



Sustainable places 2022

Sep.6- Sep.9, 2022. Nice. France

Sustainable luxury pop-up store dimensions

A brand strategy approach

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TABLE OF CONTENTS

01 Understanding
sustainability

02 Luxury and
sustainability

03 Luxury brands
& sustainable
practices

04 Research
context

05 Discussion

06 Managerial
implications

01

**UNDERSTANDING
SUSTAINABILITY**



Winterich (2019) defines sustainability as a set of ideas, attitudes, intentions, and behaviors that involve the strategic consideration of economic, environmental, and social resources for the success of current and future generations.

Sustainability goes beyond environmental stewardship to also embrace the “people” component.

Sustainability for businesses is often referred to the 3P's, which refer to a company's consideration of economic performance [Profit] as well as environmental impact [Planet] and social impact [People] (Elkington1998). To this 3 P, we may add P for PLACE

“Brands can no longer be satisfied with sustainable promises. They must demonstrate actions and their value.”

—Arnaud Care



Sustainability in the Fashion industry

In the last decades, climate change has become a threat to humankind and the fast growth of production and consumption in Luxury and fashion has increasingly been using up natural resources.

Fashion industry became one of the world's environmentally destructive industries

The fashion industry is arguably the world's third-largest manufacturing industry after automotive and technology industries (Zhang, 2021). Over the last two decades, the global fashion business shifted towards a business model that offers (the perception of) clothes at affordable prices.



Sustainability and Retailing

“Retailing with a difference”

“Retailing with a conscience”

Retailing is not about maximizing profits. Nor is it about seeing a fantastic opportunity and saying ‘hey we can make big bucks there. ”**That is not retailing**”

(Suzanne Ackerman Berman/Pick n Pay, Corporate Transformation Director, quoted by Morrison and Humlen, 2013).

*Retail is the Place!
Place is Where the
magic happens!!*



02

**LUXURY &
SUSTAINABILITY**



Luxury and Sustainability : A conflictual relationship

Luxury brands are facing growing tensions driven by consumer activists criticizing these brands for their lack of supply-chain transparency and accusing them of animal and worker exploitation.

In response, the luxury sector is slowly recognizing its responsibilities and opportunities to encourage sustainability in sourcing, manufacturing, and marketing.



“The starting point is not design, the starting point is sustainability.”

Stella Mc Cartney





Stella McCartney's Ibiza pop-up

Sustainable: luxury vs. mass



Sustainable practice

Process (design), sourcing, product



Sustainable retail

Retail immersive universe



Sustainable communications

Know-how, craftsmanship



Sustainable product

Focusing on the final product



On-site information

Visual presentation to put forward the product for sale (PLV, ILV)



Pushy communications

Forcing the message



Sustainable luxury

- Luxury is associated with **high quality, know-how, slow time**, the preservation of handmade traditions, the transmission from generation to generation of timeless products. These qualities are coherent with sustainability (Kapferer & Michaut, 2015).
- The **eco-luxury processes are slow**, more time consuming, **personalized** and the look of a product may vary during manufacturing.
- Eco-luxury is one of the new concepts in the sustainable fashion industry. This means **transition from mass-manufactured** aesthetics to single items and at the same time to diversity.



SLOW **is a revolution,** an alternative to our obsession with speed.

You see more when you take things a little slower,
like you notice every little detail
when a film is shown in slow motion.

Slow can manifest itself in any
design, object,
space or image
that encourages a promotion of local artisans,
local designers, local flavours.

It's an endless idea
you can make your own in any way you want to.

Slow works to counteract fast life
and the disappearance of local traditions.

In a loud, crowded, crazy world,
it's good for the soul
to live life better by living slower.

03

**LUXURY &
SUSTAINABLE
PRACTICES**



Changing practices in Luxury

The discord between Luxury fashion and sustainability, often referred to as an oxymoron (Black, 2009).

Luxury is changing its exclusive "**richness symbol**" meaning in time. As a matter of fact today we can meet people who wear any kind of luxury symbol without "looking luxurious".

Sustainability arises as a main vector of differentiation for Luxury fashion brands in today's world context. In a fast moving industry such as fashion, sustainability is a concept for designers to explore.

In an era dominated by economic and financial crises, a sustainable design and retail may enhance their differentiation vectors specially through next generation Z

“The Business of Fashion identified that sustainability is “evolving from a tick-box exercise into a transformational feature that is engrained in the business model and ethos of many recent success stories.

(State of Fashion 2019 Report)



Sustainable practices (1/3)

- Sustainable brands are willing to **support sustainability** and pursue purpose before profit in the quest for better company reputations.
- **Sustainable brand management** is becoming more than just a way of standing out in the market and is increasingly a consumer expectation, with businesses defined by **their commitment to values** that go beyond making money.



- In 2019, 32 companies fashion brands - signed the **fashion pact**.
- The pledge promised to combat **greenhouse gasses** and emphasize **sustainability** in the industry.
- Without this action, the industry could account for a **quarter of the world's carbon budget** by 2050.

Sustainable practices (2/3)



- Sustainable practices in Luxury Fashion
- Sustainable design and production
- To reduce pre-consumer textile waste within the design and production processes the brand adopted methods of pattern cutting for minimal or no waste, including:
 - Zero-waste pattern design
 - Using fabrics that could be easily recycled into new fibers
 - Reduced seam construction to allow for ease of deconstruction at the garment end of life
 - Introducing closed loop production at the design stage.

Sustainable practices (3/3)

Interest in sustainability has grown over the past several decades and is expected to keep growing as human societies continue to face challenges with natural resources depletion





From sustainable fashion to
sustainable retail



Sustainable Retail

The store has turned into an opportunity for market differentiation by making the store stand out (Visser et al., 2006).

The store **attributes** are the **key success** factors of retailers, as it considered as overall image of the store driving the process of store selection (Ghosh et al., 2010) to attract the flow of customers, which can directly influence customers behavioral intention.

Store attributes are considered as an overall image of the store which driving the process of store selection (Ghosh et al., 2010) and appealing for the self-image of consumers.



- Sustainability is becoming a common business practice, either at the executive or product level.
- Integrating "sustainability" incorporates all aspects of culture and expertise.
- The mainstreaming of "sustainability" integrates all aspects of culture and expertise.

The store has turned into an opportunity for market differentiation by making the store stand out (Visser et al., 2006).

Store attributes are the key success factors of retailers, as it considered as overall image of the store which can directly influence customers behavioral intention (Cronin et al., 2000)

Millenials and GenZ (35% market and 70% 2025)



The eco pop-up experiences
determined to make retail
more sustainable







BALENCIAGA La Cagole Pop-Up, Central Embassy Bangkok.
Furry Fun.

RESEARCH CONTEXT

04



RESEARCH AIMS

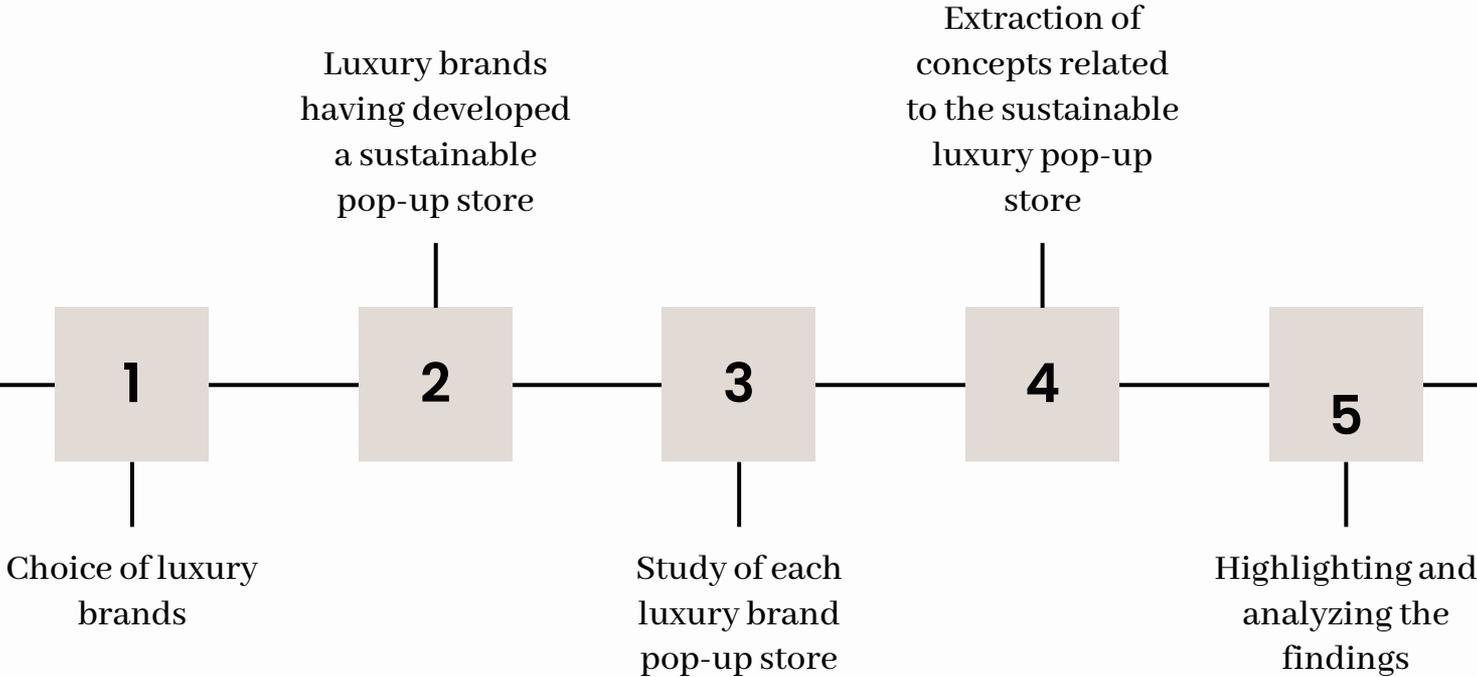
The aim is to put forward different luxury brand pop-up stores, comparing and contrasting them and highlighting all dimensions related to their sustainable aspects

AND...

Put forward implications that luxury brand managers can invest in to enhance their sustainable pop-up store practices



METHODOLOGY



METHODOLOGY

A total of **6 luxury brands** have been closely studied between March and June, 2022.

All collected data was individually analyzed before presenting individual findings.

*details in annexes



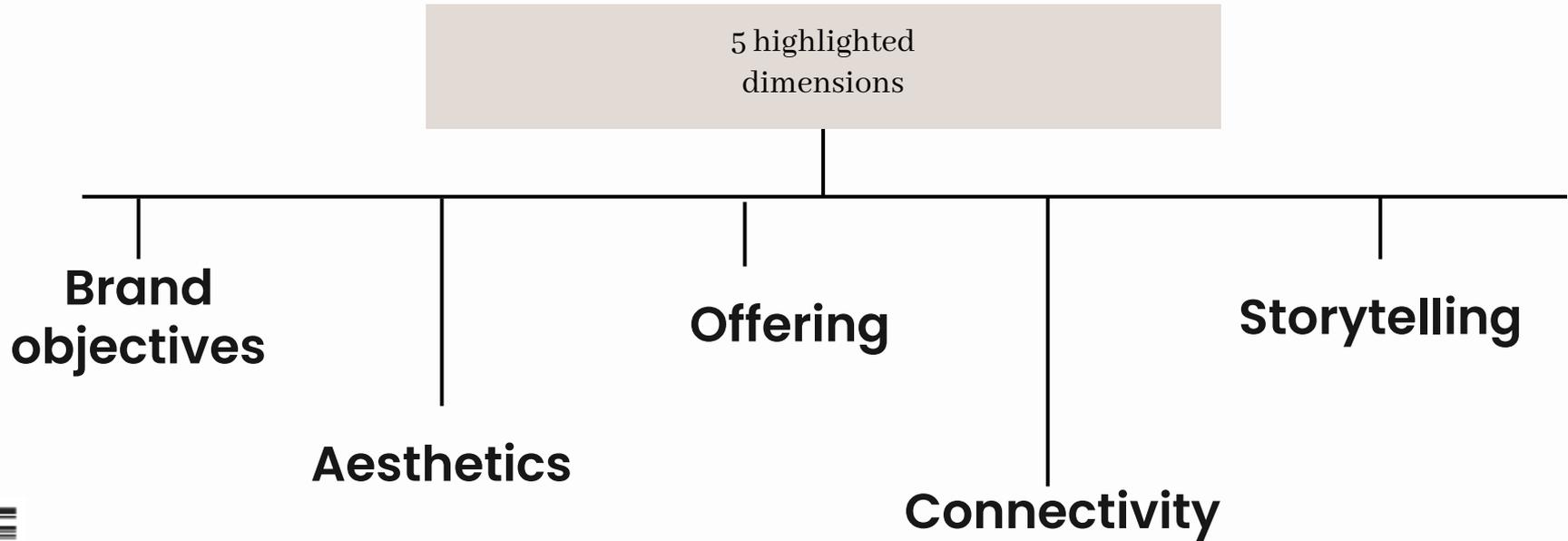


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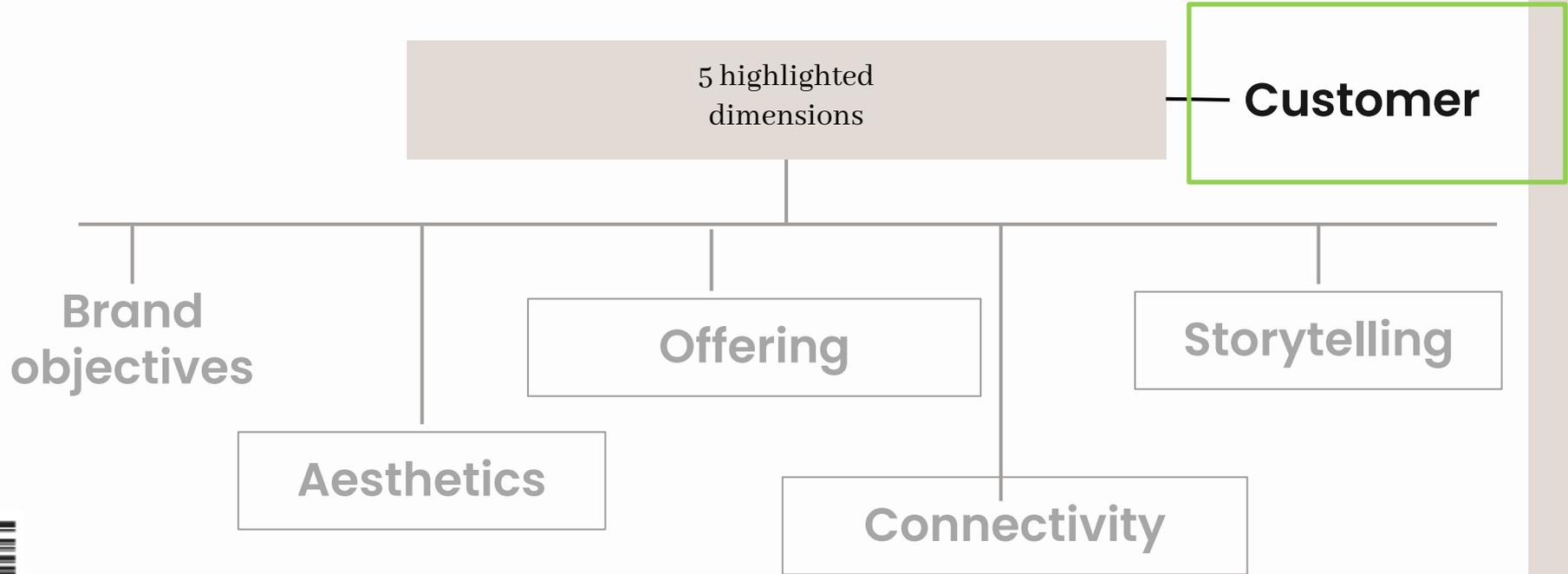
DISCUSSION OF THE FINDINGS



SUSTAINABLE LUXURY BRAND POP-UP STORE DIMENSIONS



SUSTAINABLE LUXURY BRAND POP-UP STORE DIMENSIONS



Sustainable luxury pop-up store's **brand objectives**

- Introducing, presenting a new concept
- Meeting and exchanging with customers
- Sharing information, sharing a message, educating
- Celebrating an event, the brand's heritage or know-how
- Brand with a message
- Socially engaged brand



Sustainable luxury pop-up store's aesthetics

Theme/concept:

- Context-relevant
- Brand-representative
- Provides a “story” set-up
- Pure and sober space design
- Branded spaces

Materials:

- Eco-conception, eco-friendly materials (recycled, recyclable, reusable)
- Sustainable material (such as cypress wood, flooring with vinyl waste materials, clay, wood, natural fibers)
- Restore, reuse, reimagine
Reimagine the space

Atmosphere:

- Technology (devices, pods, screens)
- Low consumption lamps
- Regrouping different offering, lifestyle
- Location-specific pop-up design (geography collection theme)
- Unique design (reflective of the brand's identity)



Sustainable luxury pop-up store's connectivity

Communications

- Traditional and offline
- Online and on social media
- Reply on the press and PR
- Activate WOM
- Promoting and communication through hashtags
- Message: Engaged and supportive of environmental actions, highlight responsible offering

Gamification

- Developing brand games: informative, with a message, engaging, fun

Applications

- Augmented reality
- Brand own mobile applications
- Continent-specific mobile applications (ex. WhatsApp/WeChat)



Sustainable luxury pop-up store's storytelling

Storytelling

- Storytelling led by design
- The pop-up store is designed to convey a message

Collaborations

- (Collaborations with same industry/or different industry ex. Dior x Technogym and Dior xWASP)
- Collaborations with NGOs, with architects
- Certifications (BCorp)

Events and animations

- Personalization
- Cleaning leather, restoring
- Alterations
- Customization of products



Sustainable luxury pop-up store's offering

- Vintage, secondhand, circular fashion
- Conscious designs made out of recycled materials
- eco-responsible products
- A durable product
- Limited edition collections
- Capsule collections

And...

- Brand with a message: product comes second to communications



The customer and the sustainable luxury pop-up store

- “Story living”
- Protagonist, co-constructs the experience, interacts with the brand, learns, plays...
- Customer is engaged
- Participating
- Involved



What does this mean?

What to highlight?

Sustainability applies at different pop-up store levels. The brand can highlight one or several aspects of the pop-up store as being sustainable (ex. Product and/or construction materials)

Why?

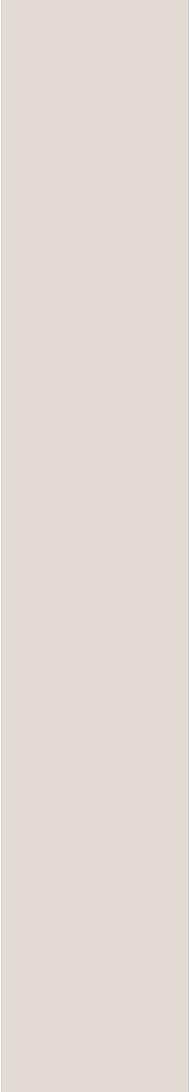
Because the luxury brand's actions have to be louder than words.

How?

Customer-centricity is key to the the luxury brand's actions.

Through sustainable pop-up stores, it want to share a message, provide customers with novelty, exchange with them, give them space to participate, engage, co-create...





06

Managerial implications

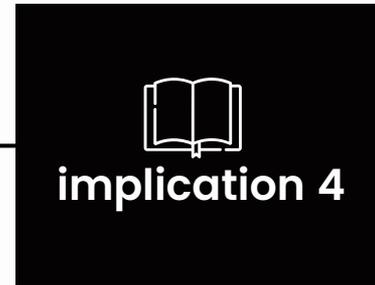
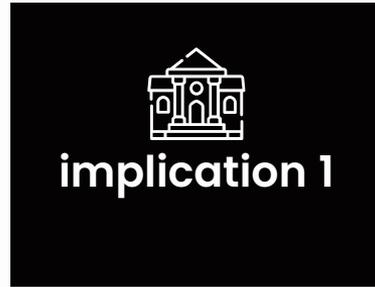


Put sustainability at the heart of all brand touchpoints (culture, process, product and place)

**till date, sustainability applied only at product levels*

Clients immerse in a sustainable “brand universe”

**retail becomes a doorway to letting the customer in to the brand’s sustainable universe*



The pop-up store becomes a vessel communicating brand value

The pop-up is “real-time” educational platform inviting clients and curious prospects



Who are we?



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Annexes



Clarins	Beauty & Make-up	<p>Objective: presentation, discovery, contact, exchange Customers: “story living” Protagonist, co-construct the experience, interaction, learn, play, fun Atmosphere: theme, concept Aesthetics: color, texture, context-relevant, material Eco-conception (recycled, recyclable, durable) Offering: durable, collaborated with... Technology: gamification, AR, games</p>
Coach	Apparel & Accessories	<p>Objective: celebrate the brand’s heritage Brand’s know-how Sustainable versus greenwashing Product offering: Vintage, secondhand, circular fashion Conscious designs made out of recycled materials Communications: rely on the press Stress on own brand offline/online communications Aesthetics (outside and inside): Restore, reuse, reimagine (material and final offering) Reimagine the space/ working around an “existing space (painting, layout, display...) Sustainable material (such as cypress wood) Flooring with vinyl waste materials Services/events: personalization Cleaning leather, restoring/ Alterations/ Customization of products...</p>
Dior	Apparel & Accessories	<p>Products: Since 2015 produced with respect to sustainable development Dior use of eco-friendly materials Limited edition collections Capsule collections Collaborations: Dior xTechnogym; Dior xWASP (Collaborations with same industry/or different industry) Pop-up concept’s atmosphere: Regrouping different offering, lifestyle Location-specific pop-up design (geography collection theme) Unique design (reflective of the brand’s identity)</p>

SK-II	Beauty & Make-up	<p>Brand (and its objectives):</p> <ul style="list-style-type: none"> Sustainably engaged brand Environmental, social, economical Brand with a message: product comes second to communications Social engagement Communicating a hashtag Empowering women and supporting them Video series/video games Asia specific channels (WeChat, Weibo) Engagement and exchange on social media networks: Active customers, Customer is engaged, Participating, Involved Connectivity: WeChat, Augmented reality, Customer culture/personas Gamifications: informative, with a message, engaging, fun
Chloé	Apparel & Accessories	<p>Brand:</p> <ul style="list-style-type: none"> Engaged and supportive of environmental actions Collaborations with NGOs, with architects Certifications (BCorp) <p>Communications:</p> <ul style="list-style-type: none"> On social media Inform and share information about the brand Products and activities Highlighting eco-responsible products <p>Atmosphere and materials:</p> <ul style="list-style-type: none"> Low consumption lamps Brand identity respected Conceived with eco-responsible materials (clay, natural fibers, wood..) Pure and epurated designs Reusable materials (durable) Branded with the letter "c" (brand identity/visibility), respect to brand's color codes...
Jaquemus	Apparel & Accessories	<p>Brand:</p> <ul style="list-style-type: none"> Engaged and Natural, promoting inclusivity and upcycling <p>Communications:</p> <ul style="list-style-type: none"> On social media Inform and share information about the brand Products and activities Highlighting upcycling products Atmosphere and materials