

D2.2

Fashion For Change Growth Programme Methodology

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Abstract	The methodology and implementation plan for the two-phase training programme for designers, SMEs, and start-ups to develop sustainable and circular fashion and textile design products/services.

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info@fashionforchange.eu
fashionforchange.eu

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1. Introduction

This report presents the Growth Programme Methodology, which is one of the expected outcomes of the Fashion for Change project.

The Fashion for Change project aims to accelerate and scale-up SMEs, designers, and start-ups in the fashion sector to help them become more sustainable and succeed with circular business models. The consortium involving five partners (Civitta Eesti AS, Estonian Academy of Arts, Ecopreneur.eu, Katalista Ventures, Singleton Group) from three countries (Estonia, Lithuania, and Belgium) combines the expertise of experienced players of the sustainable fashion, business support, and innovation management in circular economy and fashion.

The project consists of the following activities and phases:

1. building a circular fashion hub and defining the capacity needs;
2. methodology development for the circular fashion Growth Programme “Fashion for Change”;
3. implementation of the Growth Programme.

The Growth Programme Methodology expects to drive innovation in sustainability, circularity, and transparency in the field of fashion and textiles. The programme aims to enhance the competitiveness and reduce the environmental impact of the selected ideas by supporting designers, SMEs, and start-ups in the sector to become more sustainable and turn their business model into a more circular one. As a part of the project activities, its actors are expected to increase awareness about circular fashion among their stakeholders (fashion industry, decision-makers) and consumers. A package for replication will be developed as a part of the Fashion For Change Exploitation Strategy and included in the Fashion For Change Toolkit for Replication to ensure sustainability and multiplier effect of the actions.

The methodology of the Fashion For Change Growth Programme will be available on the website in February 2022: <https://www.fashionforchange.eu/>

This report introduces the two-phase Fashion for Change Growth Programme and its methodology. The programme is preceded by the Growth Programme Designathon “Fashion Sprint for Change” (Report: D2.1 The Fashion Sprint Methodology), an event for selecting the participants for the program.

2. The Concept of the Fashion for Change Growth Programme

The Fashion for Change Growth Programme starts with a designathon “Fashion Sprint for Change” for selecting the most promising applications and participants for the programme and is then followed by an 8-month two-phase training programme (Illustration 1).



Illustration 1. General Structure of the FfC Growth Programme.



The Growth Programme is preceded by an Open Call for applications, as a result of which 35 most promising design concepts/ideas at different stages of the fashion value chain will be identified to be developed further and validated during a 2-day (48-hour) designathon “Fashion Sprint for Change”. The designathon expects to (a) come up with circular product/service/process innovations and (b) solve circularity problems of existing solutions. These teams are expected to co-create new solutions or improve existing ones for more sustainable and circular fashion industry with the help of experts, mentors, and industry stakeholders. As a result of the Fashion Sprint, 25 ideas will be selected by an expert jury to join the Growth Programme and awarded financial support of 10 000 EUR per team. The

principles of Open Call selection and the methodology of Fashion Sprint are reported as D2.1 and D2.3.



The first phase of the Growth Programme:

A 6-month training program follows for the selected 25 teams to develop further the concepts and ideas generated during the Fashion Sprint. The programme includes targeted mentoring and collaboration among participants through team mentoring on the selected topics, coaching based on the participants' self-development plan, collective study visits, and reflective group workshops that encourage interaction with industry experts and other relevant stakeholders. A sustainable business plan is developed for every team. The advancement of the teams is monitored throughout the program by following the Self-Assessment Tool - an online questionnaire on sustainability and circularity developed for this program. The Growth Programme training programme concludes with pitch presentations of developments (i.e. finished prototypes, blueprints, UI designs; the form is dependent on the concept specificity). The most outstanding five teams selected by an expert jury will continue developing a go-to-market strategy.



The second phase of the Growth Programme:

A 2-month second phase concentrates on five selected teams, awarded an additional 5000 EUR, to increase their investment readiness. The period focuses on business development to revise the business plan and prepare for investor meet-ups. The phase focuses on identifying a circular business model for international scaling through 1-to-1 business mentoring.

The Fashion for Change Growth Programme benefits from the relevant skills and expertise of the consortium members. The programme follows the best practice of hackathons organized by Katalista Ventures¹ and sustainable design

¹ For example BC Žalgiris Kaunas Sports Innovation Hackathon, EIKA Hackathon, Clean Water Hackathon (in partnership with Baltcap), Building The Future Proptech Hackathon (in partnership with CIVINITY, EIKA and Oracle), City Of Tomorrow Child Friendly Hackathon (in partnership with

training programs organized by the Estonian Academy of Arts (EKA)². Civitta Estonia AS and Ecopreneur.eu are responsible for business management consultancy and providing marketing and communications support. They help to develop targeted sustainability strategies for the teams.

The Growth Programme serves as an intensive working period where each participant is requested to work through a list of topics on sustainability and circularity, product/service design and development, and circular business to meet the goals they have set together with the mentors at the beginning of the programme.

3. Mentoring Topics, methods, and evaluation criteria of the Growth Programme

The Growth Programme addresses challenges and needs highlighted in report [D1.3](#) “Supporting Sustainable Fashion Designers, Start-Ups and SMEs in the Circular Economy. An Analysis of Challenges, Needs and Existing Solutions”. This section introduces mentoring topics and training methods derived from the aforementioned report. The section additionally describes evaluation criteria for selecting the best teams between the two phases of the programme.

3.1 The Mentoring Topics of the Growth Programme

From the viewpoint of designers, start-ups, and SMEs, the report “Supporting Sustainable Fashion Designers, Start-Ups and SMEs in the Circular Economy. An Analysis of Challenges, Needs and Existing Solutions” divides institutional, cultural, financial, regulatory, and technological barriers that hinder companies from implementing or adopting circular business models into systemic and

Nordic Council Ministers Office in Lithuania, Reach for Change, UNICEF Lithuania, Junior Achievement Lithuania.

² EKA accommodates the Sustainable Design and Material Lab (*Jätkusuutliku Disaini ja Materjalide Labor*), a research centre that concentrates both on research and training of sustainable fashion and circular design development, combining the best knowledge and expertise of students, scientists, educators, practitioners and producers. For further information visit <https://www.artun.ee/teadus-ja-arendus/uurimiskeskused/jdml/>

specific. Systemic barriers need outsourced initiatives and effective policies, i.e., integration of communities, capacity-building opportunities, political advocacy, and economic incentives. Still, the specific barriers reflect the most relevant developmental problems that SMEs, start-ups, and designers encounter at different stages of developing or transforming their sustainable fashion business.

The Growth Programme concentrates on the specific barriers in the report that can be diminished or excluded by training and coaching. The most mentioned of these were:

- (1) Eco-labels are often time-consuming and expensive to obtain - Eco-labels and sustainability certificates are a must-have for many companies to stay competitive and attract investors.
- (2) Complexity of circular design - Lack of engineering skills and technical know-how reinforced by misalignment of partners in the value chain due to misconception of the circularity concept.
- (3) Lack of business management and marketing skills - Professional skills essential for young entrepreneurs to stand their ground in a highly competitive fashion market

Seldom mentioned but still noteworthy specific barriers were lack of (4) economically viable and market-proven technologies, (5) recycling infrastructure (i.e., lack of tracking and tracing technologies), lack of (6) data, (7) experience, (8) best practice cases and (8) highly specialized technical staff.

After analyzing the specific barriers highlighted in the D1.3 report, the Fashion for Change Growth Programme Methodology training programme concentrates on three general topics to cover the challenges of industry stakeholders, thereby enabling transformation towards a more sustainable and circular business model. These are (1) **Circularity & Sustainability**, (2) **Product/Service Development**, and (3) **Business Mentoring**.

The Circularity & Sustainability module aims to provide tools, insights, and concepts to develop a product/service idea towards circularity and sustainable fashion and involves topics like:

- concept and complexity of circular design
- implementation of sustainability strategies
- sustainable and circular materials

- awareness of and transparency in the product/service production and value chain
- product life-span
- product end-of-life strategy
- product-as-a-service model
- environmental and social impact of a product/service
- business transparency
- Eco-labels and sustainability certificates

The Product/Service Development module helps to apply circular (economy) principles to the developmental process, provides practical know-how on designing, follows the logic of a design process, and consists of topics like:

- critical analysis of proposed ideas in the context of circular design
- concept building
- design development of the most promising ideas
- prototyping/MVP creation
- quality (seasonality, durability, functionality, etc.)
- product's material selection (properties, origin, production aspects)/service's, platform's life-cycle
- selection of a production method
- identification of a producer /developer/investment of key stakeholders
- working prototype in use/demo
- considerations on product life-span and end-of-life/service sustainability and upgradeability
- transparency in the product production and value chain

Business Mentoring aims to provide teams with tools, insights, and networks to tailor their business goals and covers the topics such as

- sustainable business plan development
- problem and customer/beneficiary discovery
- marketing and sales strategy
- business management
- MVP validation
- branding, marketing, and communication
- presentation techniques and pitching
- stakeholder management and partnerships
- impact and profit management
- budgeting and financial projections

Other topics can be added to the mentoring sessions, if necessary. The lists above are not definitive; although, expected to cover the potential needs of the participants.

3.2 The Methods of the Growth Programme

Multiple training and coaching methods support selected teams throughout the Growth Programme. The following overview presents the most used methods.

Mentoring

- Chief mentoring

Each of the 25 teams is assigned a personal mentor to help them navigate the program, understand their challenges and address them on time. Chief mentoring provides individual support and advice and offers assistance throughout the initial stages of the programme following an individual development plan set at the outset of the mentoring sessions.

- Topic mentoring

a) individual mentoring between a team and a mentor on the topics of (1) Circularity and Sustainability, (2) Product/Service Design and (3) Business

b) introductory lectures and workshops on the topics of (1) Circularity and Sustainability, (2) Product/Service Design Development and (3) Business Development

c) study visits to introduce successful sustainable and circular practices

Community building

- Joint workshops to expand on the most essential circularity-related topics and learn from each other's experiences in the fashion industry. Cross-border and transnational cooperation between Growth Programme participants helps facilitate the exchange of knowledge and best practices on sustainable and circular fashion.
- Reflective meetings are carried out in a collaborative way to support networking between the participants, mentors, and stakeholders involved to provide an opportunity to learn from each other.

- Presentations of study cases from inspiring and successful fashion designers, SMEs, or start-ups who share their stories and experiences in transforming their business models circular.

Technical support toolbox

- Knowledge Hub

Knowledge Hub is a virtual platform developed by the Fashion for Change Consortium (<https://www.fashionforchange.eu/>) to provide specific information and resources related to the sustainable fashion industry. Besides the Fashion for Change project information and results, the platform means building a community of sustainable fashion industry actors. It includes a database of sustainable and circular fashion stakeholders (including practicing designers, SMEs, and academia), good practices, business models, showcases, events, and relevant training programs selected by the consortium.

- The online Self-Assessment Tool

The online Self-Assessment Tool is a questionnaire based on the EcoDesign Audit developed by the Sustainable Design and Material Lab of Estonian Academy of Arts in collaboration with the Estonian Design Centre in the framework of the Ecodesign Circle project³. It was adjusted for this programme based on the recommendations from the report “Supporting Sustainable Fashion Designers, Start-Ups and SMEs in the Circular Economy” (D1.3), as well as feedback and expertise of the consortium members.

All three eliminating evaluations throughout the programme, (1) Open Call that selects 35 teams from all the applicants for Fashion Sprint Designathon, (2) Fashion Sprint that selects 25 teams for the first phase of the Growth Programme and (3) Final Workshop of the first phase that selects five best teams for the second phase of the Growth Programme, apply the same criteria developed based on the Self-Assessment Tool. It enables the jury to evaluate transparently, follow the same goals, and compare results of different development stages from the viewpoint of sustainable business ideas, simultaneously focusing on the potential for innovation and replicability. In addition, the Self-Assessment Tool is used by participating

³ For further information visit <https://www.ecodesigncircle.eu/resources-for-you/our-offers-for-learning-business/ecodesign-audit>

teams throughout the training process to follow the progress towards sustainability and circularity. It is an open-source tool available as a part of the Knowledge Hub of Fashion for Change project to measure the impact of a product or service in the context of sustainability and circularity.

- Individual Development Plan

The Individual Development Plan is an online document (Google Docs) created during the first meeting with the pre-selected chief mentor. The aim is to identify the Fashion for Change Growth Programme team's challenges and agree on a list of objectives for the duration of a 6-month programme based on the online Self-Assessment Tool.

The Individual Development Plan has to:

- (a) identify the participant's main weaknesses as they relate to sustainable and circular business models
- (b) prioritize the most pressing needs for development
- (c) agree on individual development goals
- (d) set their long-term objectives and strategies around their strengths

The Individual Development Plan (the template of which is added as Appendix 1 in this report) is revised, adjusted, and coordinated monthly to concentrate on the challenges needed to overcome for adopting a circular business model during the development of an innovative product or service. The Individual Development Plan reflects on topic mentoring that helps track problems, struggles, success stories, and positive experiences. The reflection on the progress enables teams to analyze the shortcomings and revise and specify the goals throughout the programme. The plan helps the participants remain focused and provides valuable feedback for post-design activities and further adjusting the Growth Programme Methodology.

3.3 The Evaluation Criteria of the Growth Programme

The Growth Programme is a two-phase training programme, where an expert jury selects the five most outstanding projects of starting 25 to continue the second phase. The jury contains an odd number of members and consists of expert consortium members, and includes investors.

The jury follows previously set evaluation criteria based on the Self-Assessment Tool. The same criteria are used to select three tiers during the programme: (1) 35 teams from all the Open Call applicants for the Designathon „Fashion Sprint“ (2) 25 teams from 35 designathon participants for the first phase of the Growth Programme and (3) 5 teams from 25 for the second phase of the Growth Programme. Using an established audit model as the basis of the evaluation enables juries throughout the programme to evaluate the projects equally, having comparable results about the sustainable business ideas and their innovation potential.

All three tiers evaluate the projects based on the following criteria:

1. An assessment grid

Each evaluator records his/her individual opinion of each project assigning a score on a scale from 0 to 5 for each criterion section (half-point scores may be given). 0 is the lowest and 5 the highest possible score. The key: 0 = incomplete, missing; 1 = poor; 2 = fair; 3 = good; 4 = very good; 5 = excellent;

The evaluation criteria are as follows:

EXCELLENCE will consider:

Ambition: a team has to demonstrate to what extent their project goes beyond the current state of the Art, contributing to a substantial impact on the development and adopting sustainable and circular fashion.

Innovation: a team has to inform about the level of innovation (incremental to disruptive) in terms of sustainability and circularity aspects and the degree of differentiation that the project will bring concerning current linear models applied in the fashion industry.

IMPACT will consider:

Market and Environmental impact: a team has to indicate the expected market potential of the new/improved product/service/process. The team has to prove their current position on the market and strategy to enter the new market. The team needs to introduce their project`s impact regarding the environment (i.e., applying a cradle-to-cradle, circularity, or similar sustainability approach).

Replicability/Scalability: a team has to demonstrate the level of replicability/scalability of the new/improved product/service/process (e.g. not addressing a specific problem but solving a structural problem in a particular sector/value chain/etc.). The project results should provide a model and potential for scalability and replicability.

Social Impact: a team has to evaluate the project's social impact. Does this project address social challenges in the fashion industry?

IMPLEMENTATION AND ABILITY TO EXECUTE will consider:

Team capacity: a team leader (SME, designer, or start-up) has to describe team members, including the strategic managers, and introduce their roles in the team.

Strategy level: each partner of a team has to explain the project's fit within their development strategy, state their involvement and contribution to the commercial success of the new/improved product/service/process.

Feasibility of the implementation plan: a team has to provide a business plan with a timeline and KPIs to measure success.

2. The Self-Assessment Tool

It is an individual tool; therefore, the jury values the progress towards circularity.

The second tier adds:

3. Presentation pitch

Both the designathon "Fashion Sprint" and the first phase of the Growth Programme finish with pitches for the jury.

The third tier adds:

4. Scalability and investment readiness of the solution

The jury of the first phase of the Growth Programme is extended to include investors to point out scalability and investment potential.

In conclusion, the finalist teams will be selected by considering: (1) assessment grid evaluation criteria, (2) progress towards circularity according to the

Self-Assessment Tool, (3) pitch quality, (4) scalability and investment readiness. After individual ranking of the projects, the jury members meet or communicate together to prepare a single “consensus” form for each project, representing opinions and scores on which the evaluators agree. Using the overall scores for each project, the evaluators **generate a ranked list**. The projects with the highest score will be selected for the second phase of the training programme.

4. The Structure and Timeline of the Growth Programme

The Growth Programme consists of two phases (Illustration 2). The first phase is a 6-month training programme for 25 teams selected by a jury of the preceding designathon event. The criteria of an evaluation are explained earlier in this report (3.3 The Evaluation Criteria of the Growth Programme) and in greater detail in the report D2.1 “Methodology of the Designathon “Fashion Sprint.” The programme aims to support the selected designers, SMEs, and start-ups to change and develop their business models into more sustainable and circular one by concentrating on developing the product /service design ideas presented at the 2-day Fashion Sprint. The Growth Programme provides 25 teams with the funding and expertise they need to grow and doubles as a stakeholder network with the common objective to make (sustainable) business decisions easier for the fashion industry, including after the end of the programme.

The second phase is a 2-month training programme for five teams selected amongst 25 teams of the first phase by an expert jury extended to include investors. The evaluation criteria are explained earlier in this report (3.3 The Evaluation Criteria of the Growth Programme). The second phase training programme concentrates on accelerating business development and investment readiness and prepares participants for investor meetings and entering the market.



Illustration 2: The two phases of the Growth Programme

4.1 The Growth Programme. Phase 1

The first phase of the Growth Programme offers a pre-designed structure to ensure individual development alongside community building (Illustration 3). It is a linear process from the initial design idea that evolves to a finished prototype/service in the context of sustainable and circular fashion. However, the actions and topics can be reflected, repeated, and improved during the programme.

The training programme consists of individual mentoring that is accelerated by joint activities. Three full-day workshops mark the beginning, the middle, and the finale of the programme. These workshops are meant to deliver expertise and knowledge, offer practical training and community building but are also

milestones to reflect on the tasks and witness the progress. In between the training workshops, two field trips provide insight into real-life experiences in the field. The joint activities are structured in detail and described further in this report (4.1.2 Structure and Timetable of the Workshops. Phase 1; 4.1.3 Field Trips of the Growth Programme. Phase 1).



Illustration 3. The Structure of the first phase of the Growth Programme

4.1.1 Individual mentoring of the Growth Programme. Phase 1

The programme supports individual training and needs by mentoring that consists of a chief and topic mentorships.

Chief mentorship

Every team has a chief team mentor who follows their progress throughout the program's first phase by following the participant's Individual Development Plan. The chief mentor is assigned and introduced to a team at the time of the Kick-Off Workshop considering the goal and type of product/service planned to be developed during the programme. During the first half of the period (i.e., between the Kick-Off and the Middle-Pitch Workshops), chief mentor:

- has regular consultations with an assigned team (30 min sessions twice a month)

- during the first meeting with the team helps to start an Individual Development Plan - a list of challenges and objectives of the team for the duration of a 6-month programme based on the online Self-Assessment Tool (The Individual Development Plan is described in detail on page 11)
- consults monthly on an updated Individual Development Plan
- settles topic mentoring for the team according to their needs and the involvement plan of the Growth Programme (4.3)
- monitors the team's development towards sustainably managing and circular fashion. This is fulfilled again by the programme participants shortly before the Middle-Pitch Workshop to witness the progress.

During the second half of the period (i.e., between the Middle-Pitch and the Final Workshops), the chief mentor:

- continues regular consultations with the team (30 min sessions twice a month)
- consults monthly on an updated Individual Development Plan considering the results of the recompleted online Self-Assessment Tool
- continues settling topic mentoring for the team according to their needs and the involvement plan of the Growth Programme (4.3)
- monitors the product/service development towards sustainable fashion and circular business
- ensures that the team has an updated version of an online Self-Assessment Tool to the jury shortly before the Final Workshop

Topic mentorship

Individual topic tutoring is provided throughout the first phase of the programme to every team on (1) Sustainability and Circularity, (2) Product/Service Development, and (3) Business Mentoring. Topic mentoring offers in-depth support to develop viable solutions in their respective expertise. The most relevant mentoring topics are listed earlier in this report (3.1 The Mentoring Topics of the Growth Programme). Their capacity is proportional to the topics listed in the Self-Assessment Tool⁴. It means that every team is provided with a total of 6-hour tutoring on Sustainability and Circularity, a total of 6-hour tutoring on Product/Service Development, and a total of 12-hour tutoring on Business topics during the 6 months of the programme.

⁴ The online Self-Assessment Tool contains questions on Sustainability and Circularity (including transparency), Product/Service Development (concerning technical maturity) and Business Maturity (including pricing, target group/user and market research, branding, marketing and business plan development). Business-related topics form approximately half of the assessment topics needed for evaluating advancement towards circular fashion.

The emphasis on topics can vary during different stages of the programme depending on the participant's needs while the chief mentor offers oversight throughout the programme. The exact meetings and hours will be agreed upon between the chief and topic mentors. Each team will be assigned the mentors who will contact the team for initial contact to develop a follow-up meeting plan. The timetable of the meeting planner is made to follow the needs of the team, time limits of the topic mentorship, and has not to exceed the maximum 4-hour limit of topic mentoring per month.

4.1.2 Structure and Timetable of the Workshops. Phase 1

KICK-OFF Workshop

The Kick-Off Workshop is an opening event for the 6-month training programme. It is a full-day workshop in Tallinn⁵ and is meant for all the participants and mentors. The Kick-Off Workshop will be organized physically, but in case of any geographical, logistics or any other constraints, teams will also have an opportunity to fully participate online.

The Kick-Off Workshop has twofold aims. First, it aims at community building - it is essential to bond participating teams by introducing their ideas and goals to the stakeholders and between themselves. Second, it aims to motivate and inspire the selected teams by introducing successful study cases and the most essential topics by the experts of the field. The participants will get a better understanding of the sustainability challenges in circular economy and how they manifest throughout the product's life cycle. They will understand the concept of the value chain in regards to transparency and are able to choose a strategy that suits their needs for business and product development.

Preliminary schedule:

10:00 EET OPENING

- Opening of the day with the Fashion For Change project introduction
- The Growth Programme Introduction and the journey ahead
- Introduction of the teams
- Introduction of the mentors and revealing the mentor-mentee pairs.
- Familiarisation between the teams and their mentors - clarifying the expectations and setting the goal.

⁵ Tallinn is chosen because of being a home-location for Consortium members Civitta Eesti AS and the Estonian Academy of Arts.

COFFEE BREAK

11:20 EET LECTURES

- | | |
|---------------|---|
| 11:20 - 11:50 | Keynote speaker 1 - circular fashion designer |
| 11:55 - 12:25 | Keynote speaker 2 - sustainability in fashion and textile design |
| 12:30 - 13:00 | Keynote speaker 3 - circular and sustainable business development |

Content expectations: awareness, product development (technical know-how, design skills) considering transparency in the product/service value chain, challenges and complexity of Circular Design, and implementation strategies for sustainability.

13:00 - 14:00 EET LUNCH

14:00 EET INTRODUCTION ROUND

- Introduction of the projects by teams.
Host of the day divides participants into three groups (8 or 9 teams per group), considering similarities in focus, method, or other. Every group is expanded by the mentors representing every general topic of the programme, (i.e., (1) Sustainability and Circularity, (2) Product/Service Development, and (3) Business Mentoring).
All teams will introduce themselves and their projects to their group members and get comments and reflections from other teams and participating mentors. The aim of the event is threefold: (1) team-building and networking, (2) articulating the motivation and goals for the project and programme (3) learning from similar projects through comparison, reflection, and shared experience.

COFFEE BREAK

- Introduction round continues

16:00 EET NETWORKING

All teams join together for networking and reflections.

MIDDLE-PITCH Workshop

The Second Workshop marks the halfway of the first phase of the Growth Programme. It is a full-day workshop that is physically organized in Vilnius⁶ and meant for all the participants. In case of any geographical, logistics or any other constraints, teams will also have an opportunity to fully participate online.

Besides community building, the Middle-Pitch workshop aims to emphasise the relevance of branding and communication strategies in building business. The participants get a better understanding of what it takes to build a business and be able to brand it to their customers. They get an insight into what the particularities of sustainable branding might be and what are good ways to go about it. The participants are introduced to pitching principles and have an opportunity to practice their pitching skills in a supportive environment and learn from other teams' experiences and feedback.

Preliminary schedule:

10:00 EET OPENING

- Opening of the day by the Fashion For Change lead
- The Growth Programme status and the journey ahead

10:20 EET LECTURES

10:20 - 10:50 Keynote speaker 1 - sustainable brand marketing and communications

10:55 - 11:25 Keynote speaker 2 - Business management & development

COFFEE BREAK

11:45 - 12:15 Keynote speaker 3 - Pitch perfect (presentation techniques and pitching)

Content expectations: customer/beneficiary discovery and understanding, marketing and sales strategies, sustainable fashion, managing and communicating impact, company's transparency, implementation of sustainability strategies in business management. Note: the exact content is dependent on the type and maturity level of participating projects and teams and can therefore be changed according to their needs.

12:15 - 13:00 Independent training session for teams

⁶ Vilnius is chosen because of being a home-location for Consortium member Katalista Ventures

13:00 - 14:00 EET LUNCH

14:00 EET WINS AND STRUGGLES

- Pitch and development at the current stage.
Host of the day divides participants into three groups (8 or 9 teams per group), considering similarities in focus, method, or other.
All teams will pitch their projects and reflect on their advancement to their group members to get feedback from other teams and participating mentors.

The aim of pitching wins and struggles is threefold: (1) team-building and networking, (2) learning from similar projects through comparison, reflection, and shared experience, (3) comparing the initial Individual Development Plan with real-life achievements, and providing feedback. The last one has to result in rephrasing or specifying the goals for the project written down in the Individual Development Plan.

COFFEE BREAK

- Wins and Struggles pitches continue.

16:00 EET NETWORKING

All teams join together for networking and reflections.

FINAL Workshop

The Final Workshop is simultaneously a finale of the 1st phase of the Fashion for Change Growth Programme. It is a full-day event that will take place in Tallinn, Vilnius, or Brussels⁷. In case of any geographical, logistics, or any other constraints, teams will also have an opportunity to fully participate online.

The event aims to clear out the five best teams that will continue in the second phase of the Growth Programme and will be awarded an additional 5000 EUR to increase their investment readiness. All 25 teams will pitch to the jury consisting of the field experts and investors. The jury decides the winners and provides feedback on every presented project and team.

⁷ Location is left open at the moment but will be selected between home-locations of the Consortium members.

Preliminary schedule:**10:00 EET OPENING**

- Opening of the day by the Fashion For Change lead
- The Growth Programme status and the journey ahead
- Introduction of the jury

10:20 PITCHES

Host of the day divides participants into three groups (8 or 9 teams per group) for final pitches and introduces the presentation order.

- 10:30 - 11:50 The first $\frac{1}{3}$ of Pitches and Q&A (10 minutes per team - 3-minute pitch and 7 minutes for Q&A)

11:50 - 12:10 COFFEE BREAK

- 12:10 - 13:30 The second $\frac{1}{3}$ of Pitches and Q&A (10 minutes per team)

13:30 - 14:00 LUNCH

- 14:00 - 15:30 The third $\frac{1}{3}$ of Pitches and Q&A (10 minutes per team)

15:30 - 17:30 EET JURY MEETING and COFFEE BREAK**17:30 EET FEEDBACK SESSION**

- Teams are provided with evaluation tables
- Announcement of the 5 teams who advance to the 2nd phase of the Growth Programme.

18:00 NETWORKING

All teams join together for networking and reflections.

4.1.3 Study visits of the Growth Programme. Phase 1

The Growth Programme will offer two pre-designed study visits for the beneficiaries. Each partnership can choose a visit to participate in. These study visits are guided tours that aim to provide real-life experience and introduce certain aspects of the value chain. In addition, it works as community building and helps to find useful contacts among stakeholders of the fashion industry.

Due to changing COVID-situation that has created several unpredictabilities for travelling, the list of specific locations is open; although, the focusing points and exemplary destinations are planned.

STUDY VISIT #1

The first Study Visit will focus on manufacturing and production problems.

Preliminary Study Trip option:

- Textile Recycling Centre in Paimio, Finland - <https://yle.fi/news/3-12172022>

STUDY VISIT #2

The second Study Visit will focus on marketing and business development and introduce relevant and successful business plans/models.

A list of preliminary Study Trip options:

- Cradle to Cradle (Brussels) <https://www.c2ccertified.org>
- Circular.Fashion (Berlin) <https://circular.fashion/en/>
- Neonyt (Berlin) <https://neonyt.messefrankfurt.com/frankfurt/en.html>
- Dutch Design Week (Eindhoven)

4.2 The Growth Programme. Phase 2

Five teams selected by the jury at the Final Workshop of the first phase of the Growth Programme will continue the 2-month training programme that focuses on investment readiness.

All five teams will be awarded an extra lump sum of 5000 EUR to ensure the continuation of the business idea development. This, along with the additional support measures, motivates the Growth Programme teams to fulfill the criteria set in the Individual Development Plans.

The second phase of the Growth Programme focuses on fine-tuning the business models developed during the preceding six months by five selected teams as well as on connecting teams to investors, entrepreneurial experts, and VCs and consists of three topics:

- Preparing for investor meetups and pitching
 - (1) An online pitching workshop for all five teams.

- (2) Individual (each team separately) mentoring sessions on investor meetups
- (3) Individual (each team individually) mentoring sessions on demo pitches.
- Investor meetups
 - At least 2 investor meet-ups per team will be organized.
- Revision of the business plan
 - (1) Continuous feedback will be provided to the teams throughout the phase to complement and complete their business plans.
 - (2) The final revision of the business plan

The Growth Programme culminates with public pitches of five teams in front of a large audience consisting of fashion stakeholders. The pitch presentations will be organized as a Fashion Week (or similar) event to raise awareness of the results of the programme, as well as to communicate circular ideas in fashion and textiles. The exact location of the final event is left open in this report due to changing COVID-situation that has created several unpredictabilities for traveling and organizing trade fairs.

4.3 Hours and Involvement

The first phase of the Growth Programme includes chief mentoring and topic mentoring for each participating team.

Chief mentoring per team (from a participant's viewpoint):

- 6-hours of chief mentoring per 6-month period
- Intensity: 30 min sessions twice a month (1-hour mentorship per month).
- Format: one-on-one team mentoring with the same mentor (KV and EP).
- Two cohorts: 22 teams for KV, 3 teams for EP.

Topic mentoring per team (from a participant's viewpoint):

- Total of 24-hours of topic mentoring per 6-month period:
 - 6-hour mentoring on Sustainability and Circularity
 - 6-hour mentoring on Product/Service Development
 - 12-hour mentoring on Business
- Intensity: 4-hour limit per month

- Format: one-on-one team mentoring on three topics (the timetable and intensity can be adjusted according to the needs of the team):
 - (1) Circularity and Sustainability (EKA and EP)
 - (2) Product/Service Design Development (EKA and KV)
 - (3) Business Mentoring (including business plan development) (KV and CE)

Phase I with 25 teams (Months 1-6):

Type of mentorship	Hours per meeting per each team*	Hours per month per each team*	Hours per month for all teams	Hours per month from leading partners	Hours per month from other partners
Chief	0,5 (30 min.)	1 hr	25 hr	22 hr KV	3 hr EP
Business	1 hr	2 hr	50 hr	20 hr KV	30 hr CE
Circularity & Sustainability	0,5 (30 min.)	1 hr	25 hr	22 hr EKA	3 hr EP
Product/Service Design Development ⁸	0,5 (30 min.)	1 hr	25 hr	15 hr EKA	10 hr KV

Phase II with 5 teams (Month 7):

Type	Hours per meeting per each team*	Hours per month per each team*	Hours per month for all teams	Hours from leading partner (KV)
Workshop for pitching (all teams together)	60 min	1 hr/all teams together	1 hr	1 hr
Individual investors' meetups prep (mentoring)	30 min.	2 hr/individually	10 hr	10 hr

⁸ The division of mentorship between EKA and KV is preliminary in this report because the choice and need of experts is dependent on the teams and their projects.

Phase II with 5 teams (Month 8):

Type	Hours per meeting per each team*	Hours per month per each team*	Hours per month for all teams	Hours from leading partner (KV)
Demo pitches	30 min.	1 hr/individually	5 hr	5 hr
2 meetings with investors	30 min.	1 hr/individually	5 hr	5 hr
The final revision of the business plan	60 min.	1 hr/individually	5 hr	5 hr

5. Post-design

In the post-design phase, analysis of the Growth Programme will be conducted based on the program's results and the participants' progress, participant feedback, results of the promotion activities, and reflections from the organizers.

The following methods will be used for collecting data for the analysis:

- online questionnaire for participating teams that includes customer satisfaction score
- online feedback questionnaire for the Final Workshop jury
- structured feedback interviews with mentors
- semi-structured feedback interviews with consortium members

In addition, the analysis will follow

- the results on the participants' progress during the programme according to the advancements from the reports of the self-assessment tool
- reporting templates of participating teams (a part of Individual Development Plan document)
- statistics/outcome on the programme results
- statistics on the promotion activities

Based on the analysis results, the Fashion For Change project creates guidelines and a list of recommendations for organizing a successful growth programme. The analysis with reflections on the events, feedback, and suggestions will be part of the final report available after the programme. In addition, the analysis will be available for the public at the Fashion For Change website after the programme. The tested and validated Growth Programme methodology will be part of the D4.5 Fashion For Change Toolkit for Replication (available in Winter 2023) for replication and dissemination outside the project. The Knowledge Hub content and The Self-Assessment Tool as parts of technical support will remain open source to assure the sustainability of the project.

Appendix 1.

The Template for the Individual Development Plan

The Growth Programme

Fashion for Change

Name:			
Start of the programme	<i>Describe the status of your project.</i>	<i>Identify the main weaknesses according to the first results of the Self-Assessment Tool.</i>	<i>Identify where you want to end up: set 3 long-term objectives that you wish to realize by the end of the programme.</i>
End of the programme	<i>Describe the status of your project.</i>	<i>Identify the main weaknesses according to the last results of the Self-Assessment Tool.</i>	<i>Describe if and how you have achieved the goals set at the beginning of the programme.</i>

Monthly overview	Progress <i>Status quo – what has been made, discussed, learned, etc., during the month? Follow the topics of a) sustainability, b) design development, c) business.</i>	Problems <i>Identify the main monthly challenges dividing them by topics (sustainability, design development, business, and others)</i>	Plans <i>Name goals and needs for the next month</i>
Month 1			
Month 2			
Month 3			
Month 4			
Month 5			
Month 6			