

## Stakeholder Mapping Template

Stakeholder Category	Stakeholder Group Name	Description	Potential Linkages	Associated Stakeholders	Engagement Priority (Low/Medium/High)	Stakeholder Connections	System Influence (Low/Medium/High)	System Impact (Low/ Medium/High)	Role in program delivery
<i>How would you categorize this stakeholder group?</i>	<i>What is the organization / group name?</i>	<i>What does this group do?</i>	<i>What linkages are evident between this group and the problem?</i>	<i>Who is associated with this group?</i>	<i>How much of a priority are they to engage?</i>	<i>Who are their stakeholder connections?</i>	<i>How much of an influence do they have on the problem?</i>	<i>How much of an impact do their actions have on the problem?</i>	<i>What would their role be in delivering behavior change strategies?</i>
Fashion Consumer	This group is the main stakeholder who is responsible for using and making fashion/apparel purchases.	This group shops and wears new fashion products. This includes browsing, purchasing, wearing, washing, and disposing.	Consumers actions dictate the sustainability of fashion products, because they put pressure on how often clothes are produced and discarded; their are also powerful in shaping the fast fashion market with their focuses.	Almost everyone is associated with this group, since everyone buys clothes; but there is a more concentrated demographic of urban young women between the ages of 16-35 that purchase fashion more often.	High priority since we want to understand which other stakeholder groups influence their decision and better understand the bread of driving and restraining forces on this group.	Stakeholder connections include friends and family, social media influencers, fashion brands, social media groups primarily.	This stakeholder has a significant influence on the problem since they collectively affect how much clothes is produced, used, and disposed of.	The impact of this stakeholder group is quite strong and normative. There's a cascading effect where if more people within this group change their behaviors, so will others within this group and so will others in other stakeholder groups.	Their role would be predominantly be directly receiving and the behavior change strategy.
Fashion Social Media Influencer	This group constitutes both hobbyist, part-time, and full time content creators across online platforms.	This group creates content on fashion products. Some of this content is promotional.	This group acts as a liaison between fashion brands and consumers, often broadcasting what fashion brands are promoting and extending its reach to specific consumer audiences.	Almost anyone who posts online content where fashion, apparel, or style is being shown is associated with this group, whether this is intentional or not. More certainly, authors with a greater number of followers on social media platforms have more influence among their audience.	Moderately high priority since we want to understand how they think about having the positionality of setting trends and influencing consumer actions.	Stakeholder connections include friends and family, other social media influencers, fashion brands, PR agencies, and of course fashion consumers.	This stakeholder has a great influence on the problem because they can role model behaviors, spread awareness and education, and ultimately set sustainable fashion expectations for consumers.	The impact of this stakeholder group is quite significant, because this stakeholder group controls how much exposure consumers who passively adapt information get with sustainable and/or unsustainable fashion practices.	Their role would be predominantly be helping disseminate a behavioral change strategy.

Responsible Fashion Advocate	This group includes both formal NGOs and Rating Agencies like B Corps, Good on You, Fashion Revolution, but also non-organizational advocates such as sustainability professions working within fashion brands or as content creators.	This group spreads awareness and education about different sustainability related indicators and sustainability performance across the fashion industry.	This group is actively working to ameliorate the problem by working with and within organizations to create interventions that would improve fashion sustainability.	Responsible fashion advocates are more specific and encompass stakeholders who are actively promoting more responsible and ethical ways of purchasing and using clothes. They are mostly associated with other fashion NGOs and brands.	Moderately high priority since we want to understand what interventions currently exist and which ones have been effective or ineffective.	Stakeholder connections include NGOs, fashion brands, social media influencers, and of course fashion consumers.	This stakeholder has a some influence on the problem since they are doing a bulk of the research, advocacy, reporting, and change management implementation needed to inform how fashion brands change their practices.	The impact of this stakeholder group is dependent on how both fashion brands and fashion consumers legitimize their work.	Their role would predominantly be to inform which behavior strategies will be most effective and provide relevant subject matter content expertise on what matters most when it comes to sustainable fashion practices.
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## Stakeholder Engagement Template

<i>Stakeholder Name:</i> Charmaine (Fashion Consumer)	
Session Details	
Date	Thursday, September 21st, 2023
Location	Virtual Conference Call (Zoom)
Attendees & Interviewers	Facilitator: Patrick Burden; Other Attendee: Chia Wen Cheng
Purpose	Understand the behaviors and stakeholder connections of fashion consumers
Next steps	Need to further investigate how different driving and restraining forces are influenced or can be influenced by existing stakeholder connection points.
Notes	
Stakeholder background	Charmaine is a 31-year old mother living in Kansas City, MO. With a 2 year old kid and another baby on the way, Charmaine's style has gone through a complete transformation, from buying a constant array of new outfits fit for college and post-college social life, to now opting for the most convenient options that allows her to navigate quickly through different seasons and different sizes as her kid and her own body begins to physical change. Having two others sisters, one of which has a degree in fashion marketing, Charmaine is also often influenced by their style choices and shopping behaviors, and by

	consequences tries to strike a balance between purchasing from secondhand shops, brick-and-mortar stores, and online marketplaces.
Industry Information	N/A
Individual-level factors	<ul style="list-style-type: none"> <li>Because Charmaine is an expecting mother, she has to update her wardrobe once again to fit her physiological changes. To be comfortable and to optimize her mobility, she opts for convenient and leisurely clothing that is malleable or sizable enough to fit her new body type. A lot of this will change once again as soon as Charmaine gives birth.</li> <li>Charmaine has a 2-year old son, and navigating the “terrible twos” means finding convenient ways to shop that avoid rowdy situations where her son can get into trouble. Because Charmaine only ever has 15-minutes in a brick-and-mortar store to do her browsing before her son gets rambunctious, she finds it most helpful to shop online. She also knows that her son outgrows his clothes quite quickly.</li> <li>Having worked at Dillards before as a sales associate, Charmaine’s conditioning to employee discounts means that she now loves a deal. Exploring thrift shops or finding affordable options online best suits her interests for finding daily wears.</li> </ul>
Group-level factors	<ul style="list-style-type: none"> <li>Charmaine has two sisters that are often very fashionable. Both of them send her fashion recommendations and often share clothes.</li> <li>Charmaine is part of an online mom group, and members from this group often share product recommendations from the best maternity and postpartum clothing to convenient places to shop.</li> <li>Having been part of a sorority in college, Charmaine still has a robust social life post-college, with weddings, bachelorette parties, and other events where dressing for the occasion and not being seen in the same outfit more than once is often the norm.</li> </ul>
Macro-level factors	<ul style="list-style-type: none"> <li>Social media influencers on Instagram and TikTok are often flooding Charmaine’s page with lifestyle and product recommendations. Even when they’re not explicitly promotional, they incite her curiosity and her appetite for finding a good deal</li> <li>Retail and fashion brands that have content advertising deals, especially during holidays or special events (e.g., Amazon Prime Deals) also influence Charmaine’s choices. She’s aware that even though it might not be objectively the best price, her impulse for finding anything called out as a deal makes her believe she’s finding a good price.</li> <li>Charmaine is well aware that fast-fashion is not the best option. To her, being more sustainable means finding opportunities to thrift shop, wear used clothing, and to give away clothing she no longer needs. While articulating what a sustainable brand means to her, she knows that she should be making choices that are better for the planet, but is usually unsure how to.</li> </ul>
Recommended resources	N/A
Recommended contacts	N/A

<i>Stakeholder Name: Claire (Fashion Influencer)</i>	
Session Details	
Date	Friday, September 22, 2023
Location	Virtual Conference Call (Zoom)
Attendees & Interviewers	Facilitator: Erica Pinto; Other Attendee: Patrick Burden
Purpose	Understand the degree to which social media influencers understand and reflect on their influence and investigate stakeholder connections that drive their behaviors.
Next steps	Need to further identify what behaviors are within an influencers control and how those behaviors can be best leveraged to incite behavior change amongst fashion consumers.
Notes	
Stakeholder background	Claire is 24 years old, lives in New York City, and has been a full time fashion and lifestyle content creator for the past 3 years. Her content is focused on sharing fashion inspiration with her followers, who are mostly women ages 18-35 in the US. Claire started off creating content as a hobby, but as she started looking for a full time job and her social media presence started taking off, she realized that she could make a living doing this while having a flexible work schedule. She really enjoys shopping and thrifting to put together unique outfits, taking her audience along through a vlog style journey of trying things on that she likes or doesn't like. She also creates content for beauty, hair, interior design, and more.
Industry Information	<ul style="list-style-type: none"> <li>Content creation can take many forms. For Claire, it is mainly short form video, vertical videos on TikTok / Instagram.</li> <li>Fashion content creators seek to strike the right balance of new items and second hand items, whether that be for themselves or their audience. Sustainability is becoming more and more important to people.</li> <li>Content creators often get invited to a variety of events, including sample sales.</li> <li>They work with a variety of brands at the same time, which requires negotiating contracts and setting boundaries. Brands will send items to influencers, both with and without their permission.</li> <li>Content creators have to be their own advocates, understanding the worth of what they generate and making enough income to sustain their lifestyles. There is no rulebook. Income can be inconsistent at times.</li> <li>Every other day Claire receives something in the mail. If a PR agency gets your address they send it to everything.</li> <li>Content creators can gauge their followers interest in a product based on how much interaction or how many clicks one piece of content gets.</li> </ul>
Individual-level factors	<ul style="list-style-type: none"> <li><b>Flexible work schedule:</b> Claire sets her own hours. It can be isolating being her own boss, but she likes the freedom.</li> <li><b>Salary:</b> She wishes she had more control over her income - it can be inconsistent, especially with the economy and brands lowering their marketing budgets.</li> </ul>

	<ul style="list-style-type: none"> <li>● <b>Passion &amp; Excitement:</b> She enjoys going to stores to clear her head. Getting packages can be exciting, and Claire likes the surprise element of seeing what she was sent. She gets to try new things that she normally wouldn't.</li> <li>● <b>Drive/Self motivation:</b> It's an always on job, she can't feel uninspired for a long time. Must be self-motivated to constantly be creating content.</li> <li>● <b>Interacting with followers:</b> A lot of testing and seeing what people like and responding to DMs - a lot of people will ask about the link - and I'll put it on my story and share it with everyone, Responding to as many comments on Instagram and TikTok - I check my DMs every hour or so and looking at my requests</li> <li>● <b>Interacting with brands:</b> Claire communicates via email with brands, reads through contracts and negotiates. She stays organized with her own spreadsheets.</li> <li>● <b>Confidence:</b> Claire wants to come across as authentic and human, and she is fearful of being seen as mean. She tries to respond to as many people as she can. Rude comments used to get to her, but she realized that people aren't always going to like you or your fashion choices.</li> </ul>
Group-level factors	<ul style="list-style-type: none"> <li>● <b>Other content creators:</b> Claire both gets inspiration from and works closely alongside other content creators. If there's a store that others are going to, she will go. She has a lot of friends who are also full time influencers, and she sees them as her coworkers. They meet 2-3 a week to make content together, talk through their work, or attend events. Brand events are a great opportunity for networking for her. Not all influencers are like minded or come from similar backgrounds, however-- some people think they're very entitled because of their influence and some people are humbled by it. Claire is navigating a group dynamic that has social tiers and she seeks to build relationships with "the good genuine ones."</li> <li>● <b>Brands:</b> Claire works with a variety of brands at once, and shares their content out to her followers. Some companies, like Amazon, have their own influencer programs. She balances working with brands who pay well, have nice teams, and meet her values/style. Sometimes she has to sacrifice what she likes to do for her audience, or vice versa, but she tries to make informed decisions and educate her followers on the brands she works with. Additional brands she has worked with includes Abercrombie, Pretty Little Thing, Molly Bracken, 260 Sample Sales, Poshmark, ThredUp, and Rent the Runway. Working with them involves a lot of emails, the occasional meeting, negotiating contracts, and attending events. Sometimes there are disagreements, whether she does not want to move forward with a partnership or gets sent items she doesn't want or like.</li> <li>● <b>Influence/Interactions with Followers:</b> Claire generally enjoys the influence she has, but it doesn't always feel real. She meets people in New York who recognize her or her outfits and that's when she realizes the level of impact she has. Sometimes people leave hot comments about her purchasing decisions, or send DMs/unfollow.</li> <li>● <b>Exclusivity:</b> Claire likes thrifting because she can find unique pieces (ThredUp, Poshmark, Ebay). Followers often want to buy it but can't - "and that's the point of influencing." Thrifting creates jealousy, and it can be a thrill to see what they wish they had found.</li> <li>● <b>Social Content Creation Agencies:</b> They help brands and creators grow their social presences. There is a strong emphasis on leveraging AI to create content faster.</li> </ul>
Macro-level factors	<ul style="list-style-type: none"> <li>● <b>Sustainability &amp; Overconsumption:</b> Claire recognizes that sustainability is an important aspect of her work. She wants to do her part to reduce her impact, and more of her followers are seeking the same. There are additional perks to shopping secondhand, including cost and access to unique items. Nonetheless, the industry promotes overconsumption. Claire does not like the clutter generated from brands sending her items she does not want or need. Sometimes items are sent without her asking for it. She donates a lot or gives items to friends. It feels</li> </ul>

	<p>overwhelming with how many products there are and how much of it she doesn't really need, nor have the space for in her NYC apartment.</p> <ul style="list-style-type: none"> <li>• <b>Generalization/Stereotyping:</b> There are a lot of people who stereotype Claire, whether right or wrong. “Some people will say you’re making the rich people richer, you’re so unsustainable, you’re hurting the planet,” while over half her content is secondhand items.</li> </ul>
Recommended resources	N/A
Recommended contacts	N/A

<i>Stakeholder Name: MacKenzie (Responsible Fashion Advocate)</i>	
Session Details	
Date	Sunday, September 24, 2023
Location	Virtual Conference Call (Zoom)
Attendees & Interviewers	Faciliator: Patrick Burden; Other Attendee: Nikunj Bhimsaria
Purpose	Understand what strategies/interventions responsible fashion advocates have taken, which succeeded and which failed, and what experiences advocates have working with luxury/fast fashion brands or with labor groups to curb the negative environmental and social footprint of fashion.
Next steps	Need to further investigate systematic factors, including policy lifecycle, that make public education regarding supply chain in fast fashion industry a failure despite so many advocacy groups and some luxury brands devoting into sustainability promotion.
Notes	
Stakeholder background	MacKenzie has never worked for a brand, but has several experiences working with advocacy groups and non-profit organizations. She had many opportunities to be exposed to sustainability during her young ages, including growing up in Boulder, Colorado and San Francisco, California, where the two big bubbles of sustainability were, and completing her undergraduate degree in Missouri, where she saw different perspectives regarding sustainability from people she talked to. She then moved to New York after graduation and worked in an Art Schol in communications, where she learned about a sustainable fashion program and volunteered as the Director of Communications in the Fashion Revolution USA Team. She has met a lot of people working on sustainable fashion from different angles and did a lot of labor rights including advocating in Los Angeles, California for Garment Worker Protection Act, forcing manufacturers to pay forced labor an affordable living wage instead of based on garment each worker produced, resulting in over-working.

Industry Information	<ul style="list-style-type: none"> <li>● Fashion Revolution's campaign: <a href="#">#WhoMadeMyClothes</a> hit a big success taking advantages of social media (Instagram) and brought attention to how many hands have touched the clothing one was buying.</li> <li>● Many concepts of fashion sustainability are evolving, including regenerative agriculture, repairability of used clothes, and labor rights alongside with the supply chain.</li> </ul>
Individual-level factors	<ul style="list-style-type: none"> <li>● Consumers are always excited about what is new and what is next (e.g. iPhone 15; but how many purchasers really need a new phone like iPhone 15?). In addition, they pause a lot to think about "how do I express myself in that style in the long run." They need to know what their preferred styles are and justify the demand when purchasing instead of being told about styles.</li> </ul>
Group-level factors	<ul style="list-style-type: none"> <li>● For the consumers-there is a lot wrong with consumerism and consumers who have no idea about changing this trend but for some people, fast fashion products are the only affordable option they have, just like fast food. So the point is not to blame or be fully against fast fashion, but rather, do people education from the macro-level.</li> <li>● For the workers-fast fashion does create a lot of jobs for people in areas like South East Asia. So thinking about how this model can still be supported in a better way, comparing to tear it down thoroughly, while shifting the inputs and the supports to these workers are important.</li> <li>● For the advocates-there are always protests during fashion weeks but they are usually ephemeral and tend to not stick around so much. The rareness of "then what" needs to be fixed so that advocates and people at-large are holding brands to be accountable for (launching changes and encouraging their customers to follow).</li> <li>● For the advocacy groups as well-getting people involved by letting consumers know that you are serious about the things/campaigns you are doing is critical to motivating consumers to become a part of the change. Letter writing campaigns, phone calling campaigns, getting signatures from people for legislative, and encouraging offline connections through hosting clothing swaps or conversations on circularity are good examples to involve people.</li> <li>● For the luxury brands-brands are critically important in encouraging their customers to follow their actions taken. For instance, H&amp;M announced their being first place in the Fashion Transparency Index in 2019, allowing consumers to be more engaged in what the brand was doing. Introducing concepts of authenticity with marketing strategies so that consumers believe and trust that they are doing the right thing, although the definition of "being right" is personal, is an effective strategy in influencing consumer behavior. Prioritizing a certification or stand they are working on or have achieved is another effective illustration.</li> </ul>
Macro-level factors	<ul style="list-style-type: none"> <li>● Consumerism has a lot to be blamed for. The daily influx of need for clothing and fast trend cycles are elements adding on to the challenges. Thinking about how do we go to the other side of the equation, try to remix the inputs that make consumerism a negative trend, and understand how to be responsible for everything that goes wrong in the supply chain is the key.</li> <li>● In terms of repairability, it should not be limited to high quality items, but education needs to happen so that people know that lower quality and cheaper second-hand products are still repairable. Disposing them is not the only way to deal with them.</li> <li>● Balancing among trade unions representing workers, policy pushes that break the myths of policy will save the world without making sure the representativeness is sufficient, advocacy groups, and people inside companies or alongside with the supply chain is the solution we try to approach.</li> <li>● People education is the root to changing consumer behaviors. <ul style="list-style-type: none"> <li>○ Firstly, consumers are largely exposed to social media. So social media engagement is a good strategy for advocacy groups to take for consumer education.</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>○ Secondly, policy will support education. When planning for advocacies, advocates can think about how to empower more people along the supply chain, including not only consumers but also agencies, farmers, garment workers, environmental concerns targeting dyeing houses, etc.</li> <li>○ Thirdly, suppliers/manufacturers' voice are neglected most of the time, transforming the change to be top-down, which is more difficult. So developing methods to include their words in making a change is important.</li> <li>○ Lastly, the ultimate goal for people's education is to have people at the end of the supply chain care for and think about people at the beginning of the supply chain.</li> </ul>
Recommended resources	<ul style="list-style-type: none"> <li>● <a href="#">Orsola de Castro</a>, the co-founder and creative director of Fashion Revolution, an activism movement which works towards a sustainable fashion industry. In one of her podcasts, she emphasized that reparability should not be limited to higher quality and expensive items, but should also happen on the lower quality, more accessible clothes from a price point.</li> <li>● <a href="#">Eli Forrester</a>, a Ross School MBA candidate who was working on a project relative to this in a PSI class in the Law School and had talked to many actors and brands for people education, looking at labeling approaches.</li> <li>● U-M Engineering student group that created a new label printed approach on clothing that would help consumers track and have materiality tracking purposes through QR system.</li> <li>● <a href="#">Christy Dawn</a>, who is based in LA and has started a regenerative farming program within their work in India and seeing the consumer education they were doing in their newsletter.</li> <li>● <a href="#">Awaj Foundation</a>, a non-governmental organization formed due to the urgent need to protect workers' rights in the Ready-Made Garment (RMG) sector of Bangladesh. It provides support for the workers in Bangladesh and especially empowers workers during the Rana Plaza collapse, which is known as the Bangladesh factory collapse, in April 25, 2023.</li> </ul>
Recommended contacts	N/A