circular economy. This is the case of Infinit Denim. The Catalan brand that works under the "Back to Eco" approach, where old clothes are given a second life and the team is made up mostly of women. Particularly, in the field of social sustainability, the women who were hired and make the items in the workshop were in a situation of vulnerability.

Other than that, marketing campaigns are often the tool used to give a certain image of the company or the products it sells and to create the need for the consumer to buy these products. However, there is also the social marketing tool, which is used not to sell products but to sell ideas, attitudes and behaviors through them. Furthermore, there is sustainable marketing, which will be resourceful in order to develop this paper. Through this project, I would like to create a strategic marketing plan for a small sustainable retail company.

In conclusion, corporate sustainability and corporate social responsibility are taking a leading role in recent years, but it will be necessary to redefine marketing campaigns that small companies use in order to meet the different dimensions of sustainability and entailing at the same time, a decrease in consumerism but without losing profits. With this project, I will make a critical analysis using real business case, and if necessary, I will see the controversies.

2. Objectives

The main objectives of this project are to be able to exemplify a 100% sustainable business model, through the relationship and concordance of the marketing campaigns or tools that companies use. At the same time, it will try to demonstrate the behavior of the consumers when they read the word sustainable on the label of a product. Finally, make any reader of this work aware that a product made from some recycled fibers does not turn the company into an idyllic sustainable business model. Therefore, many other aspects of sustainability must be taken into account.

3. Research Question

Throughout this project, I would like to find out whether words such as "sustainable" can influence the consumer while deciding which product should buy. If this statement holds true, I would like to redefine the type of marketing used by those small sustainable and locally produced retail companies that do not have as many resources as large multinationals and offer them an alternative strategic marketing plan through a real case. This alternative should consider a different type of marketing than that used by large companies, as the message to be conveyed to the consumer would be also different.

4. Motivation

Ever since I turned eighteen years old and was financially dependent on part-time jobs, I started working for Nike. Today, I am an ex-employee of this multinational where I used to

offer my advises to all customers who came through the door. Before each launch, I was aware of the marketing campaigns that are designed for each product. However, on many occasions, I felt uncomfortable when we received the product that had been made from recycled materials and that we sold it under these characteristics, but that came all wrapped in plastic. I don't think the social cost of that article is always explained and that society is not aware of it. That is why I think that large multinationals have a lot to learn from emerging initiatives, such as Infnit Denim and that we should bet on business models that improve not only the environment, but the economic and social conditions. Moreover, I am concerned about the consumerism patterns of the society and I strongly believe they must be changed and that the ball really lies in our court.

5. Methodology

The methodology that is going to be undertaken on this research paper, will fundamentally include a mix of quantitative and qualitative methods. On the one hand, quantitative methods result useful for measuring, ranking, categorizing, making generalizations and identifying patterns. On the other hand, qualitative methods, can be potentially useful for best describing, interpreting, contextualizing and gaining in-depth insight into specific concepts or phenomena. Therefore, in order to contextualize the theoretical framework and making possible the creation of a new strategic marketing plan, the mix of both methodologies becomes essential.

The methods of data collection and/or selection is done throughout academic literature, publications, articles, existing data on Internet, social networks, official webpages, interviews in person and an online survey. In the case of interviews, they were transcribed and open coded to categorize key themes and identify patterns.

The reason why it has been decided to use the aforementioned methods, is because this project looks for veracity, actual data and new approaches for small companies such as Infnit Denim, in order to help growing their companies throughout the use of marketing tools and using them to define a strategic marketing plan. However, this plan must be affordable.

6. Acknowledgements

I cannot express enough thanks to my supervisor, Mònica Serrano, who from the very beginning has been walking in my shoes showing and sharing not just her knowledge but also her empathy along the project. I feel completely grateful for all the learning opportunities she brought me.

Also to everybody that has taken part of this project, from the 200 people that answered the question to Montse Bayen and Jessica Serrano who gently provided determinant information for the project with their interviews.

To all my relatives and friends for their support, specially to Clara Beser for the path we have been sharing until now and for the future endeavors that will undoubtedly arise.

To those who breathed their last but their light guided me even in the darkest of times.

Finally, to my caring, loving and supporting human being, Albert. My heartfelt thanks.

II THEORETICAL FRAMEWORK

The aim of this section is to define the different theoretical concepts that can be useful to understand the practical section of this project. Concretely, concepts like sustainability, corporate sustainability and corporate social responsibility will provide a determinant view of why is important for organizations to take under consideration them for a sustainable results. Also marketing and their subsections social marketing and sustainable marketing are crucial for a better understanding of how marketing should be redefined in order to change consumerism patterns. Furthermore, the implications of corporate social responsibility in marketing campaigns will help to highlight why reputation is definitively related to these aforementioned concepts. Finally, United Nations Sustainable Development Goals (UNSDGs) definition, works as a point of guidance for organizations in order to know in which objective they can be more competitive and how they should focus their business in accordance with the UNSDGs.

1. Sustainability, corporate sustainability and corporate social responsibility

The terms *sustainability*, *corporate sustainability* and *corporate social responsibility* can lead to some misunderstanding due to the multiple times it is used in different contexts. For this reason, this project will first try to define these concepts in order to be able to discern and analyze ideas that use these words.

To begin with, it is often difficult to make a clear and accurate definition of what sustainability is. The availability of various information sources increases the spread of sustainability terms and their definitions, as employed by different authors and organizations (Glavič & Lukman, 2007). Therefore, sustainability has been defined as:

- “Meeting the needs of the present without compromising the ability of future generations to meet their own needs.” In 1987 by the United Nations Brundtland Commission. (UN, n.d.)
- Our world, the earth, has been given to us as a gift with limited resources; sustainability is the act of not being a glutton of the earth. Each human knows in their heart that they can be better. Consider the earth as our temple; you do not own the temple, revere, care for and respect the earth as you would your children and your elders. Those who respect have the traits of conservation, goodness, giving, self-control and honesty. (Beaumont, 2014)
- “The possibility that humans and other forms of life on earth will flourish forever”. (MIT, 2009)

What is unquestionable, is that the concept sustainability has 3 main pillars: the economy, society, and the environment. Furthermore, in 2005, Amory B. Lovins, co-founder of the Rocky Mountain Institute, along with Karlson Hargroves and Michael H. Smith, co-founders of the non-profit Natural Edge Project, released a book entitled *The Natural Advantage of Nations: Business Opportunities, Innovation and Governance in the 21st Century*. In that project, the authors identify different modern principles to guide sustainability such as dealing transparently and systemically with risk, uncertainty and irreversibility, ensuring appropriate valuation, appreciation and restoration of nature, the integration of environmental, social, human and economic goals in policies and activities. Also, having equal opportunity and community participation/sustainable community, consider conservation of biodiversity and ecological integrity, ensuring inter-generational equity. Moreover, it contemplates the recognition of the global integration of localities, a commitment to best practices, no net loss of human capital or natural capital. Finally, it also takes into account the principle of continuous improvement and the need for good governance as essential principles to define sustainability.

Regarding, *corporate sustainability*, (Rayman-Bacchus & Crowther, 2004) argued that the corporate excesses which have been disclosed and which have affected large numbers of people, have raised an awareness of the social behaviors of corporations. For this reason, corporate social responsibility has gain weight in the corporate landscape.

In that sense, *corporate social responsibility* (CSR), can have two different views (Crowther & Aras, 2008) ; a broader view or a locally view. From the broadest definition, CSR is concerned about what is or what it should be the relationship between the global corporation, governments of countries and individual citizens. For instance, the Organization for Economic Cooperation and Development (OECD) has student investment in weak governance zones. Nevertheless, corporations use the broader concept of CSR to take into consideration three main real issues: sustainability, corporate governance and the relationship with stakeholders.

On the other hand, focusing on a more locally view, the concept is focused on the relationship between a corporation and the local community in which it resides or operates.

On the top of that, with corporate social responsibility there's a collective dimension linked, implying the social contract and ethics with the citizens. Social responsibility also requires not only be concerned about the present society but also about the future members of it.

2. What is marketing?

Regarding the definition of *marketing* in general terms, marketing refers to what an organization must do to create and exchange value with customers. Usually, the strategy that the company will follow is set by the marketing department (Silk, 2006). To achieve a successful marketing, a deep knowledge of the competitors and customers is needed. Moreover, a great skill in deploying an organization's capabilities in order to serve customers profitability (Uslay *et al.*, 2008).

The beginning of marketing was during the time of the Industrial Revolution where competition among scientific and technological industries, increased. It was a time of rapid social changes motivated by innovations in those aforementioned fields. This evolution made people to have easier access to purchase goods. Therefore, the need of marketing was a simple result of more offer and more demand in the market. In addition, as companies needed to increase selling, they need to start using marketing techniques in order to be competitive. Afterwards, organizations also need to develop a strong brand to gain value in the market. So that, marketing began to emphasize distribution methods as well as types of consumer communication. Suddenly, companies realize that depending on the marketing techniques used to sell the same products, they could obtain better results than others.

Thereafter, in 1960s, organizations started to implement marketing as an essential department in their businesses. The reason why it happened, was because many industries became saturated with competition. Consequently, the need to get and keep customers now required specialist in the area of direct marketing. From then on, marketing managers were not only in charge of strategic planning but also for determining the cost, the methods used to communicate information about products and services to consumers.

However, during 1990s, the world of marketing began to change. Companies, starting to realize that if they were focused on selling more high-quality products and building a better brand, the output was an improvement in their margins and also in their reputation. What is more, by using marketing companies could also increase the brand awareness they had created. Moreover, in some cases, companies could also be able to grow their market share by more than 49 percent.

Finally, with the evolution of the web, websites became a crucial tool to commercialize. So that, internet marketing started to be used to boost sales in e-commerce by using websites not only to provide information about products or services, but to launch online marketing campaigns through its company website. In addition, the concept of "marketing mix" or "4Ps marketing" can be defined as "the set of marketing tools that the firm uses to pursue its marketing objectives in the target marketing." (Kotler, 2000). This model really helps

marketing managers to define the strategy of product, price, placement and promotion that they will follow.

Moreover, nowadays and with the COVID-19 situation, internet marketing has become the key fact to ensure the continuation of many businesses.

Next, the terms social marketing and sustainable marketing will be defined in order to know the alternatives that small sustainable businesses have to traditional marketing, where this last is mainly used for increasing consumerism patterns.

2.1 Social marketing

The idea of social marketing was born in 1970s, when Philip Kotler and Gerald Zaltman realized that the same marketing principles that companies used to sell products and services to consumers could be used in turn to “sell” ideas, attitudes and behaviours. Kotler and Zaltman, defined social marketing as “differing from other areas of marketing only with respects to the objectives of the marketer and its organization. Social marketing seeks to influence social behaviors not to benefit the marketer, but to benefit the target audience and the general society” (Kotler & Zaltman, 1971). For this reason, social marketing is focused on the consumer as commercial marketing, but the main difference is that its main concern is to learn what people want and need rather than trying to incentive and pursue the consumer to the purchase a product that has already been produced with a purpose, increase business profits.

Usually, social marketing is used for health programs, but now can be also applied in environmental and social global terms. As in commercial marketing, it takes into account marketing mix, but contrary to commercial marketing it adds more than “4 Ps” by also considering social marketing “4 Ps”: publics, partnership, policy and purse string (Kotler & Zaltman, 1971). Publics refers to both external and internal groups involved in the program. Partnerships refers to the idea that the company needs to figure out other organizations with the same goals as its, and then identify ways to work together. Policy makes reference to the environment that surrounds the social marketing program and the way it can support the behavioral change. Finally, purse strings refer to the funding approach that the organization will use to get funds, which very often comes from different sources as foundations, governmental grants and donations.

2.2 Sustainable marketing

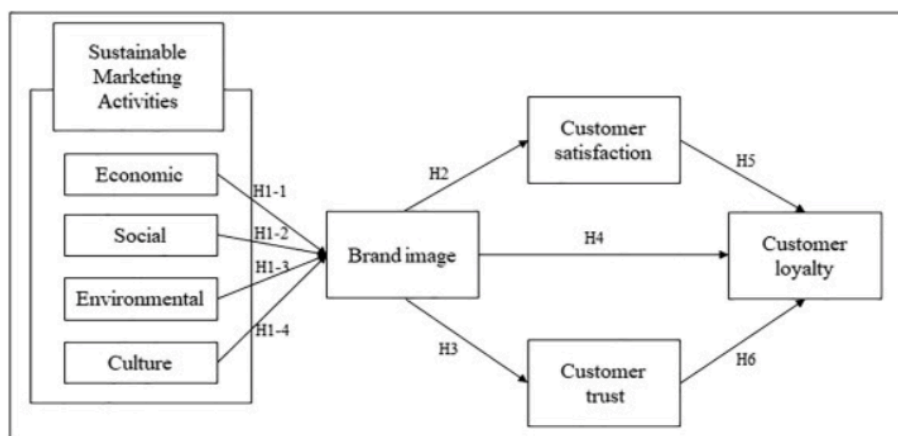
The concept of sustainable marketing helps to understand how companies benefit from the promotion of eco-friendly aspects of their companies, as long as they get that right. This promotion is useful for all companies to stand out in their companies. For instance, SMEs tends to use their local focus to give themselves a unique tone of voice, while larger companies use industry awards as a way to pride themselves.

Overall, there is sustainable marketing, which is appropriate for those corporations that look for a hybrid tactic, focusing on a product and a brand marketing strategy.

In addition, the word “responsibility” is becoming an essential value to have as a company. Therefore, lots of environmental and social initiatives are being implemented in order to challenge customers between cheaper options and the morally or ethically better options.

According to “Sustainable marketing activities of traditional market and brand loyalty” (Jung *et al.*, 2020) certain sustainable marketing activities (*i.e.*, economic, environmental, and cultural) have a positive effect on constructing a positive image of traditional fashion markets. In addition, the paper states that economic activities, such as facility modernization and technological innovation through investment to build an efficient shopping environment, have a positive effect on consumers’ positive associations with brands. Before of that, certain hypothesis were set regarding the relationships between sustainable marketing activities and customer satisfaction, brand image, customer loyalty and customer trust, as it is shown in Figure 1. Therefore, conducting sustainable marketing activities such as economic, environmental and cultural, confirms that these activities have a significant influence on consumers’ positive associations with brands. However, this paper also reflects another reality, which is that social sustainable marketing activities do not have the significant impact on consumers as the aforementioned. This is because it is difficult to awake the appeal of consumers through activities for the underclass, such it could be volunteering or food sharing. Finally, this project also confirms the relationship among brand image, consumer satisfaction, and trust as a positive effect on consumer loyalty.

Figure 1: Hypothesis related to sustainable marketing activities.



Source: Jung, J., Kim, S. J., & Kim, K. H. (2020). Sustainable marketing activities of traditional fashion market and brand loyalty. *Journal of Business Research*, 120, 294–301.

3. Corporate social responsibility in marketing campaigns

At this point, the project seeks to explain the relationship between CSR and marketing. Throughout business history, many companies have underestimated ethical behavior in their organizations. This has led to the smash of marketing efforts that were putted on building a strong corporate image and reputation. Therefore, not taking into account the ethical behavior as part of the strategic marketing plan, can destroy the confidence and the relationship with clients, that is a must for the success of a business (Ferrel & Hartline, 2010). In addition, the rapidly growing demand from the groups of interest and the law changes makes ethics and social responsibility a need for the whole organization. In some cases, the simple expectations from the client go in accordance with an ethical behavior and social responsibility from the company.

So that, the reputation of any organization can be damaged by poor performance or unethical behavior. However, it is much easier to recover from poor marketing performance than it is from unethical conduct. Usually, stakeholders that are the most directly affected by negative events will be the first to change their perceptions of a company's reputation. On the other hand, even those indirectly connected to negative events can change their ideas about reputation; in many cases, they may be more influenced by the media or by general public opinion than those directly connected to an organization. Some scandals can lead to boycotts and aggressive campaigns to discourage sales and profits.

To sum up, the link between ethics, corporate social responsibility and marketing performance have great impact to the engagement from the customers with the brand and its loyalty, which leads to a sales increase. Those corporations that don't take into account these previous concepts into their strategic marketing plan, are more likely to have bad reputation as its publicity will turn into negative and will position the competition to a better place. Therefore, companies use CSR in marketing campaigns to maintain or improve their corporate image, have an increase in sales, and defeat the competition at the same time.

4. United Nations Sustainable Development Goals

The current United Nations Sustainable Development Goals (UNSDGs) were established in New York City on September 2015, during the elaboration of Agenda 2030 by the United Nations. These goals, are the topics that the whole world will need to focus on the next fifteen years, therefore, until 2030. (Ferranti *et al.*, 2018).

Before that, the Millennium Development Goals (MDGs) were the goals that would be replaced by the Sustainable Development Goals (SDGs) due to its unsatisfactory balance. Contrary to SDGs, MDGs were those goals that considered just least developed countries and that would be achieved thanks to the efforts of the "wealthiest" Member States. However,

during the Conference of Rio in 2013, it was decided to launch the UN Open Group, which was on charge to deliver the new master plan about the development of the planet. Contrary to MDGs, which were made by few experts, in order to define the SDGs, UN launched the largest consultation programs of its history to ask opinion on what the SDGs were to include.

Currently, there are 17 SDGs (See appendix figure 1) with 169 related targets, generally looking for a world inclusive, equitable and ecologically friendly. The SDGs intend to represent a new set of goals, targets and indicators that all UN Member States are committed to follow them and to bring about the necessary changes in their political agenda to achieve them, having time until 2030 to do it.

III GET TO KNOW INFINIT DENIM

In order to apply to develop a marketing plan, one real business case has been chosen. This is Infinit Denim, a Catalan company that throughout this project will be able to redefine its marketing by turning it to sustainable and social marketing. In this section, a brief introduction to the company will be provided.

1. Infinit Denim Corporation

Infinit Denim is a small company created in Barcelona, that principally uses recycled denim fabric to produce new items. They sell masks, clothes, home items and accessories nationally and internationally. The channel used is mainly their own e-commerce, affiliates and their physical store, in Barcelona. Besides, the word “sustainable” is present at all levels.

1.1 Introduction of the company

In 2016, the union of a biologist, Montse Bayen, and an ambientologist, Núria Nubiola, founded “Back To Eco”. The main idea was to convert materials that were considered waste and not valuable into new products. Thus, the challenge was to go back to earlier times, where items used to have an extended lifetime by repairing, reconvertng and reusing them.

In addition, the most used tissue that can be found in almost every product, is denim. The reason why this happens, is due to a personal history that Montse Bayen experimented when her mother gave her a bag. Nevertheless, this bag was special as it was made from old blue jeans and all the waste they had experimented with. After having worked with these materials for so long, they strongly believed that using denim was the key in order to have the best results. Thus, the first thing they made were bags with different specialized work centers near Barcelona and with jeans that were picked up by their friends.

In December 2017, the first shop-workshop was opened in Barcelona with their own clothing workshop.

From then on, they have struggled to create their business model based on a circular economy that has a great impact in the society and the planet.

1.2 Marketing

Infinit Denim has started recently to collaborate with some content creators through Instagram. However, up until now, they had been using social networks as Twitter, Instagram, Facebook to launch new products and to gain market share in the retail sector.

The core marketing was not at first not to sell the products, but to sell the idea. So it could be understood, as social marketing. The aim was to change the consumer behavior by going back in time and giving a second chance to an old item. To begin with this, the company started

doing dynamic talks all around Catalonia in order to communicate their business purpose, and their mission and vision involved in it. Also, the founders were interviewed in national newspaper as *La Vanguardia* (Gutiérrez, 2020) in which they announced their international expansion. Moreover, they were given different awards such as “2019 Premis Catalunya d’Ecodisseny” given by Environment Department of *Generalitat de Catalunya*, and “2019 Premi al Comerç Més Sostenible de Barcelona”, given by the Barcelona’s Town Hall.

Nowadays, due to COVID-19 and consequently their economic crisis, the company has been pushed to invest money on Instagram adverts and influencers. So that, marketing has become one of the crucial tools in order to sustain the company and its sustainable project.

1.3 Where does Infinit Denim really implement sustainability?

The core business of Infinit Denim is the sustainability in every single aspect. Starting with the materials that they use until the workforce that they use in order to produce the items.

From the very beginning, when they hired the workforce in order to produce the items with the sustainable materials, they looked for women in situations of social vulnerability (See appendix figure 2). Concretely, they hired two women, due to the proportions of small shop, where production is not the same as in a big corporation and neither the results at first glance.

About the materials at Infinit Denim, they look for materials that have the least environment impact. For this reason, the composition of the materials used is recycled and/or organic (See figure 2), and then the minimum number of chemical compounds is applied to them. The use of materials that contain polyester or other fossil fuels derivatives are completely avoided. Also, the purchase of the materials used is done with nearby companies in order to shorten travel distance and, consequently, reduce carbon emissions in transport and therefore, pollution. In addition, the dyes used, and the washing processed are registered in the Registration, Evaluation, Authorization and Restriction of Chemicals (R.E.A.C.H.).

Figure 2: Both sides of an item's label from Infnit Denim



Source: Infnit Denim Physical Store

To produce the items, they use their own fabric, named INFINIT DENIM, which is located in Catalonia. Also, they use denim items already produced coming from Solidança (See appendix figure 3).

Moreover, since they opened their business, they have used more than 20 tons of post-consumer jeans, saving lots of resources. So that, they have a circular economy as the basis of their production. This economy goes beyond the particular benefit, since it bets for a global profit in which in every transaction everybody wins.

Then, they have also been collaborating with foundations regardless of their few economic resources. For instance, they did a partnership with *Arrels Fundació*, which is known for the help they bring to homeless people and with scarcity of resources. Specially, Infnit Denim designed different items in order to get funds and give it to the mentioned foundation.

In addition, they have implemented a very useful recycled denim plan, where they give one euro of discount to be spent in their shop, for each jean that consumers bring to the store, instead of throwing it to the rubbish.

Besides, the design also follows a sustainable path. Thus, throughout the creation process, it follows an eco-design criteria which consists on different rules. On the one hand, it avoids

incorporating into the designs pieces that increase the variability of the materials or that contribute some kind of difficulty when they are recycled. On the other hand, when making the pattern, maximize the use of the fabric, and creating the minimum residue. Finally, create recycled products between 50% and 100% that are attractive, resistant, ergonomic and adaptable.

1.4 Back to Eco approach

Back to Eco approach comes from the first step that the brand founders did in 2016 whereas Infinit Denim, is the original name that the eco-recycled fabric receives as a Back to Eco (See figure 3) in 2019. In 2020, there was the first launch of clothing collection made with their own fabric, and in that moment, they decided to use Infinit Denim as the commercial brand of their products. Besides, they also decided that Back to Eco could better fit with the movement that they were doing as an organization and everything they build as a team. Nowadays Back to Eco symbolizes:

- Their local presence.
- The talks addressed to other entities.
- Repair, recycling and reuse workshops.
- The most creative innovation.
- Participation and social activation.
- The demand for an ethical and sustainable fashion at the local level.

In addition, the most social part of Back to Eco keeps working as a non-profit association. Also, they share their vision of the circular economy (Ellen Macarthur Foundation, n.d.) with many different institutions such as the University of Barcelona.

Figure 3: Back to Eco logo



Source: Infinit Denim Website

IV PRACTICAL METHODOLOGY

The following section, encompasses different practical methodologies in order to develop a strategic marketing plan for Infnit Denim according to the consumerism patterns. It is based on these three subsections: one survey, two interviews and the strategic marketing plan for Infnit Denim.

1. Survey

A survey it is been conducted through Google Forms (See appendix figure 4). It is been elaborated by myself and it was conducted during December 2020. Due to the pandemic situation, conducting a digital survey has been a useful way to keep in touch with consumers and get to know what they think and how they act when they purchase in retail companies. Therefore, after conducting the survey which has been elaborated in Catalan in order to facilitate the most adjusted answer of the perception that the consumers who live in Catalonia have, I have been able to adjust the marketing plan for Infnit Denim, by taking into account the opinions of consumers in the fashion sector.

The survey was conducted to find out which are the reasons that can encourage consumers to redirect their behavior while buying. The survey consists of likely scale questions, multiple choice, open answer and closed questions. The total number of responses received was 200, a significant number to be able to start analyzing the results in the most optimal way.

Of the survey participants, 63.5% were born between 1991 and 2003, 30% between 1971 and 1990, 6% between 1950 and 1970, and 0.5% after 2003.

Regarding the answers received, almost 70% are female and almost 30% are male.

Also, one of the questions that is asked from the very beginning is which channel they usually spend most of their fashion on. With 76% the answer is in physical establishments and 24% digitally.

Then I also wondered what they take into account when buying clothes/shoes/accessories. The answers with a higher and significant percentage, are the price of the product and if the product they buy, they like how it fits.

The next question was focused on knowing what annual spending they were doing in fashion. More than 43.5% spend more than 300 euros, 43.5% between 100 and 300 euros, and 9.5% between 1 and 100 euros per year.

Then it is wondered where they used to buy clothes/shoes/accessories. The heaviest responses say that 43% usually do it only in big recognized companies like Nike, Adidas, Primark, Inditex... 8% usually do it only in small business or neighborhood stores and 45% do it in the two options mentioned above.

They were later asked if they would return a disused fashion item to the store where they bought it. The most common answers have been that they would give it back, if they knew they could give it a second life and give it to people with fewer resources, and the other has also been that yes as long as they are rewarded with a voucher discount for the next purchase.

Then I wanted to know if the respondents had ever bought an item from a sustainable company. The answers were that 78% had done so, while 22% had not. At the same time, it is asked to respondents if they valued positively that the origin of fashion items was locally produced. To this question 93% answered yes and 7% said no. Next, they are offered a kind of game in the middle of the quiz, which consists of taking a piece of clothing from the one they are wearing and looking at where it came from. The most common countries have been China, Spain, Vietnam, Bangladesh and Thailand.

Once the above questions have been asked, several questions have been asked that focus on consumer perception and behavior. First, they were asked what they thought when they read the words "100% Sustainable", "EcoFriendly", "Biodegradable", etc. The answer with the most votes has been that the consumer feels more comfortable when buying this type of product.

Second, on a likely scale, users voted on how their perception changes when they read on the label of a product that it is sustainable, more than 88% would be inclined to buy that product.

Third, they question the barriers they believe exist for sustainable brand projects to grow at the same level as big brands. The answers with the most votes have been the scarce economic resources and the monopolies that have and the low social awareness.

Finally, they were asked the following question: If buying a sweater from a sustainable brand would cost you 15 euros more than a brand that does not stand out precisely for its sustainable practices, would you do that? 60% said yes and 40% said no. Finally, through an open-ended question, all those people who had answered "No" in the previous question were asked to specify the reason. Several answers have been recorded in this section, where the economic reasons have been the most numerous.

1.1 Results

Based on the results obtained, the strategic marketing plan for Infnit Denim will be carried out. The opinion and perception of the consumer has been decisive to be able to elaborate and to proceed to realize this plan, adjusted to the demand and global concerns.

Therefore, the marketing plan will take into account the different points:

- Carry out a type of service aimed at upcycling that allows the customer to understand the benefits of this, through sustainable and social marketing.

- Make the customer understand through the different distribution channels that the product they are purchasing has a differential value that really considers sustainability in all its areas. Moreover, make customer understand the price of the product or service as an overall benefit and not as an individual harm.
- Change impulsive consumption habits, carry out a strategy adapted above all to the digital channel and aimed at improving brand awareness and, consequently, making every consumer feel part of the project.

2. Interviews

At this point, two interviews were conducted. I had huge interest in companies that operate in the same sector; retail, but are totally different, almost opposed. On the one hand, I randomly selected one fast fashion brand, Nike, as a clear example of a big company. On the other hand I focused on Infnit Denim, as a clear example of a small company. Even though both are able to sale internationally, their concept seems to have more differences than similarities. Consumers take into account different features further than sustainability when it comes to Nike, even though Nike tries to push its sustainability to maintain its reputation and compete in this new sustainable framework. However, consumers from Infnit Denim consider sustainability as the main motive to purchase there. For this reason, I did two personal interviews, with the aim to know in-depth which are the sustainable particularities that surround each company and how the consumer appreciates them, in order to redefine marketing for Infnit Denim if needed. Thus, I could summarize both interviews with the following key takeaways:

- Regarding Infnit Denim, after interviewing Montse Bayen (See appendix figure 5), the co-founder of Infnit Denim, I understood that the local production made in Catalonia was its great added value. I had the opportunity to touch and see the fabrics they worked with, observe the vulnerable women who were hired through a program of Barcelona City Council working in the workshop and understand what the concept was Back to Eco which went hand in hand with Infnit Denim. At the same time, I realized that the results of Infnit Denim also came from the spirit of teamwork. Finally, Montse told me that the profits had not yet come out despite the efforts and that the pandemic had affected them greatly.
- Regarding Nike, after interviewing Jessica Serrano (See appendix figure 6), the Coach of the Nike store at Illa Diagonal in Barcelona, I understood that sustainability was also globally present. However, less than half of the products of the store were sustainable, if just environmental impact is considered. I also saw that Nike has a lot of initiatives and different campaigns that encompass big issues like racism, climate change, gender... Still, customers didn't seem very interested in where the products

came from and they buy Nike's products for different reasons, but not for its sustainability.

3. Developing a strategic marketing plan for Infinit Denim

In this section, a strategic marketing plan for Infinit Denim will be developed using the information gathered from the survey and the interviews. A new concept of sustainable and social marketing will be used to define the future steps that Infinit Denim may consider.

3.1 Reasoning to develop a strategic marketing plan for Infinit Denim

After interviewing the co-founder of Infinit Denim, I detected the need of a marketing planning in order to increase sales revenue figures. In addition, the interview with Jessica Serrano who works at Nike, reaffirmed me the idea that marketing from big corporations should be different from the small ones. Moreover, to designing a strategic marketing plan for Infinit Denim, will be useful to redefine the methods in which marketing resources can potentially help to achieve marketing objectives. So that, with this marketing planning Infinit Denim will be able to segment markets, identify market position and improve their brand image and brand awareness.

Therefore, this process involves carrying out marketing research within and outside the company, looking at the company strengths and weaknesses, making assumptions, setting marketing objectives, generating marketing strategies, defining actions, setting a marketing budget and to consider reviewing the results and revising the objectives or strategies.

3.2 Infinit Denim Strategic Marketing Plan

This strategic marketing plan for Infinit Denim includes an executive summary, an internal analysis, an external analysis, a SWOT analysis, assumptions on the situation analysis, a strategic market plan, the marketing mix, a marketing budget, an action's plan, monitoring and control and an evaluation of the results.

3.2.1 Executive Summary

Infinit Denim's strategic marketing plan aims to develop a strategy to achieve the company's objectives, make better use of marketing resources and define the actions that the company must take if it wants to establish itself as a leader in the sustainable retail sector. In addition, through this strategic plan, Infinit Denim will focus on more detail and precision, towards an even more sustainable marketing, which stands out for supporting the degrowth strategy (Kallis *et al.*, 2020) and does not encourage consumers to buy new items directly.

The company is in a position to lead the emerging market for sustainable clothing. However, new fashion trends are very changing and make their product line extension not as wide as

that of large companies where almost every week there are new product launches, and therefore enjoy more financial resources to be able to implement these changes flexibly.

In order to be able to do a more careful study, this marketing plan mainly studies the position of Infnit Denim, and in particular, its Marketing and Sales Department, since the objectives of this marketing plan are mainly focused on, by gaining market positioning and redefining the relationship with the customer through sustainable marketing and social marketing.

Therefore, the goals to be addressed in this marketing plan have been four. First and foremost, it's about implementing sustainable and social marketing in a concrete way. That way, consumers will have to rethink whether they really need to buy new products. At the same time, the donation of disused clothes will be encouraged to give it a second life in exchange for an economic or social benefit that consumers will be able to decide through the channel chosen by them.

Second, Infnit Denim will try to access different certificates that give credibility and reputation to the company through a micro-massage campaign. The main objective will be to get these donations by explaining the project with a one-minute video explaining the reasons why small businesses are committed to sustainability, which will defend the integration of women in the world of work with decent wages. The Infnit Denim business model should also be defined as the single most viable option on the market and where it reflects how fast fashion has affected the environment, the economy and society.

Thirdly, the company will focus on achieving a stronger position on social media with which it will increase its consumer loyalty and also improve its branding, thus becoming a benchmark and trend on social media in terms of sustainability. The aim will not only be to expose the products that are marketed, as it is mainly what is done today, but to focus on the importance of upcycling as an essential operation to keep the textile sector in a less negative way.

Finally, some monthly talks will be aimed at stimulating the integration of 100% ethical and women-made businesses. These talks will be public and will be held by zoom or in person. They will then be subtitled in English, to give an international dissemination of the Infnit Denim experience. It is also essential to highlight the part of giving work to women in a situation of vulnerability or even establishing flexible hours for all those women who need to combine their personal and / or family life with the professional one.

In addition, a SWOT analysis was also performed, from the main success factors were extracted; the fact that the Company Infnit Denim is based on a sustainable business model, the fact that it is in line with the sustainable development goals of the 2030 Agenda set by the UN and that the company is ethically made by women and also a locally produced brand.

Later, the type of strategy that the company has selected is based on the attractiveness of the market and the position. In this case, it is an offensive plan that intends to take advantage of the emerging market and the early growth that the brand is experiencing in the textile market.

Next, in the marketing strategy phase, the company's positioning in relation to its competition is detailed and the 4 P's (*i.e. product, price, placement and promotion*) that the company uses are defined, emphasizing the communication strategy.

Besides, a marketing budget has been designed to achieve the goals. This budget is an estimate of what the company could spend to successfully implement all of its objectives. Being a small company, the marketing budget is adjusted to its financial resources and there is no talk of millions of euros, as would be the case for large textile companies, such as Nike. The estimate has been made for the year 2022, during the twelve calendar months and taking into account that shopping habits are increasingly revolving in the digital environment.

Once the marketing budget has been determined, the approach and development of the action plan can be observed, where it includes the objectives, the actions to be taken for each objective, the departments responsible for each action, the timing of these and the monitoring and control, in the form of a GANTT diagram, in order to be able to visualize in more detail, which are the stages to follow and their timing.

Finally, at the end of this document, the recommendations or evaluation of the estimates made for the company Infit Denim, according to the results obtained, can be found. At the end of the document, there are also all the annexes mentioned throughout the marketing plan.

3.2.2 Internal Analysis

Porter's five forces will be useful for Infit Denim in order to help identifying where power lies in their business situation. Moreover, this is also needed to understand the strength of the company's current competitive position and the strength of a possible position that Infit Denim should look to move into. Therefore, five different scopes will be analyzed: the bargaining power of buyers, the bargaining power of suppliers, the threat of new entrants, the threat of substitutes and the rivalry among existing competitors.

Bargaining power of buyers: Customers demand that Infit Denim respect the sustainable line on which it is based, although they demand more product variety at a lower price. The bargaining power of customers is not very high, as in few establishments they will find the added value so complete that Infit Denim offers them. The characteristics of the product offered by Infit Denim have a differential advantage as respecting the environment, the economy and society is not so easy or so imitable. However, if these customers stopped valuing this added value, it would be very easy for them to change establishments and get a

similar product that does not respect the scope of sustainability, at a lower price. Therefore, the bargaining power of buyers would be considered so high.

Bargaining power of suppliers: The company's suppliers have a high bargaining power. For example, the organization depends on the denim material from Solidança, which is free, and allows the company to adjust its prices a little bit more. Switching suppliers would therefore be difficult and therefore there is a dependent relationship with them. At the same time, this dependence also arises from suppliers as it is sometimes the consumers themselves who approach the store to donate disused jeans and receive one-euro discount for the next purchase. Thus, the power of suppliers is high, and they can raise prices or requests, lower their quality or reduce the availability of the products.

Threat of new entrants: In fact, more and more establishments are trying to work in the field of sustainability. At the same time, many new small businesses are working on proximity and sustainable product. However, the global concept of Infinit Denim developed by women in a situation of vulnerability and working with other small businesses or collaborations with foundations makes them strengthen their position. At the same time, the traceability of the product and the business model as a whole is difficult to imitate. The threat can only exist or be more decisive in terms of the marketing used and the volume of sales, as the branding that other chains are developing such as EcoAlf, making these small businesses like Infinit Denim, remain more in the shadow of the market.

Threat of substitutes: Although there are environmentally friendly products, few rely on local proximity upcycling. In addition, the specialty of Infinit Denim and most of its product portfolio is denim. Therefore, copying the exact product offered by the company in accordance with the 2030 Agenda is not that simple.

Rivalry Among Existing Competitors: in the field of CSR and sustainability, also being part of one of the key strategies in the field of marketing to promote transparency, good practices, equality and labor integration, action for the climate... The rivalry in this sense has also increased, there are many textile companies that try to promote CSR and sustainability as an essential channel to transmit the values of the company and its products to customers.

3.2.3 External Analysis

On the other hand, a PESTEL analysis framework will also be conducted in order to identify external factors that are mainly outside of the company's control. Moreover, PESTEL, will provide a broader point of view for the political, economic, social, technological, environmental and legal situation for Infinit Denim. Therefore, it will be useful in order to understand which is the macroenvironment, the market, the microenvironment and the market structure of Infinit Denim's competitors. To develop PESTLE, it should be stated that

Infinitt Denim operates mainly in Catalonia, although it also has international shipments available through its e-commerce.

Political Factors: At present, at the political level, Spain and the rest of the countries are fairly aligned with the textile sector, overall. They allow the relocation of the production of the companies of the textile sector. Still, in pandemic terms, politics is not at its best as it is focusing its energies on focusing on health's scope. This could have a long-term negative effect on other sectors that are being harmed as a result of the socio-sanitary situation. On the other hand, agreements between countries, especially within the European Union, facilitate the transit of goods and could make it easier for Infinitt Denim to establish its business model in other countries.

Economic Factors: At global level, there is borrowed but stable growth from developed countries (possibly growth is even slower now, due to COVID-19 but it remains an opportunity for a creator as a business). The Chinese economy is growing at a slower pace than expected but contrary to this, developing countries are growing faster. All of these variables are subject to the evolution of the pandemic and the inevitable global economic crisis that will ensue. The circular economy is also increasingly present, although it still has a long way to go to establish itself as a valid option.

Social Factors: Due to the pandemic, disposable income in Spain has been the hardest hit, despite having experienced positive growth in recent years. On the other hand, there is also more access to digital resources. As for the lifestyles of the society, these usually look for practicality and utility in the products. The socio-cultural factors of each country are also decisive for the textile sector while defining which product line is the right one for each region. Finally, there is also the social trend of implementing a more sustainable lifestyle, where Infinitt Denim can comfortably fit into the new social context and can take advantage of this new trend or need, to integrate as a good choice for customers.

Technological Factors: Technology is delivering a completely different experience to the consumer. Access to large retail giants such as Amazon affects small businesses as the customer can compare prices and get the product at home the next day without having to travel to get it. Another opportunity would come from the transition to automation and what can be a long-term investment in technology and machinery can perfect the fabric, increase sales and speed up the preparation of orders for Infinitt Denim. Other than that, Big Data and Artificial Intelligence, are becoming new factors to be taken into account in the market and that some companies have started to implement in their business models.

Legal Factors: At the legal level, companies are modifying their business models in order to reduce the amount paid of taxes for pollution. At the same time, organizations are trying to be more inclusive by law while hiring. Also, in line with the SDGs of the 2030 Agenda, more

laws are being regulated in order to provide animal welfare and this is beneficial for Infnit Denim, as a strong point of the company is that it does not use product coming from animals, but from plants and tissue already produced. Finally, due to the increase in the legal minimum wage, the company must remunerate its workers with higher wages, thus increasing spending on people. For small, inclusive businesses where vulnerable women like Infnit Denim work, it is a disadvantage as they cannot hire as many people as they would like for the few benefits they have today and have to apply for government aid.

Environmental Factors: It is an opportunity for Infnit Denim the fact that interest in sustainable business models is growing, as since the company was created, it has been respectful in the field of sustainability and has avoided this way to make any changes, as large companies are now doing in order to reduce the environmental impact mainly. At the same time, more and more weight is being given to sustainable business strategies and Infnit Denim can be an opportunity because they already have a sustainable infrastructure, but they can continue to grow and improve their corporate sustainability in all areas. Finally, upcycling is one of the few viable options currently available to improve environmental factors and impacts.

3.2.4 SWOT Analysis

In order to understand the current situation that exist for Infnit Denim, it will be conducted a SWOT analysis, that stands for strengths and weaknesses as they relate company's opportunities and threats in the marketplace. Therefore, SWOT analysis (See figure 4) will be useful in terms of identifying key factors in the success or failure of Infnit Denim Marketing and Sales department.

The key success factors are:

- The fact that the company Infnit Denim bases its business model on practices that are so sustainable that they encompass the three essential aspects of sustainability; the environment, the economy and society, makes the image of its CSR, directly much higher than any other small emerging business or even large fast fashion chains.
- Infnit Denim business model is in line with the sustainable development goals of the 2030 Agenda set by the UN. This delivers a much higher picture of engagement.
- In addition, it should be added that the entire product made by Infnit Denim, follows the Back to Eco approach or also called, upcycling, which adds value to all products of the brand.
- Infnit Denim is identified as a "Ethically made by women" and locally produced brand. Therefore, the fact that it integrates women in a situation of vulnerability into the labour market where on many occasions do not have the same opportunities as other

citizens, gives the brand even greater value. At the same time, it is a production made exclusively in Catalonia, which increases the Catalan GDP and supports local textile production, where in many cases, it is relocated to Asian countries.

Figure 4: Infnit Denim SWOT analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> ▪ Strong CSR ▪ Business model according Agenda 2030 UN SDGs ▪ Winners of sustainability awards in the city of Barcelona ▪ Access to free raw materials thanks to Solidança ▪ All products provide added value as they are sustainable, differentiation and powerful message ▪ “Brand ethically made by women” and locally produced 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ▪ Lack of financial resources ▪ Lack of planning for a marketing strategy ▪ Mid-high prices offered within a price sensitive market, due to the treatment of the product. ▪ Lack of consumers’ loyalty ▪ Limited product portfolio
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Social trend to support small and local business, after the COVID-19 pandemic. ▪ Emerging fashion for sustainable products. ▪ Existence of certificates that give credibility ▪ Efficient technology in the market. 	<p>THREATS</p> <ul style="list-style-type: none"> ▪ Worldwide pandemic ▪ Fast fashion that takes advantage of economies of scale offering low prices in a price sensitive market. ▪ Large retail chains that use the word “sustainability” as a marketing tool and can confuse and influence consumer behaviors.

Source: own elaboration

3.2.5 Assumptions on Situation Analysis

Competition already exists in brands such as EcoAlf, which have environmentally responsible products, or other small brands such as The New Denim Project, which are emerging in the local textile industry. All these companies or micro-enterprises, like Infnit Denim, have opted to change the patterns of the fast fashion textile sector and their consumers are people aware

of the less harmful impact they are generating when they buy in these establishments, instead of buying at large multinationals with production relocated to third world countries.

So, we can conclude the analysis phase of the Infinit Denim situation as follows:

- **Market demand:** the main implications are that the trends to change consumption habits with respect to textiles, are becoming increasingly noticeable. Therefore, the market demand for a more sustainable product, locally produced and with the added value that it is produced by women in a situation of vulnerability, is growing.
- **Customers analysis:** customers, can be divided into three major groups; those who make an occasional purchase, those who take advantage of the company's discounts to buy at a lower price, and those who support the company by regularly buying their products. The attraction of customers that the company has is very varied. Therefore, the product type should also be tailored to each segment. Moreover, their purchasing behavior is changing to a more digitalized one.
- **Competition analysis:** as previously mentioned, brands such as EcoAlf and Skunkfunk, which are part of the textile sector, are ahead of the sustainable competition, as they offer a well-established brand and concentrate on shopping malls or crowded streets.
- **Competitive position:** Infinit Denim's competitive position identifies these three major characteristics: the differentiation strategy, the advantages in impact costs, and the advantages of sustainable and social marketing. However, the current market share of the brand is very low today due to the existence of fast fashion.
- **Company's results:** nowadays, the main source of income is e-commerce rather than the physical store in Barcelona. Despite not having real figures, profits were slowly coming in, although over the past four years, the company had had more losses than profits, as the initial outlay was large.

3.2.6 Strategic Market Plan

At this stage, a strategic plan and its respective objectives are developed, taking into account the analysis of the market attractiveness and the competitive advantages of the company.

Strategic planning: market attractiveness

The market attractiveness, through which Infinit Denim can compare the relative attractiveness of its different areas, is made up of different factors. These include the size of the market, its growth, the level of competition, the potential margin, the accessibility of the market to the resources and the capabilities of the company. However, the factors can be grouped into three main groups: market forces, the intensity of competition and market accessibility. In the case of Infinit Denim, if considered as another company in the retail world,

market forces are characterized by being a broad market with many competitors, which is growing at a high rate and where the purchasing power of customers is very high too. Therefore, customers have many options in the market and are influenced by price changes, in other words, they can change brand quickly, and this strengthens the idea that customers have great bargaining power over Infit Denim and its policy of prices, in the case of not considering the product by the added value that this one has.

The second major group, the intensity of competition for Infit Denim, consists of a very high number of competitors, with intense price rivalry and relative ease of entry, as there are different barriers to entry such as example the initial outlay.

Finally, for the third group, accessibility to the market through the different channels available, the knowledge of customers is not always of a high degree as they are aware of the type of product they are looking for but often do not know the practices that there are behind every product and every price. Last but not least, the sales team, which requires great technical knowledge but to be able to explain and justify each product, also its price and production, without ceasing to transmit the values of the brand throughout the relationship with the customer.

Strategic planning: competitive advantages

The competitive advantages of Infit Denim are often quickly differentiated by their consumers who understand the procedure behind each item. Within the local textile and sustainable fabric industry, this ends up determining a notorious business position for the brand.

These competitive advantages can be grouped into three major dimensions: the advantages of differentiation, the advantages in impact costs, and the advantages of sustainable and social marketing.

Regarding the advantages of differentiation, it can be found the quality of the product, which is distinguished by meeting environmental, social and economic requirements that fast fashion does not meet on many occasions. There is also the quality of the services provided by the brand, which stand out for the upcycling options, workshops, social actions, among others. Finally, there is another incentive, which is the image and reputation of the brand with which consumers begin to associate items with infinite life, with which they can enjoy benefits such as quality and reduction of negative impact on the planet.

In relation to the advantages in impact costs, it is possibly the competitive advantage with which the company can stand out more over the competition, as the impact costs are very low and this allows them to receive aid from the government or even all, not having to pay so

many taxes, because pollution and social inequalities in producing the products, are not the same as those of large companies.

Finally, the advantage of sustainable and social marketing. This type of marketing is being used by some companies in order to position themselves as more sustainable brands than they were before, also known as "Green Washing". Conversely, in the case of Infinit Denim, the message is completely different, as this type of marketing is used from the beginning and gives an image of transparency to the company.

Definition of objectives

Based on the most likely scenario, in order to achieve and design the strategic marketing plan we will define the following new objectives of the company Infinit Denim:

The first goal is to redefine the marketing campaigns that Infinit Denim uses from now on. Until now, a much more responsible and sustainable product was being offered but the consumer continues to be encouraged to buy without limits. Through sustainable marketing, but even more so thanks to social marketing that serves to convey ideas, it will be possible to reconsider the type of hybrid marketing that the company will use. This will involve making the consumer think about whether they really need to buy a new product, or whether, on the contrary, they can reuse a product that is obsolete, and introduce it to the upcycling process that the company offers. Through this type of hybrid marketing, the company and the consumer would benefit. This is because the company would get the denim or main fabric for free and could offer a much tighter price, which is what the consumer usually asks for in this type of textile industry.

The second goal is to obtain certificates that prove that the production is local and low impact based. These certificates have been difficult to obtain for Infinit Denim, as it involves a large financial investment in order to obtain them and be part of them. For example, in Spain there is the B Corporation certificate, which certifies that the company is legally respectful of the impact that its decisions have on workers, customers, suppliers, communities and the environment. This would be one of the certificates that the company should try to get better positioning.

The third goal is to improve Infinit Denim's position on social media. The networks that could be most useful to give visibility to the work and process behind Infinit Denim could be Instagram, Facebook and Youtube. The latter could explain the origin of each piece of clothing when the consumer bought it through a QR on the label.

The fourth and final goal would be to create value for the brand and the consumer. This could be done with the continuation of the customization and sewing workshops with which they would introduce Infinit Denim fabrics. The business model created entirely by women could

also be explained as an example of female entrepreneurship. These talks would also serve as an example for other companies in the textile world, which today do not incorporate as many sustainable practices as Infnit Denim does. In this way, they would make the project known and different collaborations with other companies could emerge.

What Infnit Denim will achieve through this goal setting is to design a new strategic marketing plan that considers reaching a wider audience of the population who to this day have no record of the project, the upcycling system and the products offered. In this way, a new value proposition will be generated that will mark a differentiating advantage over the competition. Also, the new elements will be defined on which the organization will base the positioning of its services and products, which aim to be even more socially inclusive, respectful with the environment and adjusted to the new lifestyles that have become today.

Strategy selection

Depending on the attractiveness of the market and the competitive position of Infnit Denim, 7 different strategies could be developed that the company could adopt in order to obtain a mixed marketing strategy and an appropriate result plan according to the characteristics of the moment and the objectives to be achieved. However, the company will choose to develop only one specific strategy. Therefore, in line with the intention to develop a marketing plan for Infnit Denim in order to gain positioning within the textile industry and increase the company's profits, the strategy will be to create an offensive plan.

The intention is to implement an offensive plan, to take advantage of the emerging market and the early growth that the brand is experiencing in the textile market (See appendix figure 7). The offensive plan will consist of two strategies:

- Invest to increase sales in existing markets in order to grow in existing markets. With this strategy, it will be possible to obtain an increase in market share and at the same time increase revenue per customer.
- Invest to improve competitive position, in order to improve margins. With this strategy the company can improve its customer loyalty and repurchase levels and at the same time develop advantages in the type of hybrid marketing used.

3.2.7 Marketing Mix

Based on the strategic market plan, the marketing mix strategy will be developed to achieve the objectives defined in the previous phase.

Positioning and product lines (product)

The positioning of Infnit Denim is identified by these following strategies of positioning and differentiation for the product and services provided.

The fact of being able to enjoy a positioning and differentiation strategy for the type of product offered and the services provided generates value for the customer, because Infinit Denim offers sustainable features, always guaranteeing good quality in its product. This has immediate benefits for the customer, the company and the planet.

At the same time, in the positioning brand map of Infinit Denim (See appendix figure 8), it can be seen the idea that consumers of the brand have with respect to their competitors in the fast fashion industry, where it is mainly located in high sustainability at a moderately high price. Also, with the BCG matrix of the brand (See appendix figure 9), it can be seen that the most valuable product apart from the denim apron or the jumpsuit, is the "Back to Eco" service, in other words, the concept of reusing an item which is being treated as a new product.

Pricing strategy (price)

The company's pricing strategy is based on pricing according to local production that involves high costs, so it applies the cost-based pricing strategy. This strategy is also called "mark up" and consists of adding the profit margin to the cost of the product. The great advantage of this is the simplicity of the application and the guarantee of covering the costs and earning a benefit for each product. For both, the physical store and e-commerce it is usually a good first strategy to adopt when the company enters the market in the early years, as is the case with Infinit Denim.

As it can be seen in the chart called "Infinit Denim Prices" (See appendix figure 10), the average price of the 10 products with prices representative of their product portfolio in terms of clothing, is about 80 euros. Therefore, their prices are much higher prices than those offered by fast fashion, but clearly with a notorious differentiation that has a cost to be paid, sustainability.

However, as the company gains market share and the consumer understands the importance of the brand's product, it should be considered to change the marketing mix strategy to establish prices based on perceived value, as well as others brands like All Star. This change can also be caused by applying a cost-based pricing strategy, as if stock turnover is slow, costs go up. Also if the company wanted to monetize competitive prices and offer competitive prices, the profit margin would probably be reduced.

Commercial distribution strategy (placement)

The commercial distribution strategy that Infinit Denim implements is the selective distribution strategy. This strategy, by definition, is that the company chooses which distributors will work with. The company currently consists of B2B, in order to use other e-commerce or stores that distribute products of its brand. For example, the brand is part of the

Ethical Time e-commerce, which is responsible for distributing sustainable products of many brands through their e-commerce. At the same time, the brand has other points of sale apart from its own. For example, in Germany, there is the Boutique Théo Vezo or BeyonJes Conceptstore, to physically buy Infinit Denim brand products.

Thanks to the selective distribution strategy, the Catalan brand enjoys of a specific number of intermediaries, in other words, it is in charge of selecting the ones that interest it most. This strategy is often used for premeditated purchase products, where the customer has compared prices and product features in advance before making the purchase decision.

These distributors are selected taking into account their location, image, prestige and solvency, taking into account the possibility of after-sales service or the ability to penetrate the market. Finally, Infinit Denim has its own e-commerce with international shipments and also its own physical store located in Barcelona (Spain).

Communication strategy (promotion)

The communication strategy used by Infinit Denim is the pull strategy. This technique makes use of the company's sales force and trade promotion activities to create demand for products to the consumers. Unlike the push strategy where the communications mix is aimed at the distributor, in this case it is aimed at the consumer, in order to obtain a satisfactory response.

The main goal of the pull communication strategy is to make sure that the brand reaches the customer, and that the customer is aware of the promotions, of the available products and nearest points of sale through visible strategies, such as for example, using social media.

In the case of Infinit Denim, the tools implemented to develop and apply this strategy are diverse. Starting with social networks like Facebook, Instagram or Youtube. They also use the newsletter to connect the user with the website and its news. At the same time, they use collaborations with other brands to reach the end customer. However, it could be proposed to develop an app in order to follow the procedure of the upcycling service of the clothes that consumers donate which are in disuse and to send the news and promotions through the application. All Infinit Denim advertising should have the least environmental impact to keep up with the brand's values, so the digital channel is a great option to keep developing.

3.2.8 Marketing Budget

The marketing budget (See figure 5) will be in line with the achievement of the objectives and the appropriate distribution of resources in order to achieve the purposes of the strategic marketing plan. To calculate the budget, it will not be taken into account the labor cost of those who today are already employees of the brand, but only the cost of actions for which Infinit Denim does not usually have access to these resources, for example, paid advertising on social media or development of an application.

The total annual budget that Infnit Denim would pay to develop the four main objectives of the marketing plan is 37.880 € (See figure 6). After making this investment, it would allow the company to position itself within the textile sector and generate brand awareness at the same time as it improves the brand image. In the absence of real data on the brand's profit results, this budget is made without considering what impact it would have on the final profit results, although by increasing brand awareness and brand image, there would be implicit benefits at the end of the year.

Figure 5: Marketing Budget for Infnit Denim

GOALS	ACTIONS	ANNUAL BUDGET
Redefine marketing campaigns.	Implement a "pop up" on the Infnit Denim website reminding the customer if they need to buy a new product and illustrating the difference in impact between buying a new product or not. This "pop up" will have two different links. The first will go directly to the page explaining how the upcycling system works with the disused product brought by the customer and the second will allow you to buy directly through e-commerce a new product.	15€ x 12 months = 180 €
Use sustainable marketing and social marketing.	Add a QR code to Infnit Denim product labels where the customer can scan it through its phone camera and see where the product comes from and how its production has been made of.	100 € x 12 months = 1.200 €
	Create community Back To Eco, a blog, where customers can exchange their views on how a product has been reused, which fibers have responded best, which products have been reused, how has their experience in the store been... Customers who comment after the process, they will get a 10% discount for the next upcycling process they ask for.	1.000 €
Get certificates	Make a video via Youtube, which explains the climate, economic and social emergency that humanity is experiencing. Subtitle the video in English. Communicate and disseminate to the customer the importance of upcycling and small businesses such as Infnit Denim to improve the world through social media.	500 €
	Create a crowdfunding campaign to get funding in order to get certificates that help boost sustainable trade and where 10% of the profits go to <i>Arrels Foundation</i> , a foundation that accompanies and helps homeless people.	0 cost
	Contact the companies that issue the certificates and promote a social project in order to obtain financing from banks, such as " <i>Obra social la Caixa</i> ", for those brands that are most committed to society and the planet earth.	1.000 €
Improve positioning on social media	Make use of the Youtube channel to explain production processes and sensitize customers by telling the story behind the people hired in a vulnerable situation and show how they have changed their lives after being part of the Infnit Denim project. Explain news through that channel or	Videos design and editing: 3.600 €

	curiosities that the customer is unaware of. Do the same with Instagram adapting the videos making them shorter and more visual.	
	Carry out sweepstakes through social media where the prizes are to live the Infinit Denim experience from the inside for a day. To be able to have access to the workshops, to the shop, to know the people behind it. Another type of prize could be that the customer could self-design an item through fabrics that he or she has at home and thus design exclusive products for the winners.	200 € per sweepstake x 6 months = 1200 €
Create value for the brand and the consumer	Develop an Infinit Denim app. That would be a higher budget. The application could have different sections: meetings of actions for the climate, for society, upcycling explanations, a calendar of activities, direct purchase option, membership card with direct access to the amount of liters of water saved and gases reduced greenhouse. For every x liters saved, the user could be rewarded with a free upcycling service for example. Promotion of the app.	25.000 € app development 1.500 € social media promotion
	Create an Infinit Denim "school", where you will be taught how to reuse clothes you have already bought, tips to be more sustainable, continue with clothing workshops. Promote it.	100 € preparation of each activity x 12 months = 1.200€ 1.500 € social media promotion

Source: own elaboration

Therefore, the following table shows the summary of the cost of each objective and the total cost of implementing the four objectives:

Figure 6: Table with the total budget

GOALS	TOTAL BUDGET
1st goal	2.380 €
2nd goal	1.500 €
3rd goal	4.800 €
4th goal	29.200 €
4 GOALS	37.880 €

Source: own elaboration

3.2.9 Action's Plan, Monitoring and Control

In order to be able to control the actions and time them in time, the following table (See figure 7) has been made. The goals are intended to be achieved in 2022, with a somewhat better

social and health scenario in mind. The actions that will be carried out have a specific duration of months and there are also different departments that are responsible for developing, executing and monitoring them. Monitoring and control are necessary in order to be able to redirect any of the actions if these do not have the expected results or if consumers have changed their behavior.

It is recommended to hold evaluation meetings each week during the first month of the action. Otherwise, it can be changed to do it every two weeks as of the second month, or as appropriate, in the time period in which the company feels comfortable to manage them. Furthermore, a GANTT Diagram (See appendix figure 11) has been made in order to follow up the goals and control them.

Figure 7: Table detailing goals and actions to be accomplished

NUM.	GOALS	ACTIONS	RESPONSABLES	TIMING	MONITORING & CONTROL
1	Redefine marketing campaigns. Use sustainable marketing and social marketing	Implement a “pop up” on the web.	IT Department	2 months	GANTT Diagram
		Add QR to labels.	Design/IT Department	3 months	
		Create Back to Eco Community	Marketing Department	6 months	
2	Get certificates	Make Youtube video.	Marketing Department	2 months	GANTT Diagram
		Create a crowdfunding campaign.	Finance Department	3 months	
		Do networking with companies that give certificates and talk about different financing methods.	Finance Department and General Management	12 months	
3	Improve positioning on social media.	Create a Youtube channel and enhance Instagram with videos.	Marketing Department	12 months	GANTT Diagram
		Make sweepstakes on social media.	Marketing Department	6 months	
4	Create value for the brand and the consumer.	App development and promotion	IT/Marketing Department	5 months	GANTT Diagram
		Create “Infini Denim School”.	Marketing Department	6 months	

Source: own elaboration

3.2.10 Evaluation of Results

In this last phase, the goal is to answer the following question: “Have the desired results of market share, sales and profitability been achieved?”. The simple fact of not being able to implement this plan and not having real data, does not allow to develop and reason this last stage.

Anyway, if the estimates made are met, the marketing plan would be successful and Infnit Denim would improve its position in the textile market by generating brand awareness and improving its brand image which is proposed in the objectives of the strategic marketing plan. At the same time, the company would improve its position as a sustainable brand. The impact, then, would not only be on the company itself, but on society as a whole, as the latter would discover other ways of consuming that are different from the ones they are used to. For this reason, it is recommended that the company Infnit Denim execute this marketing plan, and if necessary, implement it in other countries but always adjusting it to the needs of each region.

V CONTROVERSIES

Throughout this work, different controversies have arisen regarding the type of marketing plan used by Infnit Denim, the current situation and consumer behavior. The specific points that can give rise to certain controversies are the following:

Global pandemic

Due to the global COVID-19 pandemic, all possible plans that have been made throughout this marketing plan may vary. It all depends on the evolution of the pandemic and its economic effects. Above all, it should be mentioned that the pandemic itself has accentuated consumer behavior in two different ways: looking for cheaper prices and being able to shop online so as not to have to go to the physical store. This could affect small business, causing the consumer to continue to focus on the big fast fashion brands that can offer reduced world prices and have a lot of resources to reach the end consumer.

Lack of real data

Due to privacy policy, I did not have access to the actual data of the company Infnit Denim. Therefore, I have not been able to make a plan that looks at the net contribution of marketing or the profitability of marketing on sales or investment. However, prices of Spanish products and services based on euros have been taken to make the estimates.

Sustainability as a buzzword

For consumers who do not have deep knowledge of the companies behind each product, the use of the word *sustainability* can influence them when making a purchase. Therefore, as long as the word sustainability is in vogue and there is no law that explains what needs to be done to be able to use it, the competition for those companies that are really sustainable will be even greater. Therefore, the importance of having free but regulated access to certificates especially for those small businesses that do not have large financial resources.

Sustainability limitations

If consumers behavior is changing and consumers are currently making more online shopping (UNCTAD, 2020), companies must also adapt and develop e-commerce for everyone, not just for those who have daily internet access and great infrastructures. We need to think about global sustainability and make upcycling procedures integrated around the world, and not just in certain countries. This is a limitation as economic inequalities between countries can delay this procedure towards change.

VI CONCLUSIONS

The following final conclusions are the result of using the research part and the prior marketing knowledge that I already had. My purpose was to use it in order to redefine marketing for small sustainable retail businesses. Therefore, these conclusions are the sum of the research done and its subsequent application.

The idea of using sustainable and social marketing, is the perfect combination for those small sustainable businesses that are starting to grow but have a notoriety lack due to the great competition in the industry. This type of marketing is different from that used by large retail companies, as the purpose and services they offer are also different. Therefore, it is no longer just a matter of reaching the public in an efficient way using all the resources that the company has at its disposal, but of conveying a different message about the responsible consumption that customers have to make.

Besides, the strategic marketing plan must focus on the digital world but without losing proximity to the customer. This is due to the evolution of the global situation of COVID-19 but also to the change in customer behavior that has occurred from this situation. Despite having developed this marketing plan that is intended to be launched in 2022, it remains to be seen what the effects of the pandemic will be on small businesses and whether the campaigns carried out by public institutions to support local trade, have some kind of effect.

Another thing to take under consideration, is that this marketing plan defined for Infnit Denim, can be adapted and can be useful for other small businesses that make their production locally and that are basically applying sustainability in their three large areas: the economy, society and the environment. Furthermore, it would be very interesting to establish the business model that Infnit Denim has in each location where it was possible, or at least, that Infnit Denim had an upcycling point in as many locations as possible and that the idea of reusing clothes and give them a second life, would be expanded all over the world.

Finally, the hypothesis raised at the beginning of the project was the following: *whether words such as "sustainable" can influence the consumer while deicing which product should buy.* Regarding this first hypothesis, we can state that it holds true after conducting a survey and asking the 200 participants how they changed their intent to buy, when they read on the product's label the "sustainable" word. Indeed, this tipped the scales to buy that product, specifically 176 people out of the 200 respondents, feel more eager to buy that product. Then, as this hypothesis was confirmed, a marketing plan was designed with a different marketing typology for Infnit Denim. The main idea of this project was to be able to use sustainable and social marketing in order to exemplify the real sustainable business model and that other small businesses could encourage themselves and introduce the strategic marketing plan within its business models by adapting it to their own needs.

From my point of view and experience after carrying out this project, I would propose a legal framework that would bring visibility and projection to small sustainable retail businesses by limiting the marketing used by large retail companies if they use words that do not adjust to reality when selling their products. As a result, large companies would stop abusing words with positive connotations that aim to sell more. Social awareness campaigns done by large institutions should also be increased to have an impact on the consumption made by each individual, and the options available on the market, such as upcycling, should be brought to light.

In this way, the consumer would understand that sustainable retail is not just using recycled material in order to produce less damage to the environment, but a set of social, economic and environmental factors, which encourage to produce and consume less and to offer more upcycling services, as Infnit Denim uses Back to Eco approach, for these items that have already been produced.

VII REFERENCES

- Bahu, S. (2020, September 17). *Corporate Sustainability vs. CSR: What's the Difference?* Unboxed Technology. Retrieved October 20, 2020 from <https://unboxedtechnology.com/the-difference-between-sustainability-and-corporatesocial-responsibility/>
- Beaumont, P. (2014, February 19). *5 Definitions of Sustainability*. The Green Dandelion. Retrieved November 22, 2020, from <http://blogs.rochester.edu/thegreendandelion/2013/06/5-definitions-of-sustainability/>
- Carol A. Stabile (2000) *Nike, social responsibility, and the hidden abode of production*. *Critical Studies in Media Communication*, 17:2, 186-204.
- Crowther, D. & Aras, G. (2008). *Corporate Social Responsibility*. BookBoon.
- Dahlstrom, R., & Crosno, J. (2017). *Sustainable Marketing, second edition (2.^a ed.)*. Chicago Business Press.
- Dabija, D. C., Bejan, B. M., & Dinu, V. (2019). *Transformations in Business & Economics - Vol. 18, No 2 (47), 2019 - Article. How sustainability oriented is Generation Z in retail?* *International Journal of Scholarly Papers*. Retrieved November 20, 2020 from <http://www.transformations.knf.vu.lt/47/article/hows>
- Diputació de Barcelona. (n.d.). *Anàlisi de la sostenibilitat i models de negoci d'aplicació al sector tèxtil*. Diba.Cat. Retrieved November 01, 2020 from <https://www.diba.cat/documents/36150622/39135034/analisi-sostenibilitatsectortextil.pdf/ab8399ac-7377-4ff2-a271-35f45219bca9>
- El Diario. (2018, August 6). *La lección de la tragedia del Rana Plaza*. *ElDiario.Es*. Retrieved October 20, 2020 from https://www.eldiario.es/alternativaseconomicas/leccion-tragedia-rana-plaza_132_2026544.html
- Ellen Macarthur Foundation. (2017, November). "A new Textiles Economy: Redesigning Fashion's Future". Retrieved February 10, 2021 from https://www.ellenmacarthurfoundation.org/assets/downloads/publications/A-New-Textiles-Economy_Summary-of-Findings.pdf
- Ellen Macarthur Foundation. (n.d.). *The Circular Economy In Detail*. www.ellenmacarthurfoundation.org. Retrieved February 10, 2021 from <https://www.ellenmacarthurfoundation.org/explore/the-circular-economy-in-detail>

- Ferranti, P., Berry, E., & Jock, A. (2018). The United Nations Development Goals. In *Encyclopedia of Food Security and Sustainability* (1st ed., pp. 6–8). Elsevier.
- Ferrell, O. C., & Hartline, M. D. (2010). *Marketing Strategy* (5th ed.). South-Western.
- Gardetti, M. A., & Muthu, S. S. (2018). *Sustainable Luxury: Cases on Circular Economy and Entrepreneurship (Environmental Footprints and Eco-design of Products and Processes)* (1st ed. 2019 ed.). Springer.
- Generalitat de Catalunya. (n.d.). *Catalunya Clústers*. Gencat.Cat. Retrieved October 24, 2020 from https://www.accio.gencat.cat/web/.content/01_Serveis/clusters/Troba-el-teu-cluster/doc/cataleg-clusters.pdf
- Glavič, P., & Lukman, R. (2007). Review of sustainability terms and their definitions. *Journal of Cleaner Production*, 15(18), 1875–1885.
- Gutiérrez, M. (2020, February 19). *Tejanos sostenibles para Greta Thunberg*. La Vanguardia. Retrieved November 01, 2020 from <https://www.lavanguardia.com/economia/20200219/473656021082/back-to-eco-moda-sostenible-marca-barcelona.html>
- Hardy, J. (2020, June 16). *The History Of Marketing: From Trade to Tech*. History Cooperative. Retrieved November 23, 2020, from <https://historycooperative.org/the-evolution-of-marketing-from-trade-to-tech/>
- INFINITDENIM. (2021, January 29). *Infini Denim*. Retrieved January 29, 2021 from <https://www.infini denim.com/>
- Investopedia. (2020, July 14). *Why Socially Responsible Marketing Matters*. Retrieved November 5, 2020 from <https://www.investopedia.com/ask/answers/042215/why-social-responsibility-important-marketing.asp>
- Jung, J., Kim, S. J., & Kim, K. H. (2020). Sustainable marketing activities of traditional fashion market and brand loyalty. *Journal of Business Research*, 120, 294–301.
- Kallis, G., Paulson, S., D’Alisa, G., & Demaria, F. (2020). *The Case for Degrowth* (1.^a ed.). Polity.
- Kotler, P., & Zaltman, G. (1971). *Social marketing: An approach to planned social change*. *Journal of Marketing*, 35(3), 3–12.
- Kotler, P., *Marketing Management*, (2000), Custom Edition for University of Phoenix, Prentice Hall, p. 9.

Lee, N. R., & Kotler, P. (2019). *Social Marketing: Behavior Change for Social Good* (6.^a ed.). SAGE Publications, Inc.

Marketing Directo. (2019, September 22). *El textil con responsabilidad social y medioambiental, ¿una utopía?* Marketing Directo. Retrieved November October 29, 2020 from <https://www.marketingdirecto.com/anunciantes-general/anunciantes/el-textil-con-responsabilidad-social-y-medioambiental-una-utopia>

Martin, S. (2018, May 3). *Social marketing: ¿qué es y cómo convertir más?* Cyberclick. Retrieved December 10, 2020 from <https://www.cyberclick.es/numerical-blog/social-marketing-que-es-y-como-convertir-mas>

MIT. Massachusetts Institute of Technology. (2009, July 14). *Flourishing Forever*. MIT Sloan Management Review. Retrieved November 23, 2020, from <https://sloanreview.mit.edu/article/flourishing-forever/>

Mulligan, M. (2017). *An Introduction to Sustainability: Environmental, Social and Personal Perspectives* (2.^a ed.). Routledge.

Muthu, S. S. (2021). *Microplastic Pollution (Sustainable Textiles: Production, Processing, Manufacturing & Chemistry)* (1st ed. 2021 ed.). Springer.

O'Rourke, D. (2005). *Market Movements: Nongovernmental Organization Strategies to Influence Global Production and Consumption*. Wiley Online Library.

Público. (2016, September 12). *La industria textil se sirve de la semiesclavitud para hacer negocio*. Retrieved October 29, 2020, from <https://www.publico.es/internacional/bangladesh-industria-textil-ropa-esclavitud.html>

Rayman-Bacchus, L., & Crowther, D. (2004). *Perspectives on Corporate Social Responsibility (Corporate Social Responsibility Series)*. Routledge.

Silk, A.J. (2006). *What Is Marketing?* Harvard Business Review Press.

Scheinbaum, C. A. (2017). *Online Consumer Behavior: Theory and Research in Social Media, Advertising and E-tail (Marketing and Consumer Psychology Series)* (1.^a ed.). Routledge.

Story, J. (2019, October 25). *What is sustainable marketing and how should you use it?* Smart Insights. Retrieved January 10, 2021 from <https://www.smartinsights.com/online-brand-strategy/brand-positioning/sustainable-marketing-how-should-you-use-it/>

Swartz, A. (2020). *See You on the Internet: Building Your Small Business with Digital Marketing*. Page Two.

Tex4future. (2012, September 10). *El sector tèxtil aposta per la producció de proximitat*. Retrieved October 28, 2020 from <https://www.tex4future.net/el-sector-textil-aposta-per-la-produccio-de-proximitat/>

UN. United Nations. (n.d.). *Sustainability | Academic Impact*. Sustainability - Academic Impact. Retrieved November 22, 2020 from <https://academicimpact.un.org/content/sustainability>

UNCTAD. *COVID-19 has changed online shopping forever, survey shows | UNCTAD*. (2020, October 8). UNCTAD. Retrieved January 25, 2021 from <https://unctad.org/news/covid-19-has-changed-online-shopping-forever-survey-shows>

Uslay, C., Morgan, R. E., & Sheth, J. N. (2008). Peter Drucker on marketing: an exploration of five tenets. *Journal of the Academy of Marketing Science*, 37(1), 47-60.

Warasthe, R., Schulz, F., Enneking, R., & Brandenburg, M. (2020). Sustainability Prerequisites and Practices in Textile and Apparel Supply Chains. *Sustainability*, 12(23), 9960.

Weinreich, N. K. (2006, January). *What Is Social Marketing?* Weinreich Communications. Retrieved November, 24, 2020 from <https://www.social-marketing.com/Whatis.html>

Wood, M. (2012). Marketing social marketing. *Journal of Social Marketing*, 2(2), 94-102.

Xarxa D'Economia Solidària. (n.d.). *Xarxa d'Economia Solidària*. Retrieved October 23, 2020 from <https://xes.cat/>

VIII APPENDICES

CONTENT TABLE

<i>Figure A.1: Table with the description of the 17 SDGs.....</i>	<i>48</i>
<i>Figure A.2: Picture of an employee working in the atelier of Infinit Denim</i>	<i>50</i>
<i>Figure A.3: Denim coming from Solidança that is used by Infinit Denim</i>	<i>51</i>
<i>Figure A.4: Link to the survey: “La percepció del màrqueting: Comportament del consumidor envers la sostenibilitat en el món del retail”</i>	<i>52</i>
<i>Figure A.5: Interview with a Infinit Denim: Montse Bayen (Co-founder).....</i>	<i>58</i>
<i>Figure A.6: Interview with Nike: Jessica Serrano (Nike’s Team Coach</i>	<i>63</i>
<i>Figure A.7: Infinit Denim Business Life Cycle.....</i>	<i>65</i>
<i>Figure A.8: Infinit Denim Positioning Brand Map</i>	<i>66</i>
<i>Figure A.9: Infinit Denim BCG Matrix.....</i>	<i>67</i>
<i>Figure A.10: Infinit Denim Representative Price Chart</i>	<i>68</i>
<i>Figure A.11: GANTT Diagram for the Infinit Denim’s Startegic Marketing Plan.....</i>	<i>69</i>

Figure A.1: Table with the description of the 17 SDGs

OBJECTIVES	DESCRIPTION
1. No poverty	End poverty in all its forms everywhere.
2. Zero hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3. Good health and well-being	Ensure healthy lives and promote well-being for at all ages.
4. Quality education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5. Gender equality	Achieve gender equality and empower all women and girls.
6. Clean water and sanitation	Ensure availability and sustainable management of water and sanitation for all.
7. Affordable and clean energy	Ensure access to affordable, reliable, sustainable and modern energy for all.
8. Decent work and economic growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9. Industry, innovation and infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
10. Reduced inequalities	Reduce inequality within and among countries.
11. Sustainable cities and communities	Make cities and human settlement inclusive safe, resilient and sustainable.
12. Responsible consumption and production	Ensure sustainable consumption and production patterns.
13. Climate action	Take urgent action to combat climate change and its impacts.
14. Life below water	Conserve sustainability use the oceans, seas and marine resources for sustainable development.
15. Life on land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
16. Peace, justice and strong institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

17. Partnerships for the goals	Strengthen the means of implementation and revitalize the global partnership for sustainable development.
--------------------------------	---

Source: own elaboration from United Nations Official Website (2020)

Figure A.2: Picture of an employee working in the atelier of Infnit Denim



Source: Infnit Denim Website

Figure A.3: Denim coming from Solidança that is used by Infnit Denim



Source: Infnit Denim Website

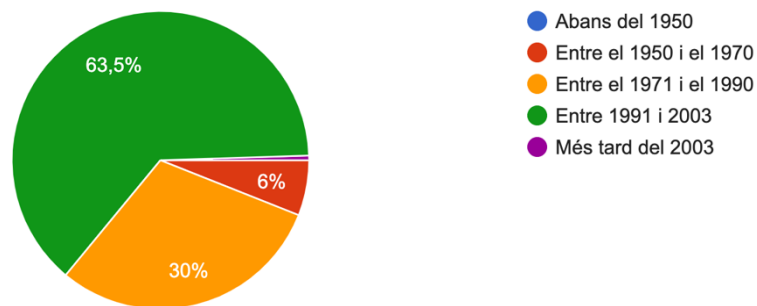
Figure A.4: Link to the survey: “La percepció del màrqueting: Comportament del consumidor envers la sostenibilitat en el món del retail”

In order to have access to all results there is available the following link:

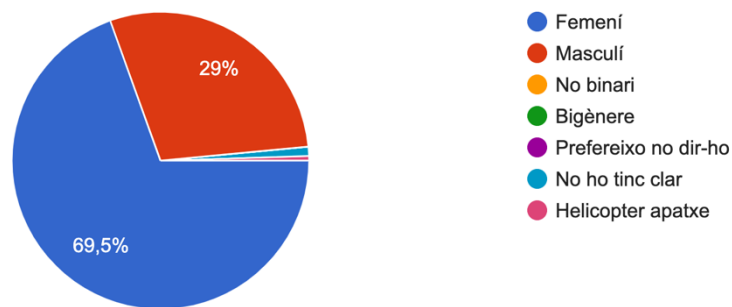
https://docs.google.com/forms/d/1UKPSbAwtSQ3l94zi5Kz4zzE_Gk_a8cg8rjCJhpBlhjA/edit?usp=sharing

Nevertheless, these are some of the questions and their respective answers from the survey answered by 200 people during December 2020 through Google Forms. It was conducted in Catalan language in order to ease the understanding for the respondents.

Any de naixement
200 respostes

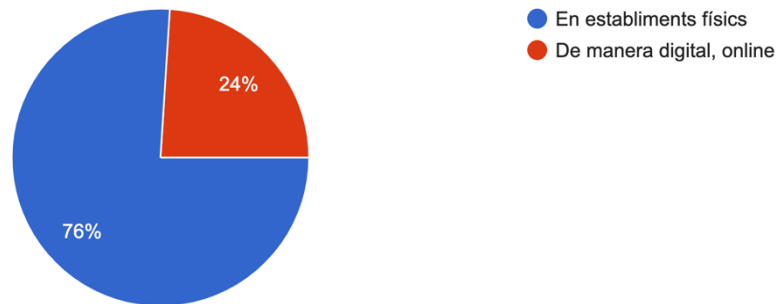


Indica el teu gènere
200 respostes



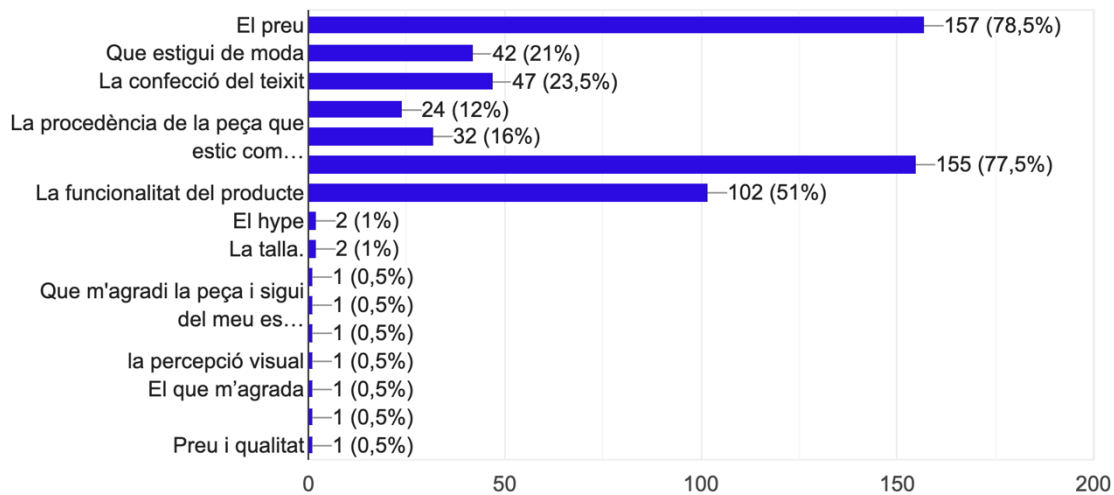
On realitzes la majoria de les compres d'articles de moda?

200 respostes



Què tens en compte quan et compres roba/complements/sabates...?

200 respostes



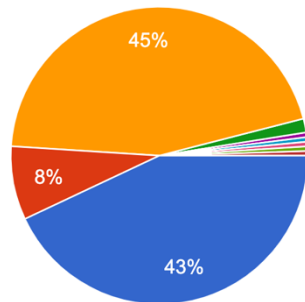
Quants diners pots arribar a gastar a l'any en moda?

200 respostes



On sols comprar la teva roba/sabates/complements?

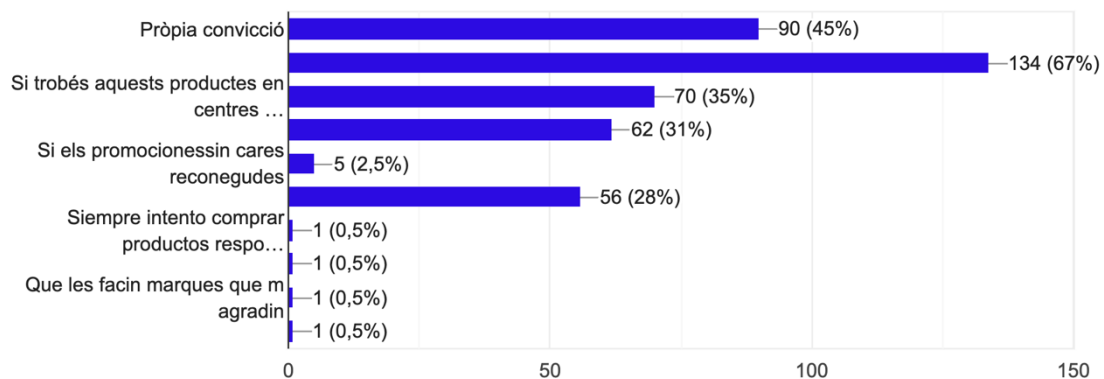
200 respostes



- En grans empreses reconegudes com per exemple Nike, Adidas, Primark, D...
- En petit comerç/Botigues de barri
- Les dues opcions anteriors.
- Web plataformes on line de dia punt o...
- Segona mà
- Evito al màxim inditex
- Net a porter, end clothing
- Webs multimarca
- Les dues però bastant més en grans c...

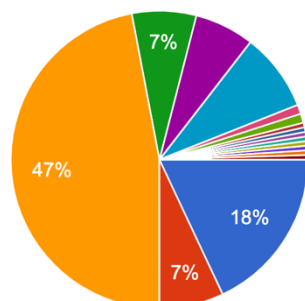
Quins motius t'incentivarien a comprar productes més responsables amb el medi ambient, l'economia i la societat?

200 respostes



Retornaries un article de moda en desús en la botiga on el vas comprar?

200 respostes

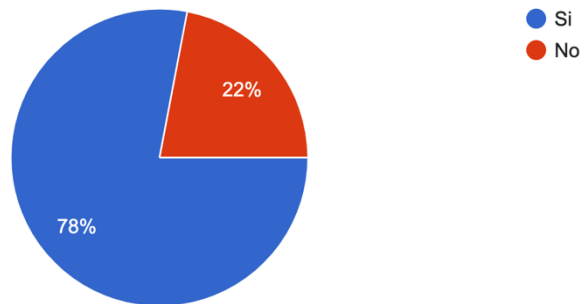


- Sí. Si em donguessin un val de desco...
- Sí. Si així m'asseguro que s'utilitzarà...
- Sí. Si sapigués que li donarien una se...
- No el retornaria. Prefereixo revendre'l...
- No el retornaria.
- No el retornaria. Prefereixo portar-lo a...
- Càrites
- Sí, si ho passessin a recollir per casa.

▲ 1/2 ▼

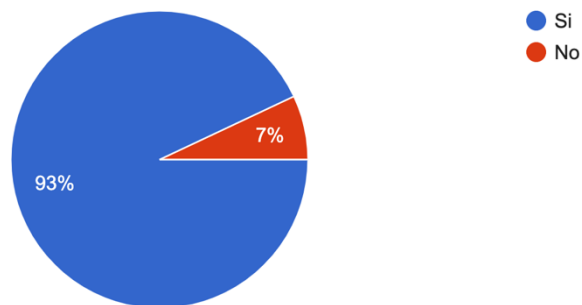
Has comprat mai un article procedent d'una empresa sostenible?

200 respostes



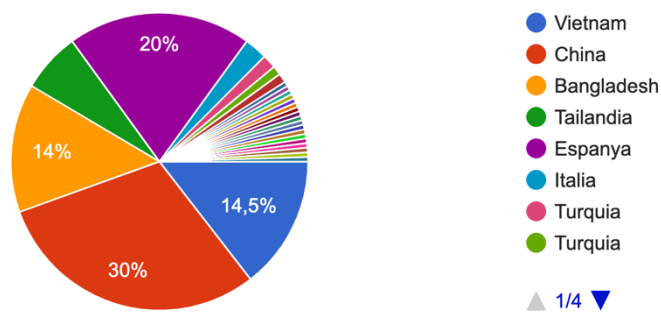
Valores positivament que un article de moda sigui de producció local?

200 respostes



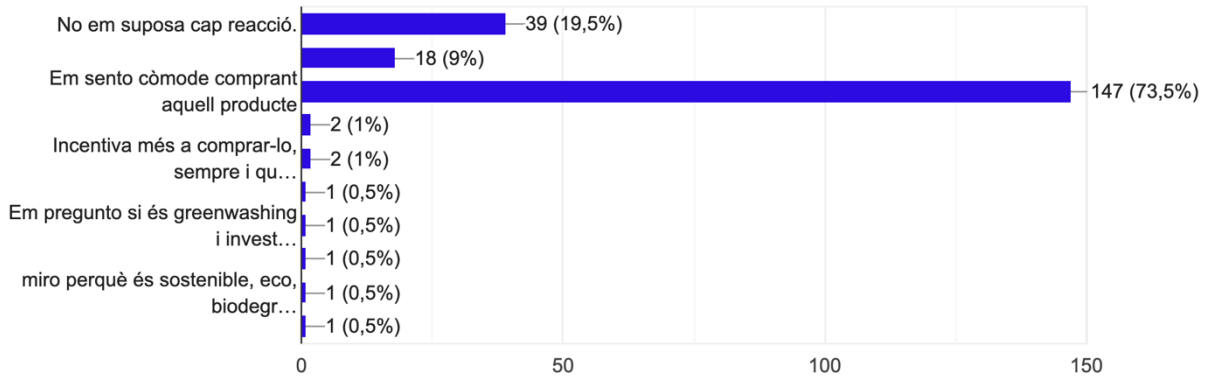
Podries indicar la procedència d'una de les peces de roba que portis ara mateix?

200 respostes



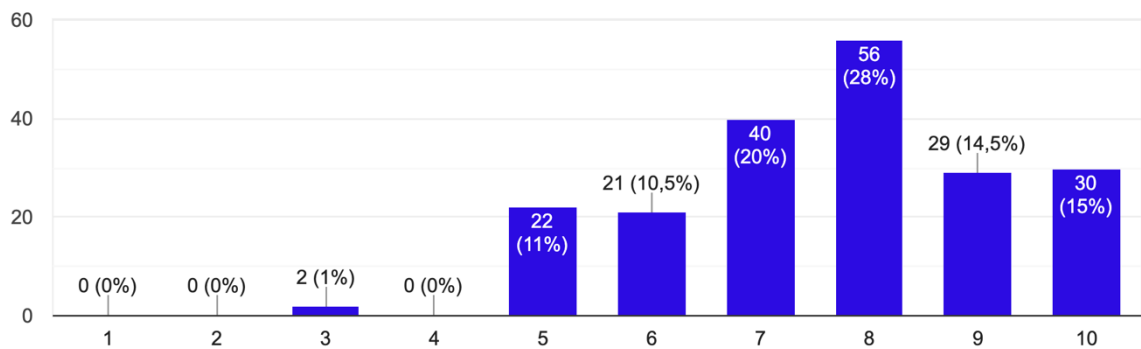
En què penses quan veus a l'etiqueta d'un producte: "100% Sostenible", "EcoFriendly", "Biodegradable", etc.

200 respostes



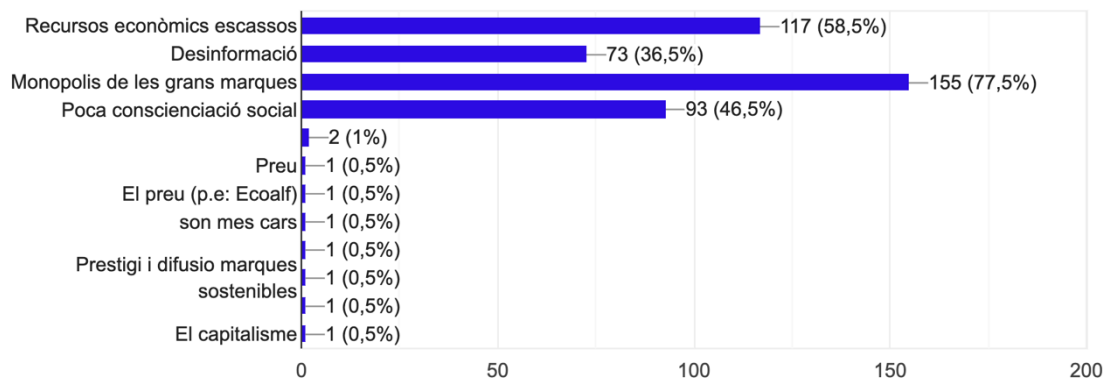
Com canvia la teva percepció d'un producte quan llegeixes en l'etiqueta d'aquest la paraula "sostenible"?

200 respostes



Quines barreres creus que existeixen per què els projectes de marques sostenibles puguin créixer al mateix nivell que les grans marques?

200 respostes



Si comprar un jersei d'una marca sostenible comportés pagar 15 euros més que en un marca que no destaca precisament per les seves pràctiques sostenibles, ho faries?

200 respostes

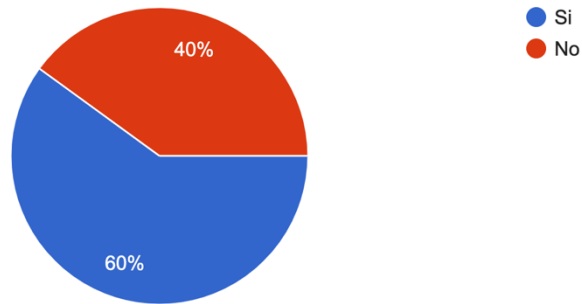


Figure A.5: Interview with Infinit Denim: Montse Bayen (Co-founder)

This interview was held at Infinit Denim Store, located in Carrer del Bruc 5 (Barcelona, Spain) on November 18th, 2020 and the chosen language was Catalan.

Q: Quina necessitat us neix per a crear aquest projecte?

A: Per posar un producte al mercat que provingui d'un residu i centrar-nos en l'economia circular, aquesta es la nostra principal necessitat. A part, un projecte social, que evidentment hi havia darrere.

Q: Què ha suposat la Covid-19? Heu hagut de fer més inversió en màrqueting per exemple o heu hagut de prescindir de certes coses?

A: Ens ha suposat una paralització total de les ventes, al principi no, però ara des de setembre, octubre i novembre del 2020 les ventes estan molt baixes, i ens ha suposat una inversió molt elevada en temes de màrqueting i comunicació. Sobretot moltes accions que ens donin notorietat, per poder accedir al món online.

Q: A quantes dones teniu contractades actualment? Considereu també donar feina a homes en situació de vulnerabilitat? Quants treballadors integren l'empresa en total?

A: En el taller actualment hi treballen dues dones, inicialment teníem un home també contractat però la veritat és que treballem molt millor amb dones. A veure, no és que siguem excloent, evidentment que no, però bé, en el món de la confecció la dona hi és molt més present que no pas l'home, encara que hi ha homes que s'hi dediquen i ho fan verdaderament bé. Però ara per ara, el taller que tenim és molt petit, la seva estructura també i de moment veient la situació seguirem amb aquestes dues dones.

Actualment a l'empresa en nòmina, estem les dues empleades del taller de confecció, la Núria i jo, la Montse, que som l'equip directiu i després hi ha la Ivonne que cobreix una mica tots els departaments, sobretot en temes de moda, màrqueting, taller... Així doncs, aquesta és l'estructura principal de l'empresa, són 5 nòmines i ens nodrim bastant de becaris.

Q: D'on va treure els contactes de les treballadores en situació de vulnerabilitat?

A: Bàsicament els contactes de les treballadores els vam treure de Càrites i de Làbora, que és un programa que té l'Ajuntament de Barcelona conjuntament amb persones que porten molt de temps a l'Atur, amb certa edat... És un programa que té l'Ajuntament que és molt inclusiu.

Q: Qui són els vostres proveïdors? D'on trèieu la matèria prima?

A: Els proveïdors tots són locals, la matèria prima procedeix de diferents llocs. El texà el traiem de Solidança, que és un gestor de residus a nivell de Catalunya. A més, el texà és una de les nostres principals matèries primes. El nostre teixit doncs, l'hem fet nosaltres, amb part del texà. Aleshores, la confecció o tot el circuit de procés del teixit és el següent: es tritura a Olot, s'ha filat a Vic i teixit a Moià. És a dir, aquest procés té una traçabilitat de 272 quilòmetres. Finalment, els altres proveïdors, perquè hem obert una mica el ventall, fem unes "prendes" amb cotó orgànic i el proveïdor és de Mataró. Els botons també són d'aquí i realment tot és matèria de proximitat.

Q: La matèria prima pagueu algun preu o l'adquiriu gratuïtament? Potser pagueu per quilos de roba...

A: El texà tenim un acord amb Solidança, ja que vam ser de les primeres i ens el proporcionen de manera gratuïta. Fem fer com un "trueque" on nosaltres els hi fèiem les cortines de les seves botigues i clar, el que ells ens donen és un residu, o sigui és texà "tacat", brut o trencat que ells no el poden introduir en el seu mercat de segona mà i distribuir-lo a través de les seves botigues o fer donacions. A més, tenim molt bona relació amb ells i sempre ens han tractat amb molt de "carinyo".

Q: Quina producció teniu? Quants articles esteu produint al mes?

A: La nostra producció actual es divideix en dues branques: tot el que són complements es confeccionen al nostre propi taller i el que és roba, es confecciona en tallers externs per un tema sobretot de *know-how*, ja que el nostre taller no està tant avançat ni tan especialitzat. Llavors aquí, es confeccionen unes 200 unitats al mes o menys, en funció de la complexitat del producte.

Q: Amb quines ONGs heu participat?

A: Al principi sobretot, no eren ONGs sinó eren col·laboracions que vam fer amb centres especials de treball per a la confecció dels articles i tenim alguna col·laboració amb Arrels Fundació, però de manera puntual.

Q: Qui s'encarrega del màrqueting d'aquesta empresa? Quin % de les despeses del negoci us suposa la inversió en màrqueting?

A: Tot i tenir a la Ivonne, del màrqueting se'n encarrega més la meua sòcia, la Núria. La inversió de màrqueting ha incrementat darrerament degut a la Covid-19, tampoc es fan grans inversions però potser suposa un 15% de la despesa del negoci.

Q: Creus que la societat està conscienciada amb l'economia verda/circular?

A: Hi ha la tendència actual, però encara falta molt. Comença a tendir a ser una moda, però volem que sigui una idea que perduri.

Q: Creus que cada vegada hi ha més competència?

A: Com a model de negoci, no. Però sí que cada dia neixen més *market places* amb productes "sostenibles", "eco".... I sí que en certa manera, ho notem.

Q: Qui s'encarrega de la logística d'aquesta empresa?

A: La logística de l'empresa està tota integrada al propi *work-shop*, tenim el nostre propi magatzem.

Q: He vist que feu enviaments a nivell mundial. Actueu a tots els països? Cap a quins països voleu créixer? Per què? Quins canals de distribució adaptaríeu en tot cas?

A: Tota la actuació internacional es fa ara mateix a nivell *d'e-commerce*, a nivell de retail ens hem centrat principalment a Europa i tota la resta és *e-commerce*. Tot i així, hem tingut ventes molt puntuals a nivell internacional, com per exemple podria ser Estats Units. A nivell Europeu repartim a través de Mail Boxes.

Q: Us han assignat el segell *Real Sustainable Fashion 2020* l'empresa d' *Ethical Time*. És per vosaltres com una espècie d'auditoria i alhora reconeixement? En passeu igualment d'auditories?

A: De moment no passem auditories, el segell *Real Sustainable Fashion* no sé ben bé que ens aportarà. Hem estat mirant altres tipus de segell com "B Corporation" però signifiquen grans inversions de diners que a dia d'avui no disposem.

Q: Què podeu millorar com a negoci sostenible?

A: Sobretot vendre. La resta de coses penso que ja les tenim, com a molt podríem optar a més certificats que potser ens donarien més reconeixement.

Q: De la venda de cada article, quin % net es pot acabar enduent l'empresa?

A: Entre un 15% i un 20%.

Q: Penseu des d'un primer moment, que tindria retorn la inversió? D'on vau treure els recursos econòmics? La generalitat us dona ajudes per ser petit comerç i està desenvolupant economia verda i circular?

A: Hem optat a subvencions, de la generalitat i de l'ajuntament però la principal font econòmica ha sigut d'aportacions de fons propis.

Q: Puc dir-te una cosa que m'ha sobtat? La model de la web porta de bambes les *converse* (que es produeixen a Vietnam, Xina.... polítiques que vosaltres no defenseu) Teniu previst fer sabates?

A: No ho vam tenir en compte que la model portava aquelles Converse. De totes maneres sí que tenim un projecte amb Nut creatives, que són enginyers industrials de dissenys i conjuntament amb La Manual del Carrer Vinyó de Barcelona, s'ha fet un model nou d'espardenyes que incorpora el nostre teixit i es presenta ara el 20 de Desembre a la Fashion Week de Barcelona.

Q: Faríeu una col·laboració amb una marca que té la cadena de producció a països com Bangladesh o la Xina on rarament, es respecten els drets humans?

A: No, de moment no ens plantegem aquesta opció.

Q: Quins productes tenen millor sortida? A part de la mascareta.

A: Bé, les mascaretes van ser un "boom" al principi, però ara ja s'ha relaxat la venda. En principi més complements.

Q: Què creus que pensa un consumidor quan visita la vostra pàgina web i el vostre *e-commerce*? (part d'home, poc producte..)

A: Doncs realment no ho sabem, ara tot just estem fent una auditoria, perquè hem tingut dos impactes grans, un quan vam sortir a TV3 i l'altre quan hem fet col·laboracions amb *influencers* on va augmentar el nombre de visites en el nostre *e-commerce*, però tot i així les ventes no. Alguna cosa ens falla a la web, ja que les ventes no acaben de sortir.

Q: Penses que les grans marques com Inditex, Nike, H&M... tenen més facilitat per incorporar un model de negoci 100% sostenible que vosaltres?

A: Sí, ja que disposen de més recursos, però mai acaben de ser 100% sostenibles. No penso que canvi el model de negoci, és impossible. Penso que és *greenwashing*.

Q: Què "envegeu" de les grans marques? Què creus que us "envegen" elles?

A: El que podem arribar a envejar de les grans marques és la capacitat de comunicació que tenen i el seu posicionament, aquesta és la gran enveja que tenim nosaltres.

Q: Heu servit d'exemple per a nous models de negoci?

A: Sí. Som referents en molts aspectes, sí que hem servit d'inspiració per a molta gent, hem fet diverses xerrades a l'Ajuntament de Barcelona.

Q: Moltes gràcies Montse.

Figure A.6: Interview with Nike: Jessica Serrano (Nike's Team Coach)

This interview was held at Nike L'Illa Diagonal, located in Avinguda Diagonal 557 (Barcelona, Spain) on December 13th, 2020 and the chosen language was Catalan.

Q: Quants anys fa que treballes amb la marca Nike?

A: Ara fa 4 anys, vaig entrar a treballar-hi al 2016.

Q: Què penses sobre la campanya "Move to Zero"?

A: Considero que és una campanya molt important tenint en compte que els consumidors cada vegada són més exigents i valoren la responsabilitat de les marques cap a un món més sostenible. A més, és una bona forma d'educar a aquells clients que encara no són conscients de la importància de reduir l'impacte de la producció i fabricació dels nostres productes al planeta.

Q: Creus que el client té en compte d'on procedeix la producció de Nike? Algun client t'ha preguntat mai d'on prové el producte?

A: La majoria de clients no té en compte la procedència la producció. Només una minoria s'interessa d'on prové el producte. Un parell de cops en els quatre anys que porto treballant en Nike.

Q: Sobre quin any recordes que Nike comencés a tenir en compte les causes socials i/o medi ambientals? Tens algun record en concret?

A: Recordo la campanya anti-racial en la que era imatge el jugador de futbol americà Kaepernick en 2018. També recordo la campanya feminista de "Juntas imparables" que es va llançar a Mèxic.

Q: Quin % del producte que teniu a la botiga de l'illa de Barcelona pot estar produït amb materials reciclables? (aprox.)

A: No estic segura, crec que un 30-40%.

Q: Què destaqués de Nike en l'àmbit de la sostenibilitat?

A: En els últims anys Nike està explorant nous mètodes de producció sostenible, donant una segona vida als residus per reduir notablement les emissions. Per altra banda, Nike col·labora amb empreses de fabricació de superfícies per a instal·lacions esportives i parcs infantils que re-utilitzen els materials sobrants de la fabricació de les sabatilles.

Q: Durant els anys que has estat treballant per Nike, has rebut alguna formació on la sostenibilitat fos el motiu d'aquesta?

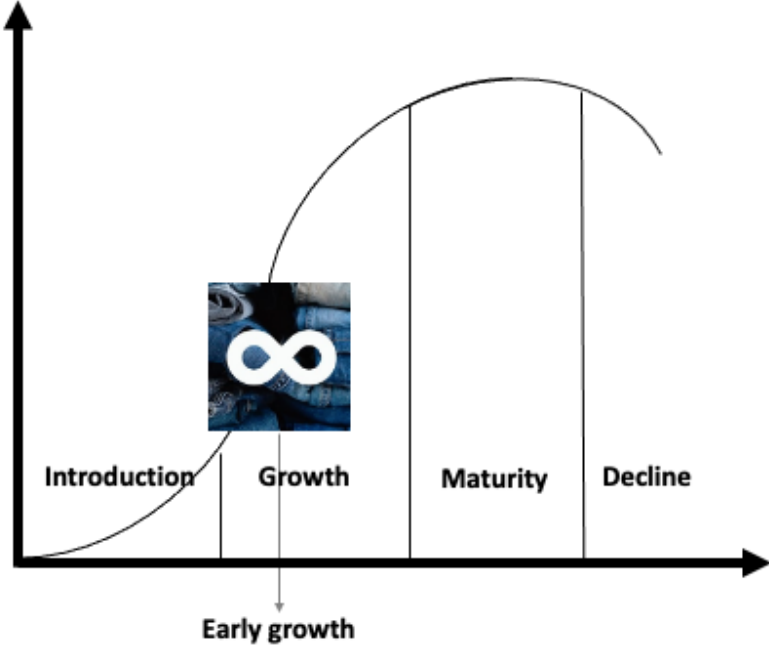
A: Només he rebut formació en sostenibilitat aquest any 2020 sobre la campanya de *Move to Zero* i *Nike Grind*.

Q: Si poguessis canviar o millorar alguna cosa del món del *retail* per tal de que tingués un impacte més positiu en la societat, quina seria?

A: M'enfocaria en millorar el *packaging* per tal que aquest sigui més sostenible. A més educaria al client sobre els beneficis ambientals que afavoreixen l'elecció de compra d'un producte sostenible respecte d'un no sostenible.

Q: Moltes gràcies Jessica.

Figure A.7: Infinit Denim Business Life Cycle



Source: own elaboration

Figure A.8: Infinit Denim Positioning Brand Map



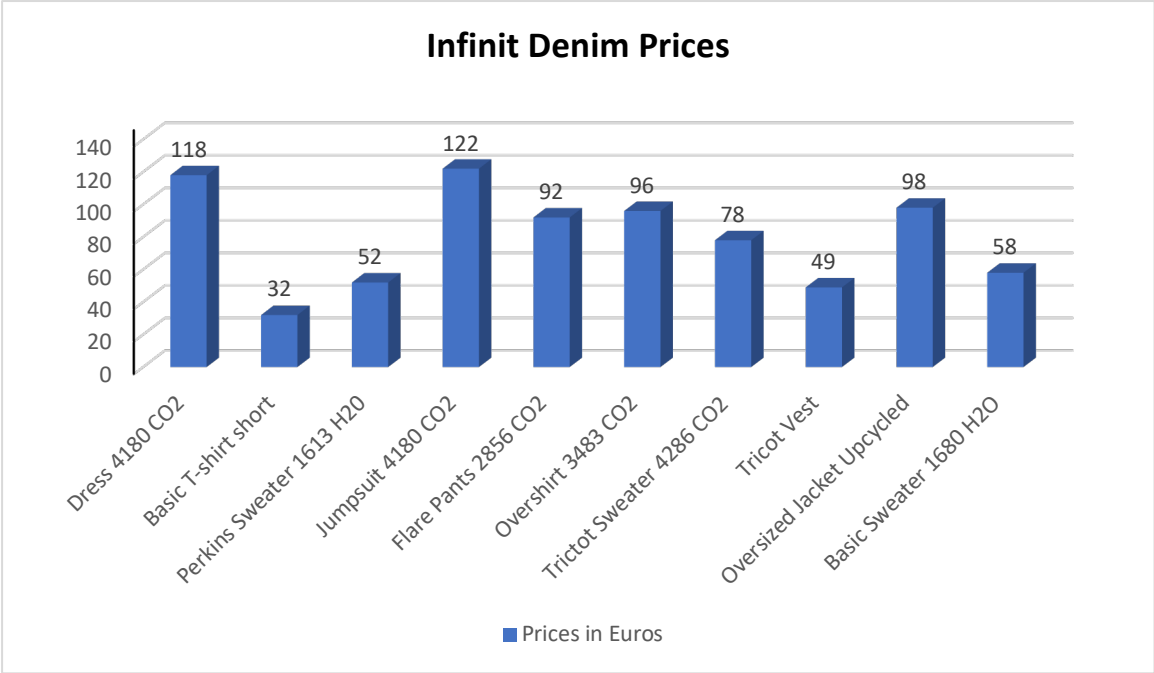
Source: own elaboration

Figure A.9: Infinit Denim BCG Matrix



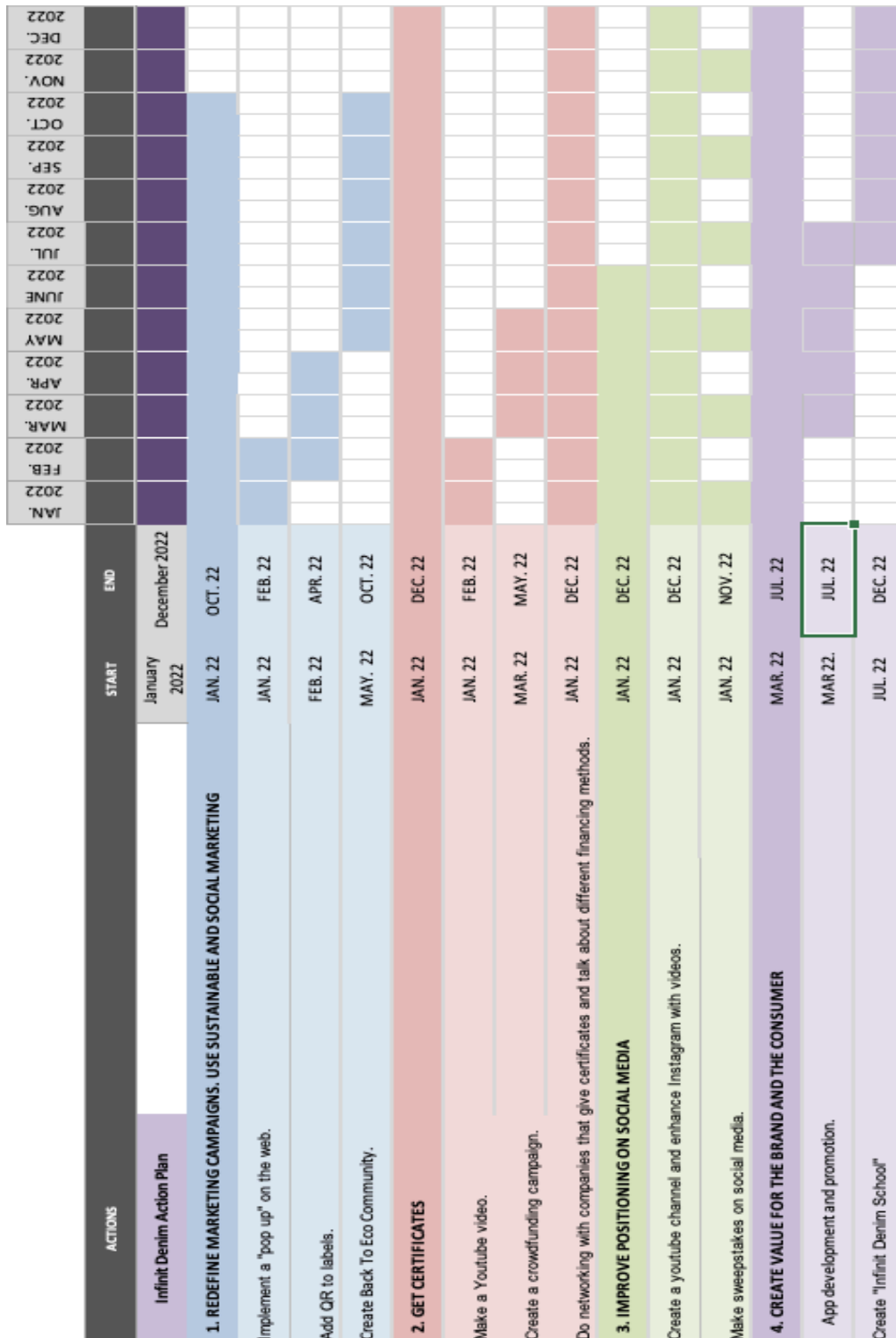
Source: own elaboration

Figure A.10: Infinit Denim Representative Price Chart



Source: own elaboration

Figure A.11: GANTT Diagram for the Infinit Denim’s Startegic Marketing Plan



Source: own elaboration

