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***My Granny Said To Me: development of an online Business Plan out of a
Leisure Hobby***

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BUSINESS
SCHOOL

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Abstract

My Granny Said To Me wants to present a practical example of how to create a business from a personal domain passion, making use of Marketing knowledge and digital tools. This project aims to both accomplish an entrepreneurial desire and encourage everyone who wants to make a profit out of a personal hobby.

To contextualize the business, the first section of the Literature Review focuses on the definition of Green Marketing, fast and handmade fashion. Given the fact that this is a business of one's own, the second part of the literature review deals with the definition and the reasons for the desire to be an enterpriser and the usefulness of the digital tools that are available to enable a free and easy start of an online business.

The key points to make this kind of business possible are to investigate and analyze customers' behaviors towards sustainable and handmade fashion, and to organize a strategic business structure to anticipate competitors. Ten interviews were conducted to understand different purchase behaviors, to visualize the strongest assets of the brand and to gather further feedback.

Once collected data through interviews, internal and external analysis, it was possible to proceed with the development of new strategies, with the introduction of new products and services and a communication plan. The project includes an implementation proposal comprising the Segmentation, Targeting and Positioning (STP) strategy, the development of the marketing – mix policies, and, to conclude, a financial analysis that evaluates the possible level of success.

Key words: business plan, sustainable fashion; handmade fashion; digital strategies.

Resumo

My Granny Said To Me quer apresentar um exemplo prático de como criar um negócio a partir de uma paixão de domínio pessoal, fazendo uso de conhecimentos de Marketing e ferramentas digitais. Este projecto visa tanto realizar um desejo empresarial como encorajar todos os que querem lucrar com um passatempo pessoal.

Para contextualizar o negócio, a primeira secção da Revisão da Literatura centra-se na definição de Marketing Verde, moda rápida e artesanal. Dado que se trata de um negócio próprio, a segunda parte da revisão literária trata da definição e das razões do desejo de ser um empreendedor e da utilidade das ferramentas digitais disponíveis para permitir um início livre e fácil de um negócio on-line.

Os pontos-chave para tornar este tipo de negócio possível são investigar e analisar os comportamentos dos clientes em relação à moda sustentável e artesanal, e organizar uma estrutura empresarial estratégica para antecipar os concorrentes. Foram realizadas dez entrevistas para compreender os diferentes comportamentos de compra, para visualizar os activos mais fortes da marca e para recolher mais feedback.

Uma vez recolhidos os dados através de entrevistas, análises internas e externas, foi possível prosseguir com o desenvolvimento de novas estratégias, com a introdução de novos produtos e serviços e um plano de comunicação. O projecto inclui uma proposta de implementação que inclui a estratégia de Segmentação, Focalização e Posicionamento (STP), o desenvolvimento das políticas de marketing - mix, e, para concluir, uma análise financeira que avalia o possível nível de sucesso.

Palavras chave: plano de negócios, moda sustentável; moda feita à mão; estratégias digitais.

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List of abbreviations

A/C/V – Attributes Characteristics Values

CAPM – Capital Asset Pricing Model

MGSTM – My Granny Said To Me

MTO – Made To Oder

NPV – Net Present Value

RTW – Ready To Wear

SEM – Search Engine Marketing

SM – Social Media

WACC – Weighted Average Cost of Capital

WOM – Word Of Mouth

WTP – Willing To Pay

1. Innovative Proposal

Sustainability has become a vital topic among consumers, companies, and stakeholders from every field, leading to a need of changesets. Thus, consumers' behavior towards fashion changed. Due to economic, political, and technological relationships between countries, producers can deliver their products fast and everywhere, making the “whole world a single market for fashion brands” (Sener et al., 2019). If we think about that, it became odd to find big fashion brands in almost each country, giving people the possibility to dress in a conformed and similar way, even if from different cultures. This idea is connected to the concept of fast – fashion, which make “latest trends available to mass consumers at affordable prices and at an ever – increasing speed” (Ertekin et al., 2020). Fast fashion industry represents a danger to environment, and this is undeniable. But it is also true that consumers are getting more aware about the issue, opting for more sustainable brands and slow fashion's alternatives.

In fact, slow and handmade fashion represent two main solutions to the problem. The return to traditional techniques and the uniqueness of each handmade product is perceived as valuable by consumers. Thus, the Creative Economy Report of the United States Agency for International Development affirmed that the crafters and artisans are considered one of the main responsible for the financial gain (USAID, as cited in Sehnem et al., 2020). For this reason, artisans must readapt and recognize Marketing tools based on their competitive strategies such as, uniqueness and differentiation. Handmade production values uniqueness, practical skills, ability to reuse resources, desire to reinvent (Sehnem et al., 2020).

The following Innovative Business Plan's proposal wants to present a practical example of initiation of how to create a business starting from a personal domain passion, in this case from the yarn technique called *crochet*, making use of Marketing knowledge and digital tools. To explain the possible positive outcome of this brand, an introduction on trendy and up – to date topics, such as sustainability in fashion, fast fashion as environmental issue, consumers' awareness, and behavior 's change towards brands more unique, transparent and green was conducted. Indeed, it has been found that customers are inclined to value brands that are transparent, unique, authentic, shrouded in a wholly personal and storytelling aspect.

My Granny Said to Me offers to the market an original idea, with a lot of feelings behind every confection of crochet and aimed at customers that love wearing or creating different and unique items, while adopting sustainable behaviors and incentive creativity accompanying other crafters in the making of their own unique garments.

2. Literature Review

2.1 Green Marketing in the Fashion Industry

Environmental and sustainability issues are rising for importance between consumers, and so for brands, stakeholders, and organizations. Due to consumers' awareness about ethical, social, and environmental actions impact, it is boosting their will to adopt a more sustainable and eco - friendly consumption behavior. While companies are asked to do not address and identify themselves as "sustainable" just because is considered fashionable (Lewandowska et al., 2017), but because it is becoming an unavoidable aspect for gain competitive advantages (Bhalerao et al., 2015).

Green Marketing focus is to undertake marketing operations "in order to stimulate and maintain pro – environmental consumer behaviors and attitudes" (Jain and Kaur, 2004 in Lewandowska et al., 2017). In fact, according to the American Marketing Association, Green Marketing concerned the manufacturing of environmentally safe products, which intent to minimize negative environmental effects. Finally, it focuses on promoting and sensitize consumers, in delivering an ecological packaging and in distrusting products that will not impact environment (Bhalerao et al., 2015).

As for other fields such as alimentation and agriculture, also the environmental impact of the fashion industry is known for be responsible for waste of natural resources, pollution caused by mass production. (Lee, et al. 2015). As the eco fashion activist Katherine Hamnett affirms, fashion industry's environmental issues, are not just about recycling but also in producing substances that are dangerous not only for workers in close contact with the fabrics, but also for customers, as once washed, garments can release toxic substances into the body. Nevertheless, "more than USD 500 billion of value" are wasted and lost every year due to non-use and non-recycling. Thus, lead fashion industry to adopt more sustainable strategies, also called "alternative market arrangement" which refers to methods that "pursue postmaterialist goals of ethical, humanistic or environmental natures" (Chaundhury, 2015 in Gollnhofer et al., 2017). The best example of "alternative market arrangement" is the fashion and textile system proposed by Ellen MacArthur Foundation (2017), called "circular economy", which consider the stages of "consumer use, collection, recycling and re – use of garments" (Claxton, et al. 2020). All the stages of the product life – cycle is fundamental for reducing environmental impact; but most people don't know that also the design and manufacturing stages are the one

that need more improvements, in fact, the material selection, such as sustainable fiber, fabrics and components, are main responsible for the environmental impact.

The new textile economy, consistent with the circular economy proposed by the Foundation comprehend 4 stages (Annex A):

1. Phase out substances of concern and microfiber release;
2. Transform the way clothes are designed, sold and used;
3. Improve recycling by transforming clothing design, collection, and reprocessing;
4. Make effective use of resources and move to renewable inputs.

Those ambitions will reduce waste and pollution, producing and manufacturing materials with a higher value and from renewable resources, in order to increase their utilization in a long – term, with the possibility to recycle them. (Gollnhofer & Schouten, 2017)

2.1.1 The 4 Ps for a sustainable brand

As we previously said, consumers' level of awareness of environmental possible consequences, lead to huge changes in consumption behaviour. When looking at the definition of Green Marketing, the first approach is to think just about in terms of productivity but also about dynamics. For this reason, Green Marketing includes a broad range of elements, including “product modification, changes to the production process, packaging changes, as well as modifying the advertisements” (Bhalerao & Deshmukh, 2015). Companies must incorporate green marketing into all the elements that compose the companies itself, thinking so on the 4Ps' of the marketing mix. The 4 Ps of Marketing mix into green marketing includes: green product, green price, green place and green promotion (Bhalerao & Deshmukh, 2015). In the following table (table 1) are explained:

Green Product	Green Price
To be considered as “green”, companies must care about to how the product is designed, the technologies used for the manufacturing, the long – term usefulness, the value attributed to the product that might change consumers’ behavior; the convenience in usability and easy to obtain, the quality in service and manufacture and finally the package, using recycling materials.	Prices are defined by different factors such as: “material, product differentiation, competition, market share and the customer’s perceived value”. (?) Those comparative levels, work for known companies, but for small handmade business as well. The struggle consists in change consumers’ mind in their willing of paying a higher price for a valuable product, instead of opting for a similar one for a cheaper price.
Green Place	Green Promotion
By selling products online, brands can save money and dispend less costs and pollution in terms of transports.	Different ways to keep promotions green, might be to provide reusable bags, online advertise campaigns and create catchy contents about the importance of being sustainable, converting it to consumers’ mind as a trend that must be followed to be accepted by society.

Table 1: 4 P’s Green Marketing. Source: Bhalerao & Deshmukh. (2015)

2.1.2 Greenwashing and transparency

Fashion brands must focus on these changes in consumers’ behavior and adjust strategies, adopting a more sustainable conduct and transparent communication. In fact, it is that 83% of European citizens discussed their lack of trust in “sustainable brands” (Lewandowska et al., 2017). The “eco – friendly consumer” on average is well – educated, informed, aware and skeptical. The term greenwashing has been reported “as a main cause of consumer skepticism” (Goh et al., 2016 in Guerreiro & Pacheco 2021), leading consumers to “criticize companies for false advertising and misleading environmental claims, with the purpose of creating false “green” images” (Ramus et al., 2005 in Guerreiro & Pacheco 2021). Thus, marketing communication, must be transparent and go beyond the simple label “eco – friendly”, sharing a new communication plan which involve all the sustainable life cycle assessment of the product and/or service.

2.1.3 Slow Fashion

The definition of slow fashion is given by Fletcher (2010, cited in Sener et al., 2019) which say that “slow fashion is an understanding and a production model that sets sight on durable goods produced on small scales with classical design via local resources and traditional

production techniques.” In other words, it fights the concept idea of fast fashion of “making latest trends available to mass consumers at affordable prices and at an ever – increasing speed” (Ertekin & Atik, 2020, in Gollnhofer & Schouten, 2017). Slow fashion as movement supports local designers, and transparent production with the goal of “offering the necessary mechanisms to produce, acknowledge and cultivate durable quality” (Ertekin & Atik 2014, in Gollnhofer & Schouten, 2017).

Slow fashion is considered an “alternative market arrangements” because it exist parallel to the mass fashion production but embedded in sustainable production and consumption. The “slow fashion consumer” is also moved by express his uniqueness and self through clothes, but also the “self – transcendence” meaning helping the others (Schwartz 1992 as in Jagel, et al., 2012) accomplishing social and ethical shopping actions.

To understand better which values, lead consumers to adopt sustainable behavior, Jung and Jin (2014), proposed a model, adding five new dimensions to the Perceived Customer Value Scale developed invented by Sweeney and Soutar (2001) (quality, price, emotional, and social).

Equity	Value for work conditions, wages, and fair trade
Authenticity	Values for unique, handmade, and customized products
Functionality	Value for long – lasting and basic products
Localism	Value for use of local material and local business
Exclusivity	Value for limited and differentiate production

Table 2: Perceived Customer Value Scale. Source: Sweeney and Soutar. (2001)

Those values are so relevant for ethical consumers, that bring to boycott ethical clothing companies (Thomas, 2008 in Jagel, et al., 2012). Consumers value both generic product attributes (price, quality, style and comfort) and ethical attributes related to the products such as use of natural materials, recycled clothes, clean production techniques but also fair wages and work conditions, avoiding exploitation and sense of guilt for their choice in clothing (Jagel, et al., 2012).

2.1.4 Handcraft fashion

Sustainable craft fashion is a modern concept, developed in the 1970s and increased for importance at the end of the 2010s (Vaananen & Pollanen, 2020). This increased growth of interest towards handcraft techniques, it is not just meant to be in general, but as The British Market for Craft study shows, “demographically, compared to 2006, the craft marker consumer in 2020 are younger, more ethnically diverse, less dominated by graduates and with lower specialist knowledge” (Craft Council, 2020). The study shows that between 2006 and 2020 there has been an increase in the younger age groups, from 17% (1.1m) under 25 in 2006 to 32% buyers (9.1m) in 2020. The Craft Council affirms that Millennials are willing to buy a craft piece if they know about the maker and the ideas behind the work, and that they investigate if they are locally – produced, and so more sustainable.

Zhan et al., (2017), defines that “craft is characterized by specialized knowledge, localization, ethics and authenticity, and continuation of tradition and it is seen to be consistent with the principles of sustainability”.

Vaananen & Pollanen (2020) developed a model which explain the relevance of handcraft in three different sectors: policies and practices, markets and economy and material and lifecycle.

Policies & Practices	Markets & Economy	Material & Life Cycle
Societal	Craft Industry	Material & Methods
Education	Entrepreneurship	Natural materials
Policies	Artisanal production	Example of methods
Cultural	Business practices	Product properties
Local tradition	Design and branding	Quality
Communication	Collaboration	Design
Craft activism	Mentoring	Aesthetics
Personal	Marketing strategies	Life cycle
Skills	Value creation	Supply chain
Knowledge	Market spaces	Management
Values		Environment

Table 3: Handcraft Sector. Source: Vaananen & Pollanen. (2020)

1. Policies and practices are divided into Societal, Cultural and Personal.

The Social level refers to transmit knowledge and skills, through learning and doing, about sustainable materials and production methods.

The Cultural level is the transmission of local traditions, and “craft activism” (Carman, 2004). Finally, the Personal level refers to personal craftsman skills, handing down values and knowledge.

2. Markets and Economy focus on the economic aspects of the craft industry: Craft Industry, Business Practices and Marketing Strategies.

Craft Industry is not considered anymore as secondary or less relevant economic activity but gave the chance to create new entrepreneurial opportunities.

Business Practices refers to the advantages that crafters can have from learning business strategies through collaborations with craft organizations.

Marketing Strategies stress out the importance of communicating the ethical and sustainable aspects of craft production as competitive advantage.

3. Materials and Life Cycle considers: Materials and Methods, Product Properties and Life Cycle. The first two focus on different craft techniques, which some of them are more traditional while other make use of technological innovations. The Properties identified are “quality, uniqueness, timeless design, longevity, purposefulness, and aesthetics”. Finally, Life Cycle emphasizes that each stage in the manufacturing affects the other, and each one contributes to environmental sustainability.

Handcraft fashion embodies an ulterior “alternative market arrangement” supporting a sustainable way of producing and wearing clothes. Furthermore, craftsmen enhance traditional values and offer to the market innovative and unique options. Consumers’ get a sense of “emotional investment that handmade producers put into their production process” (Vaananen & Pollanen), leading to stronger purchase intentions and will to pay a higher price. Nevertheless, the craft worker is not just someone that choose the product but who invest his or her personality or self into the object produced, as expression “of the more humane, creative and authentic aspects of human nature.”

2.2 Entrepreneurship

The first definition of entrepreneurship is originally attributed to Jean – Baptiste Say (1767 – 1832) (Brown, Thornton, 2013) but Cantillon was the first one who added economic concepts to the theoretical formula of Say. Cantillon’s Theory describes entrepreneurs as risk holders; “they buy goods at known prices in the present to sell at unknown prices in the future” (Brown, Thornton, 2013). The author stresses out, for the first time, the idea that everyone can be an entrepreneur, such as “farmers, wholesalers of wool and grain, and manufacturers, retailers, such as restaurateurs and shopkeepers” (Brown, Thornton, 2013).

Segal et al., (2005) affirm that an entrepreneur is a “self – employed who starts, organizes, manages, and assumes responsibility for a business”. He seeks for financial risks, and willing to do not work for someone else, working as a “resource manager, innovator, arbitrager, and both creator and destroyer” (Formaini, 2001).

Elkjaer (1991), proposed the first list of entrepreneurship’s characteristics, that latterly, they have been agreed and disagreed by other important founders of the concept of entrepreneurship:

Risk bearing	Capital owning
Exceptional people	Leaders
Combiner of factors, but not leaders	Creates equilibrium / disequilibrium
Innovate	More alert

Table 4: Entrepreneurships’ characteristics. Source: Elkjaer. (1991)

Nevertheless, Neck and Green (2011), two educators of the field, they designed a new way of interpreting entrepreneurship which want to make students understand the concept of entrepreneurship as a “discover of challenge”, and “ideation of solution”, identifying entrepreneurial opportunities by themselves. They wanted to detach from being just a structured process and develop entrepreneurship as a skills and design mindset.

2.2.1 Entrepreneurship's drivers

Once having understood the origins and the behavioral characteristics that belong to entrepreneurs, many authors started to understand their motivational drivers. Brockhaus and Horwitz (1986) concluded that there are four major traits: “need for achievement, internal locus of control, high risk – taking propensity, and tolerance for ambiguity” (in Miner, 1996, pp. 8-10).

While J.B. Miner, ten years later, added more characteristics for describing “what makes a personal achiever”: desire for feedback, desire to plan and set goals, strong personal initiative, strong personal commitment to their organization, belief that one person can make a difference and belief that work should be guided by personal goals, not those of others (Miner 1996, pp. 8 - 10).

Hobby – related entrepreneurship

Milanesi (2018) focused on one entrepreneur's motivational driver which was not well settled in the literature: the role of passion among entrepreneurs. One of the first definition was given by Murnieks et al., (2009), describing the concept of “entrepreneurial passion” as enthusiasm and love for everything which concern the entrepreneurial process such as “the identification of new venture opportunities”, associated with roles that are meaningful and important to define the self-identity of the individual.

Nevertheless, also people's passion in a determined field, activity, or domain can lead to entrepreneurial passion. Domain passion is mostly perceived as a hobby, with the simple purpose of relaxation or enjoyment. Hobbies can be cultivated since childhood or start as “leisure time” activities (Stebbins, 2001), until be converted to “serious leisure” (Stebbins 2001). Stebbins defines “serious leisure hobbies” as “complex, challenging, long – lasting activity based on substantial skills, knowledge, and experience that requires perseverance” and Milanesi (2018) as “an expression of ability, purpose, and identity, involving more effortful engagement, challenge, and complexity”.

In other words, all entrepreneurs are passionate, but not each one of them has entrepreneurial passion, or interest from the beginning. It is just when hobbies pursued in leisure time turn into entrepreneurial activities, that we can talk about “hobby – related entrepreneurship” dictated by passion and possible remuneration.

2.3 Handcraft microenterprises' digital strategies

With the introduction of smartphones, and the increased availability of usable applications which cover almost any type of consumers' need and demand, also a new level of shopping experience has been introduced and make part of our daily lives. Webstore, applications, and online personal assistants allow consumers to reclaim any kind of information needed, receive goods at home while scrolling products' pictures from on social medias and e – commerce.

Originally, smaller organizations struggled to obtain the same digital benefits than bigger brands. But with the invention of social media and e – commerce, even microenterprises have access “to a wide audience interested in purchasing a variety of niche products, such as craft goods” (Church, Oakley, 2018). Nowadays, everyone is exposed to the opportunity of building a new business online and as Hernandez et al. (2009) affirms “those facilitates give access to markets previously considered as out of reach”.

The Craft Council (2020) study showed in his study that the online craft market purchases have grown from 5% of buyers in 2006 to 19% of buyers (3.2m people). And from 2010 to 33% of buyers (10.3m people) in 2020. In the detail, regarding Millennials, the most used channels to look for and buy craft products are Facebook (78%), Youtube (78%), WhatsApp (69%), Instagram (50%) and Twitter (44%). While Gen Z, most preferred to buy craft from Etsy (22%). Those facilities have had a clear impact on the size, profile, and characteristics of the market for craft both in terms of buyers and producers. Crafters are more likely to promote their work through channels like Etsy, Depop, Shopify, Youtube and many other cheap and available e-commerce platforms. Social medias and e – commerce registration is for free, but they also developed paid advertisement campaigns and the possibility to pay a listing fee for each sold product (Church, Oakley, 2018). Moreover, focusing on the special niche target of handmade microenterprises, nowadays it is possible to identify e – commerce platforms specified for this market field, such as Etsy. The following chapter will focus on the social media and E-Commerce platforms that crafts brands should implement.

2.3.1 Social Media

Gilin (2007, as cited in Latiff and Safiee, 2015) explained that small brands shift to social media because of 4 factors:

1. Presence of a younger demographic;
2. Users can connect with people with the same interests, creating a community around the brand;
3. Technology developed IT infrastructures, and new usable tools to attract consumers;
4. Communication strategies way more efficient than conventional online marketing.

Instagram

Initial Instagram's purpose was to post and share pictures with your friends; while nowadays it implemented its features and it also converted into a popular medium to shop. Instagram is essential to create a brand imagine, positioning and community. Instagram is one of the most popular social media platforms, with nearly 112.5 million users in 2020. In November 2020, Instagram added the Shop tab, which allows customers to buy directly through the app, like it is for an e-commerce. Through a simple profile, small business or new entrepreneurs can create a product catalog connected to their account. To create a shoppable post, it is necessary to create and connect the catalog through Facebook, Shopify or BigCommerce.

Lattiff and Safiee (2015) answered to the research question "why do the sellers opt to choose Instagram to set up their business?" with a list of 4 themes: Instagram filters, popularity, right audience and eWOM. By following a strategic Marketing plan, Instagram allows to identify the perfect target for your business; and once obtained it they will encourage other people to follow you up and increase the boost. "Celebrities, exclusivity, packaging, and market position" are the market strategies individualized by Litiff and Safiee (2015). Once a consumer is satisfied, or it is in line the brands' value proposition, he / she will be willing to share brand's content with the community, to sustain the brand but also as identification of himself with the brand itself.

Facebook

Established in 2004, from Mark Zuckerberg, the social media Facebook now worth billions of dollars and is one of the world's most recognizable brands and today counts over 1 billion of users. Facebook is a website which allows users, who sign-up for free profiles, to connect with people online. One advantage of Facebook is the immediate communication between brands and users which help companies to gather information and insights. (Nikunen et al. 2017) Facebook offers the possibility to brands to build their free web page. Brands can send and receive messages, post updates, find your other links and personal details, giving the chance to engage with new potential customers and longtime customers.

2.3.2 E – commerce

Nevertheless, social media must be supplemented with other platforms which allow a better communication between seller and consumers, and other for a proper analytical tool. Thus, e – commerce still represents the best option for making business and giving to consumers an easy and usable shopping experience in terms of payments (Litiff and Safiee, 2015). In fact, e – commerce which allow an easier consumers’ shopping experience and dispose proper analytical tools (Litiff and Safiee, 2015).

Etsy

Etsy is an online marketplace founded in 2005, which provide opportunities for microenterprises specialized in handmade and personalized products to gain profitability and demand for made – to – order and personalized products in e – commerce. (Church & Oakley, 2018) By being exposed to a large potential customer base, small business can be profitable while addressing to their small niche targets.

2.3.3 Website

A website is an online page that can be built by everyone and serves for show case a brands’ products or service to online shoppers who are looking for that specific product or service. Nikunen et al., (2015) define a website “a digital tool that contain opportunities to reach many markets rapidly and economically.” Owning a website provides many benefits for brands, it provides a sense of credibility and a professional service. Nevertheless, it helps a brand to increase in customer reach allowing the business to grow globally and to range the target audience beyond location limit. However, it influences engaging customers’ interest and participation and help to retain them (Nikunen et al., 2015) A website always marketing products and services, generating sales at any moment, every day. Two of the main used website builders are Wix and Wordpress: they guide you from the designing process, to set the payment methods automatically, until creating a personalized SEO plan specific to the brand after answering few simple questions and buy the domine name of the website.

3. Methodology

This section sets the basis for the methodologies used to prove the viability of the business developed.

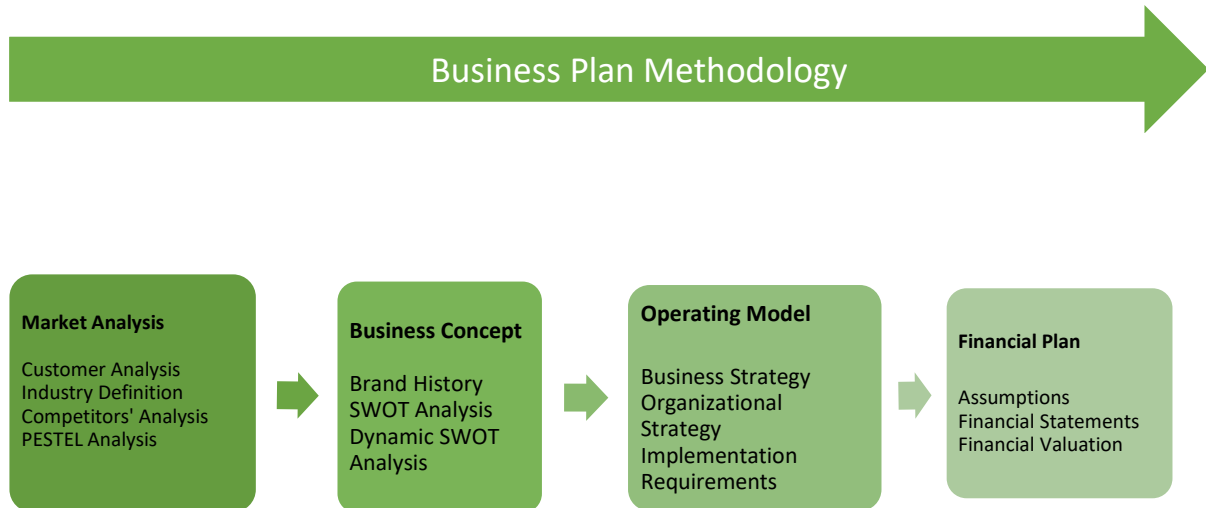


Figure 1: Business Plan Methodology. Source Own Elaboration

Market Analysis

The first part of the analysis is focused on the external, internal, and competitive situation of the current market in the handmade field. Through that research it was possible to get a more comprehensive understanding of all the relevant elements of the business idea: the attractiveness of the market, data of consumers' behaviors towards sustainable and handmade fashion garments, the business potential but also the risks and weaknesses.

1. External Analysis

- **Customers' analysis:** To accomplish the main goals of this project, a qualitative analysis has been implemented. Ten interviews have been conducted to gather broader insights from potential consumers following Gutman & Reynolds' (1988) Laddering Theory methodology, to reveal their attribute perception regarding sustainable and handmade products, motivations that lead them to opt and buy them and personal values, and understand different behaviors in terms of sustainable fashion purchases. Interviewees have been selected between actual and potential customers of the brand MGSTM.

- **Industry definition:** the aim of the analysis is to define and understand why *crochet* handcraft technique is considered a trend by quoting fashion magazine. This will allow then to position handmade *crochet* garments as attractive products. Nevertheless, a further analysis concerning why *crochet* craft technique became popular, will help to define the crafters' market.
- **Competitors' Analysis:** Direct and indirect competitors research to study their successful approaches and define the competitive landscape. Competitors have been individualized between *crochet* crafters on Instagram.
- **PESTEL Analysis:** Definition of the external environment and context that impact the project. Since the business is online, and wants to expand into European territory, the PESTEL analysis took into consideration: Political (policies in terms of mandatory sustainable rules in UE and about selling online); Economical (incentives from the UE to finance small business); Social – Cultural (how handmade products are perceived); Environmental (benefits of sustainable fashion for the environment) and Legal (legal aspects to consider for fashion crafters online). Most of the information were gathered from the official UE website, were it possible to read about sustainable policies adopted by European countries.

Business Concept

1. Internal Analysis

Once the market analysis was concluded, follows the internal analysis of the brand. The aim is to illustrate the starting point of the brand, meaning what the brand is today and what was accomplished.

2. Competitive Analysis

Due to the previous external analysis was possible to elaborate a competitive analysis developing a SWOT, implemented with a dynamic SWOT Analysis. This analysis displays business opportunities and threats that must be addressed to structure an effective business plan. The valuation was also developed through interviewees' data to set and structure future implementations and strategies to improve the brand and to find and study all different potential target consumers.

Operating Model

Once having finalized the internal and external analysis it was possible to develop new brand's objectives and future strategies. The main objective of the brand is to identify the right target audience in terms of MTO products and to address to a second target, *crochet* crafters.

- **VALS System:** The development of the respondents' answers led to the identification of the two targets the brand wants to address: MTO customers and crochet hobbyists. For this reason, a VALS system was carried out in the segmentation analysis. Four psychographical behaviors demonstrating the complexity of decisions for handmade products buyers are identified. In addition, a further one, dedicated to the second target group of the brand (Crafters).
- **Marketing Mix:** once new goals and objectives have been settled, a Marketing Mix, including the 7 P's was developed. New products and services and digital platforms are listed, to satisfy both targets.

Financial Plan

Finally, the project will illustrate the projections and assumptions for the future brand's scenario. These 5 years financial projections set aside a more accurate evaluation of the business. For a more interesting prospective vision, the possible opening of a physical shop was evaluated in the financial plan. The necessary data was taken from the Italian market, as in a possible moment of physical settling on the brand, Italy represents the owner's home country. The methodology used included: a 5 years Forecast Sales, a Balance Sheet, future cashflows, and CAPM, WACC and NPV to support economic decisions.

3.1 Data Collection

3.1.1 Secondary Data

Secondary data is information collected from studies from books and scientific journals already conducted. The literature review was build using books and scientific journals to collect secondary data about sustainable fashion, handmade fashion, entrepreneurship, and digital tools for small businesses. Nevertheless, other sources like market reports, fashion articles, and research about the yarn technique *crochet* are discussed into the external analysis. Further information has been collected from the official EU website to develop the PESTEL Analyses; in order to monitor how the different countries, change their policies, in order to face the environmental challenges faced in the fashion industry. Segmentation market analysis provides an additional VALS system analysis, based on interviews' responses. This allowed to identify all the psychographic variables that lead customers to opt for sustainable and handmade garments. Competitors' analysis in the crochet segment that are selling in Europe, using

Instagram has been developed, to study their strengths and weaknesses. Lastly, financial evaluation-based prices on known products, competitors' prices, and for the shop's opening, to Italian legacies.

3.1.2 Primary Data

In order to collect customers' information, the brand made special efforts in December, January, May and June to sell certain products. The products considered were winter beanies, bucket hats, bikinis, and tops. Once having made few sales through the year, to gather data, interviews were conducted in August as a form of qualitative research. A list of questions (Annex B) has been settled to guide the conversation, but the main goal is to leave the respondents to speak freely. To ensure freedom of speech, the interviews were semi structured, meaning that some of the questions had to be edited or added during some of the interviews to remain in line with the respondent's conversation and flow of thoughts. The goal was to leave the respondents to be the expert, while revealing their opinions about how they see the world, "where the world is the product domain compromised of relevant actors, behaviors, and contexts" (Gutman & Reynolds, 1988).

The aims of the interviews were to identify trends and motivations that lead customers to go for sustainable and handmade fashion products, attitudes in their daily life towards sustainable fashion, personal values, and purchases experience and feedback regarding the brand MGSTM. Those motivations, in fact, can be differentiate and dictated by several reasons. The results will confirm, the theory of increased interest between young people regarding handcraft, customized and sustainable garments and get useful insight for the business, which is in its initial phase. To obtain all the needed information, questions touched five main topics:

1. Purchase behavior and tendency regarding sustainable and transparent handcraft/ slow fashion.
2. Perceived customer value for handcraft /slow fashion.
3. Willing to pay higher prices for handcraft/slow fashion.
4. Consumer behavior on social media.
5. Perception about the brand through the IG Profile (*My Granny Said To Me*).
6. Insights from the purchase experience form the brand *My Granny Said To Me*

The analysis the interviews was set by the guidelines of Gutman & Reynolds (1988) and their "Laddering theory" states; "specifically focuses on the linkages between the attributes that

exist in products (the means), the consequences for the consumer provided by the attributes, and the personal values (the ends) the consequences reinforce” (Gutman & Reynold, 1988). In other words, traditional questions are good at identifying the attributes of a product or a service, but it is not enough to understand the consequences of customers’ decisions and the values that are central in their decision – making process. Interviews have been recorded and transcribed, as also the author suggests doing as first step. The second step is to focus on the products’ Attributes. To accomplish this task, common keywords mentioned several times among the respondents were identified.

The third step is to create a list of meaningful Categories based on phrases and key words. To do so, questions need to switch to *what* is important to the informants to *why* is important for customers to take those purchase decisions, understanding deepest reason why and personal values. To analyze Categories and Values, many attempts have been made. This is because it is not always obvious to express what drives a person to do a certain thing with just one term, so the responses were studied in detail to interpret them in the best way and extract valuable information. For the Values in particular, descriptions were made, followed by a descriptive quote from a respondent, in order to provide greater clarity.

Concerning the last part of the interviews, meaning questions about the brand MGSTM, it was opted to gather insights taking into consideration not just key words, but full quotations.

4. External analysis

4.1 Consumers Analysis

As mentioned in the methodology, ten interviews were conducted. Considering that the brand is willing to operate internationally, the interviews selected were from different nationalities, incomes, and values. Nevertheless, respondents have been selected between potential and current customers, to get feedbacks regarding the Instagram profile of the business and about the total purchase experience with the brand, if happened. (Table 5). Three of them have been conducted in Italian and later translated into English, while the remaining seven were in English. As first step, once transcribe the interviews, respondents have been classified by a code number.

Code	Name	Nationality	Age	Status	Purchased from the brand
1	Louisa	German	27	Student	No
2	Merie	Norwegian	24	Worker	Yes
3	Domenica	Italian	26	Worker	Yes
4	Martina	Italian	26	Worker	No
5	Gaia	Italian	27	Worker	No
6	Vera	German	27	Student	Yes
7	Irene	Italian	26	Worker	Yes
8	Camila	Colombian	29	W & S	Yes
9	Irene	Italian	26	Worker	Yes
10	Amber	Dutch	25	Worker	Yes

Table 5: Interviewee’s coding. Source: Own elaboration

To understand customers’ point of view regarding handmade and sustainable fashion products in terms of Attributes, Characteristics and Values, Gutman & Reynolds’s laddering theory was used. As a result, 12 attributes, 5 consequences and 7 values have been identified.

Attribute	Consequences	Values
Natural material / fibers	Support the environment	Trasparency
Fair Wages	Avoid overproduction	Uniqueness
Cruelty Free	Promote locals	Care for the environment
Quality	WTP higher prices	Social justice
Higher Price	Look good / original	Respect for craft labour
Recycled	EWOM	Ensure paying for a right cause
Local Sourcing		
Sustainable		
Customized		
Unique		
Trasparency		
Effort		

Table 6: A/C/V Results. Source: Own elaboration

The following diagram shows in detail, the links created from Attributes, which lead to Consequences, that are dictated by Values.

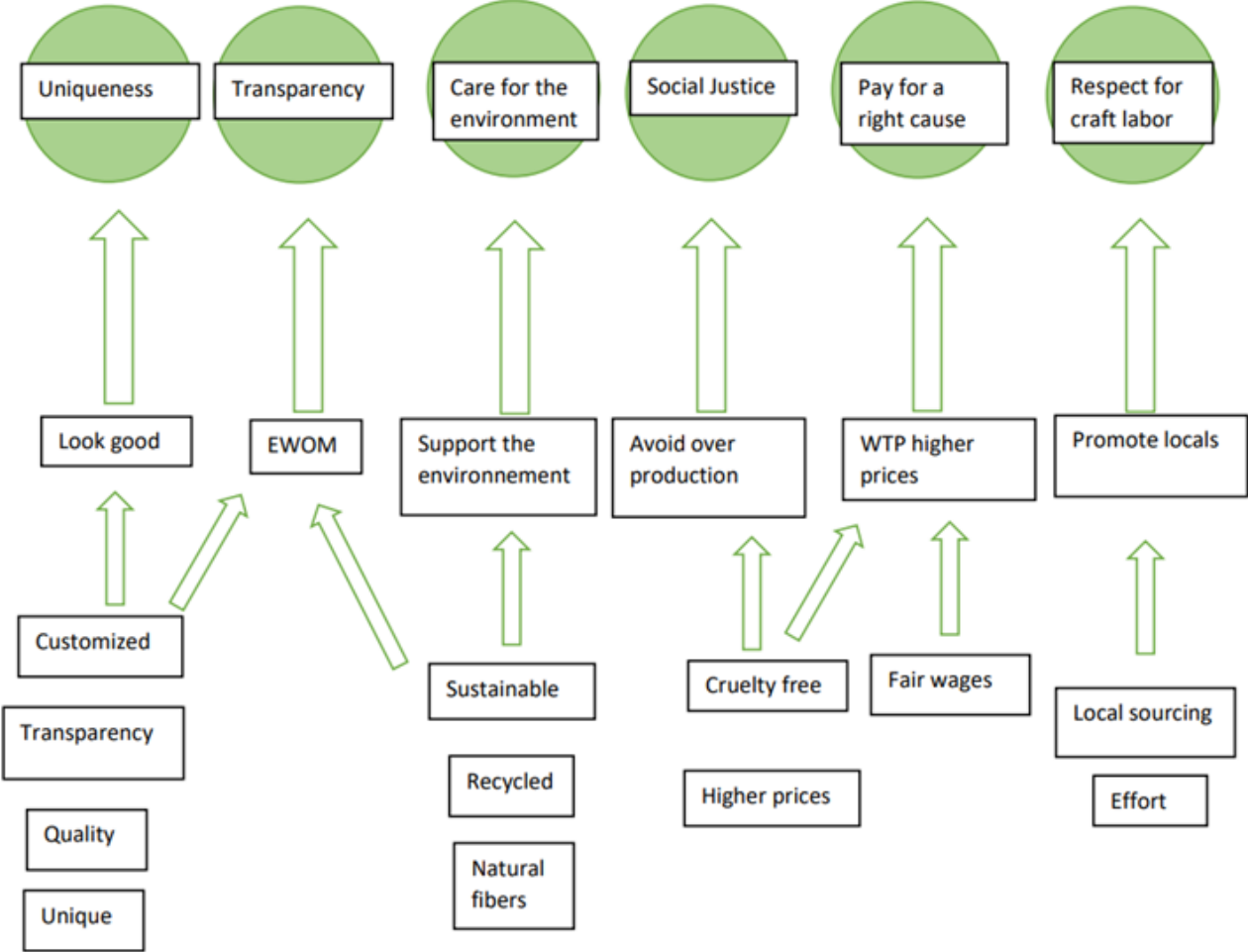


Table 7: Hierarchical A/C/V diagram. Source: Own elaboration

Products’ Attributes (Table 8), includes all the features and characteristics that people mentioned when speaking about sustainable and handmade products. Responded showed a great interest regarding sustainability, claiming transparency from brands and expecting the use of natural materials / fibres (28 mentions). Nevertheless, products have been frequently associated to sense of uniqueness (12 mentions) and higher prices (12 mentions) connected to higher quality.

Name of attribute	Code Interviewee	N. of times mentioned	Characteristics
Natural materials/fibres	1,2,3,6,7,9,8	28	Sustainable and handmade garments are expected to be made using natural and green materials. Key words: <i>natural, material</i> .
Fair Wages	1,2,6	2	Customers takes care about workers' salary and fair live conditions. Key words: <i>underpaid, paid</i> .
Cruelty Free	4,7	2	Sustainable and handmade materials must be natural, but especially not coming from intensive farming. Key words: <i>cruel, cruelty</i>
Quality	2,3,5,6,7	14	Sustainable and handmade garments are considered to have a higher quality due to their natural material and fabrics. Key words: <i>quality, detail</i> .
Higher Price	1,2,3,6,9	12	Sustainable and handmade products are more expensive than fast - fashion because of their higher quality. Key words: <i>higher price, expensive</i> .
Recycled	1	2	Sustainable garments should be produced out of recycled material. Key word: <i>recycled</i> .
Local Sourcing	2,8	4	Consumers who look for local products and material to support their economy and feel more engaged if they have information about the maker. Key word: <i>local</i> .
Sustainable	1,2,3,4,5,6,7,8,9,10	39	Handmade products should use sustainable and natural or recycled fibers. Key words: <i>sustainability, sustainable</i> .
Customized	1,2,5,6,7,8,10	11	Handmade products give you the freedom to choose between several aspects and create your own version. Key words: <i>customized, on demand, personal</i> .
Unique	1,4,5,9,10	12	Handmade pieces are considered unique as they are tailor-made for the customer. Key words: <i>own interpretation, original, unique</i> .
Trasparency	1,2,3,6,8,10	17	Customers expect from sustainable / handmade brands to be transparent in everything they do, as main different from fast fashion brands and to be consistent in each aspects of the manufacture and process making. Key words: <i>trasparent, transparency, process</i> .
Effort	1,2,3,6,7,10	13	Handmade products require a lot of time to be produced. Key words: <i>effort, time</i> .

Table 8: Name of attributes. Source: Own elaboration

The next step of the Laddering theory, consists in identifying the consequences (Table 9), meaning the reasons why customers aim to buy sustainable and/or handmade products. Starting from the previous Attributes analysis, Consequences have been identified. Sustainable reasons have been the strongest, like take care of the planet (12 mentions), avoiding so over production and fast fashion brands (5 mentions). Psychological reasons are involved, like sense of responsibility for external factors, such as pollution, or to avoid the risk of damage the environment making wrong choices. Nevertheless, handmade products are often be chosen for the possibility of creating your own garment, leading to uniqueness and sense of own accomplishment in terms of fashion and self – acceptance (10).

Name of consequences	Code Interviewee	N. of times mentioned	Characteristics
Support the environment	2,7,4,9,10	14	Customers want to support the environment, taking thoughtful decisions even with fashion purchases because they know that the industry is polluting. Key words: <i>environment, planet, world, care</i> .
Avoid overproduction / fast fashion	2,4,6,7,8	5	Consumers aim to take more responsible purchase decisions in order to boycott fast fashion and over production. Key words: <i>massive production, waste, fast fashion, over quantity</i> .
Promote locals	2,8	4	Consumers aim to assist brands and workers in their community. Key word: <i>local</i> .
Willing to pay higher prices	3,6,7	3	People are willing to pay higher prices knowing that the product is sustainable, and provide longer lasting quality. Key words: <i>higher price</i> .
Look good / original	1,4,5,6,9,10	10	Consumers want to look good, wearing something original and unique and at the same time be fashionable. Key words: <i>look good, original, unique</i> .
Influence	10	1	Consumers will to share their sustainable purchases in order to inspire other people to be more sustainable. Key words: <i>lead, moodle, inspire</i>

Table 9: Name of consequences. Source: Own elaboration

Finally, 6 values have been identified (Table 10). This to demonstrate the complexity and behavioural differences between clients when a particular decision is taken. Consequences are driven by Values and, to give a better understanding, a significant quote has been reported as example, to explain customer's beliefs in the most optimal way.

Name of values	Code interviewee	N. of times mentioned	Characteristics and quotes
Transparency	1,2,3,6,8,10	17	Customers expect and want to know each step and information of the products sold by sustainable / handmade brands. Ex: <i>"I think for me, about sustainability is the most important thing, to be transparent about everything, all process and material ."</i> (1)
Uniqueness	1,4,5,9,10	12	Consumers want to feel individual and one of a kind. Ex: <i>"I've always liked handmade things, they've always impressed me, especially for the uniqueness of the piece and the fact that it's obviously not a copy among millions of others but the unique piece that even with a slight defect can be literally unique."</i> (5)
Care for the environment	1,3,6,10	39	Consumers want to make sustainable purchase to take care of the environment. Ex: <i>"I think is important to know and to declare where your material come from, for example if it's sustainable cotton, or wool that is not taken from intensive farming, something that respect the environment and animals ."</i> (4)
Social justice	3,4,8	3	Consumers care about sustainable value and their purchases are actions that lead to fight a social and good cause. Ex: <i>"We listen sustainability everywhere and we can see that now big brands have adopted the term sustainability to everything because they think is what in on trend. But it's not just something like that, but it's been consistent to have all those processes together to really be sustainable and not just mentioning that you are sustainable to sell. Big brands that I have seen that communicate to be sustainable, they talk about it and it's, to be honest, it's not. They are just talking about it, but they are not."</i> (8)
Respect for craft labor	1,2,6,8	2	Customers value sustainable or handmade garments for the work and talent of craftsmen. Ex: <i>"My general opinion about handmade products is that I really like it because I think that products are more personal and I feel like more efforts is put into it, rather than things that are made in big factories."</i> (2)
Ensure paying for a right cause	3,7,10	3	Consumers want to feel sure that they are investing their money for a good cause. Ex: <i>"They seemed very real to me with a very concrete underlying moral and I tried to invest in this, I don't buy a lot of clothes anymore but I buy less at a higher price but I know what's behind it, I know what I'm going to finance and I like the product I get much more ."</i> (3)

Table 10: Name of values. Source: Own elaboration

Remarkably, the findings from the interviews correspond with the values found in the Literature Review mentioned above (Equity, Authenticity, Functionality, Localism and Exclusivity).

Questions about shopping habits, regarding fashion, sustainable or craft brands were also asked to collect useful information regarding brand's positioning. The majority (8 out of 10) stated that they bought handicraft products mainly at flea markets or fairs. Seven out of 10 declared that they prefer to visit brand's websites instead of shopping on Instagram. While 5 out of 10 affirmed that it is their habit to discover small new realities on Instagram. In conclusion, it is crucial for the brand to be accessible on different platforms, and to invest in the development of a website.

Brand presence		
Platforms	Code interviewed	Quotes
Website	1,2,4,5,7,9,10	"If I am looking to buy something I would rather go to the website rather than go to Instagram." (2)
IG	1,3,7,8,10	"Yes, I've often come across a number of different businesses, all of which I've met mainly on social
Markets	1,2,3,5,6,8,9,10	"In a market is nice to see it right away. You can try it on you can touch them and feel them, see if you like, it's just easier." (1)
Pinterest	10	"Instagram mostly. But also, Pinterest, because now you see also a lot of target adv, also good ones, where you click and you go directly to the website of the designer. " (10)

Table 11: Customers' preferences in brand's presence. Source: Own elaborations

Questions regarding their purchases were asked to respondents' number 2,3,6,7,8,9 and 10. In the following table (Table 12) it is displayed how the brand is perceived by current customers, who has defined the brand with certain characteristics and quotes that give a better understanding. Similar streams of thought were then synthesized into a single adjective.

The most valued aspects by the clients were the attention paid to the customer, the professionalism and experience of the owner, and the wide range of design possibilities for their products. Nevertheless, most said they follow fashion brands on IG if they are attracted by the personality, style and content shared by the brand. In the case of MGSTM, the display of personal content in addition to the storytelling related to the idea of passing a tradition from one generation to another is seen as special and entertaining. Being able to get to know about aspects of the craftsman increases the willingness to choose one brand over another, thereby adding uniqueness to the purchase experience.

Table 12: Actual customers' brand perception. Source: Own elaboration

About the brand	Code interviewee	Quotes
Quality	3,6	"I think it just something I am sure you always pay attention to the quality, and accuracy and I don't think that those pieces, for also their lifetime, for the material, for your time of course is the most important." (6)
Customer care	3,6,7,8,9	"I felt accompanied in my choice, from the moment I chose the product I liked, I was suggested various models and colours to match, the proposals were varied and I was followed, listened to and the final product". (3) "It was very easy because you were accompany me, telling me most of the things, what I had to do, what is the plan and I think is very nice because you are guided through the process." (6) "It made me feel like this was important for you and that you were investing a lot of effort on it and that was an additional thing I loved". (8) "I really liked the fact that Martina follows you until the product arrives... in the sense that she is very attentive to requests, she helps you make decisions." (9)
Accuracy for details	7,9,10	"I really appreciate that and I also like the fact that you took some free gadgets in the pack. I was expecting them basically, but it really appreciate. " (7) "A thing I really liked is that when the package arrives you don't just get the product you've bought but it's intimate, you get to know who you're buying from and so a bond is created." (9) "And another thing I really liked is that at the end, in the package there was a handmade letter, and also a small personal painted picture of me. " (10)
Professionalism	3,6,9,10	"I felt accompanied in my choice, from the moment I chose the product I liked, I was suggested various models and colors to match, the proposals were varied and I was followed." (3) "I was feeling super supported with your experience.[...]You were accompanying me [...] what I had to do, what is the plan [...] you guided me through the process"(6) "I really liked the fact that the owner follows you until the products arrive." (9) "I knew you spend a lot of time in it. It also felt it's worth it and that is a special experience." (10)
Price fairness	3,6, 7, 10	"They know the value of the thing and the time that it took, and if it's too much for people then [...] it's important for customers to understand why you don't get a hat for 5Euro". (1) "The prices were actually a little less than I expected."(3) "I am sure you always pay attention to the quality, and accuracy and I don't think that those pieces, for also their lifetime, for the material, for your time.. You could take more." (6) "Oh definitely. I'm more like quality over quantity so if I have to buy three hats but they were all synthetic and pay 10 Euros for all three of them, I might prefer pay 20, 30 or 40 for each of them knowing that next winter they will still be there. " (7) "The price was good. When you send me all those pictures from the colors, I knew you spend a lot of time in it. It also felt it's worth it and that is a special experience." (10)
Custom / Personal	2,6,7,8,10	"You measured me, made sure the top is the right size [...] I think that experience was very good because it's so much personal" (2). "You came to me with different possibilities that I could choose of, different colors, and possible types of textile and fabrics. I really liked that".(7) "I loved that i could just talk to you and we could arrange the design, the colors, the type of wool." (8) "You just don't get the product [...] it's intimate, you get to know who you are buying from and so a bond is created". (9) "[...] Was something I really liked because you could make the product a little bit more of your own, make sure it's something that you really need and really use". (10)
Uniqueness	8,9	"It's tailor made for you so you think "it's something only I have made like this", so yes, I would do it again". (9)
Creative	2,8	"I think it's good to spend time creating something with your hands, instead of picking something from a screen". (2) "You basically know that I love all your designs. I would buy pretty much one of each. This yellow top is gorgeous, this lille I love it. " (8)
Personality	1,2,5,6,8	"This is what I can see on your profile, that you know who this brand belongs to." (1) " "I feel that if you know the person [...] that are making the products, is for sure even more fun to buy from it, because you know the story behind". (2) "I like the personality that you put, there are a lot of personal components that I think makes storytelling behind."(6) "What I always like is if there's a personal touch [...] "I like it because I find it very real, not fake. [...] by showing yourself and showing little moments of your life you can make the viewer participate more." (5) "Your IG shows not only the designs but also a little bit of your lifestyle." (8)

Nevertheless, questions were asked during the interviews to gather opinions and insights about the brand's IG profile. Respondents made suggestions regarding the content, in terms of descriptions, concepts, values, and entertainment. The table below (Table 13) was created, separating the given suggestions by main themes, quoting full sentences. Customers said they wanted to see more fashion content from the brand, such as how to match certain garments, how to wear handmade garments, how they fit on different body types, both through videos and photos. In addition, each post concerning a product must be entirely transparent. Costs, materials used, but also sharing the creation process itself, are essential elements. These notions will be considered when developing the brand strategy.

IG Page Contents Suggestions		
Fashion content	2,3,6,8,10	"I think when you post several pictures in one post is good, because you can swipe and see more pictures about the products,"(2) "I like to see the products wear, even if it's just a bunch of photos and videos put together, I like to see the fit on different body types and skin colors". (3) "I would like to understand why is so cheap to buy in fast fashion, [...] and why is better to buy from you". (6) "Something that is really important for me, [...] is to give me some idea of how to match some clothes". (8) "To see some videos, just people wearing the product to see how they flow or fit to the body". (10)
Transparency contents	1,6,9,10	"If I don't know where the things come from, where the material comes from, or how it done...[...] it's the most important thing to be transparent about everything." (1) "I would expect to know the history of the brand, [...] why she decided to make this choice, the products she uses, the quality and origin of materials, the general timing." (3) "When I hear the word sustainable [...] how things the brand is selling, how are they made; the material used, the process used and even, specific detail like the packaging." (8) "Explain how the material is made there to be sustainable". (9) "I think that Reels [...]short video that you can save or you can like [...] are good to show how things are made, what's the effort behind it". (7) "Explaining the story or even the moment when it came to making that particular product, [...] tell the story because it's a unique piece". (9) "A suggestion I that I have is maybe to give more detail about how long takes to make a product, and maybe a bit more of transparency about the total cost of making it." (10)
No trends contents	1,2	"It's important that the piece of clothing looks like something that is not just super trendy and it will be wearied next season." (2)
Interactions contents	2,3,5,7,9	"I see a couple of brands doing (surveys), they post on their IG Stories [...] it's easy and you can give your opinion"(2). "A newsletter with which to interact and maybe get an email during the holidays or events of the years in which there are perhaps news, discounts and new presentations." (3) "When the creator asks his followers opinions on what they would like to receive from him, [...] so that the creator can adapt his creations to the followers' needs and wants." (5) "I think is really important to get people's opinion and point of view. It is something that I personally get engaged with, giving my opinion and especially on survey" (7). "Mainting a dialogue with the person who makes it and therefore listening to his pros and cons". (9)
Nature contents	5,1	"Photos that are more in touch with nature could give the idea of sustainability even more." (5) "Stories about how consumers themselves can be more sustainable [...] a way to lead consumers to be more mindful, and more sustainable." (10)

Table 13: Actual customers' suggestions about IG. Source: Own elaboration

4.2 The trendiest handcraft technique: crochet

Renowned fashion magazines, such as *Vogue*, defined *crochet* as a 'groovy trend', an essential item of clothing for your summer. Some of the articles published on 2021, are entirely devoted to new talented young entrepreneurs who are keen on crochet and have launched their own crochet business, centered on creativity, handwork, and sustainability. *Harpers Bazaar* defined *crochet* as one of the top 12 stand out trends in 2020, followed by *Vogue*, *Marie – Clare*, *Glamour* and *Cosmopolitan* magazine. The combination of sustainability, slow fashion and return to handmade, transformed the handcraft technique *crochet* in one of the trendiest and researched kind of garments, “it’s the perfect mix of creative freedom, artistic expression and environmental awareness” (C. L. Hamar, 2021).

The recent article on *TZR*, written by K. Steward (2021) entitled, “Crochet isn’t just a hobby, it’s summer’s defining trend”, it says “and while there are plenty of vintage options available for curious shoppers, emerging designers and at – home crafters are finding love for the craft anew, too”. It is therefore apparent that the return to handmade products, the perception of the quality of a garment, uniqueness and creative expression are fundamental elements from the point of view of both consumers and brands and can all be summarised in a single word: *crochet*. This increasing interest so, concern both customers who are willing to purchase handmade unique products, but also other people who get passionate about this handcraft technique, desiring to focus their creativity on a realizing piece on their own or start their own business.

4.2.1 Crochet’s benefits

Although *crochet* garments have become a must-have for customers who are passionate about sustainable fashion, the number of dedicated individuals passionate about the art of *crochet* has also grown. A survey online conducted by Burns & Meer (2020) wanted to investigate the impact on people’s perception and motivations that lead them to dedicate time to *crochet*. The three main reasons that come out from the survey were: give space to creativity (82,1%), to relax (78.5%) and finally for the sense of accomplishment and achievement (75,2%) but also a sense of calm and happiness. Results also showed that this handcraft technique has a positive influence on health benefits, and connect to people who share the same passion, due to presence online of forums and supports groups online.

4.3 Competitors

Direct competitors are those who have similar services or products, revenue goals, values and target. As mentioned in the methodology, competitors have been selected between *crocheter* popular on IG and who refer to the European market. The following factors were considered:

1. Type of customers: other crafters & customers that are into sustainable handmade MTO products.
2. Type of products sold: patterns and/or sustainable handmade MTO.
3. Market share: European market.

For a deeper analysis of the direct competitors, each one will be examined individually. The purpose of this competitive analysis is to determine the strengths and weaknesses of the competitors, their offer, their prices, their strategies, and their main activities. Here follows few examples:

Mati Denmark

Mati is Danish girl on her 30s, who decided to invest on her hobby, converting it into a full-time job since 2019. Her IG page today, counts 34.2k followers, and her recent YouTube channel 894 users. She is known for her original designs, which systematically follow trends and are released each month. On her website you can find patterns, ready-to-buy garments, tips about crochet, self-employment, self-care, and sustainable choices. Her main business page is Instagram. Beside promoting her crochet products, Mati deals with many other topics in line with her personality and values. Mati Denmark's communication strategic plan is:

- IG posts only respond to products.
- IG post includes photos from her clients who have reproduced one of her patterns
- IG stories concerns different topics such as diversity, body positivity, creativity, crafting, way to dress her designs, how to deal with depression and anxiety, crochet tips, sustainability and vegan lifestyle.

On IG stories the issues become more differentiated. Nearly every day she carries out short surveys asking her users how they feel while giving tips on how important it is to listen to one's needs and requirements without being too strict with oneself. This represents a huge way to interact and create a loyal community.

Strengths: brand awareness, huge community, communication, originality.

Weaknesses: sell one sized ready-to-wear products, not customized. Patterns just in English.

Prices: patterns (top 8 Euros), video courses patterns (10 Euros).

- Mati_Denmark: <https://matidenmark.com/> // IG: @mati_denmark

Mermaidsyarns_backup

Magdalena is a Polish girl, based in Paris who started crocheting during the lockdown period due to the pandemic Covid 19 in 2020. Soon, she transformed this recently passion, shared on her IG profile into a proper business, and currently counts 12.5k followers. Mermaidsyarns offers original designs patterns available for purchase on her Etsy profile and on her website, and systematically places tailor-made orders for customers who wish to acquire a ready-made product. Also, ready-to-ship products might be available on special occasions, such as unique designs, or scarp projects, to avoid storage and overproduction (Annex C).

Sustainability, quality, struggle against waste, value of craftsmanship, women's rights and freedom of expression are all themes covered by the brand.

Strengths: brand awareness, huge community, communication, originality.

Weaknesses: patterns just in English, limited range of topics.

Prices: patterns (top 8 Euros, sweater 6 Euros), Made to order (top 90 Euros, t shirt 150 Euros)

- Mermaidsyarns: <https://www.mermaidsyarns.com/> // IG: @mermaidsyarns

4.4 Benchmarks

For a more detailed examination, here are some benchmark examples, brands which do not compete directly with our brand and perform their service for other markets, but which are worthy of analysis.

Wool Done

Wool Done is a brand owned by Giulia Boari, an Italian girl from Bologna, who started this project as a hobby, and which over time has turned into a full-time business. Wool Done's domain is knitting, with her passion and skills she has managed to make herself known by many other crafters. Her IG page counts 21,800 followers, her Facebook 1.391 and her website provides different areas like: knit equipment, blog, free patterns and booking schedule to go to her store or programmed events. Wool Done is developed in several areas:

- Teaching the art of knitting in Bologna and travelling throughout Italy. Recently she opened her store where knitters can go asking for help or provide for new yarns. In fact, major yarn and knitting book brands send her their new products to get sponsored.
- The creation of knitting patterns and the sale of yarns, accessories and knitting kits, i.e. complete packages of every material needed to create your own handmade garment (instructions, balls of yarn, knitting needles and accessories).
- The organization of outdoor events, where anyone can participate while knitting together.
- On her IG she also shares other passions, such as baking bread, hiking and improvements from her vegetable garden.
- Wool Done: <https://www.wooldone.com/> / IG: @wool.done.

4.5 Contextual environment – PESTEL

To get a better knowledge about the growth of European sustainable and handmade fashion business online, the contextual environment can be divided into six separate contexts, which are: political, economic, social, technological, environmental, and legal contexts, meaning the PESTEL Analysis.

Political

Sustainable political policies in the fashion Industry nowadays comprehend child labor, employee wages and benefits, worker health and safety, codes of conduct, use of a circular economy. But most of the times, from a customer's perspective it is hard to recognize which brands are aligned to those values, mainly because of a lack of transparency. Inevitably, political actions influence customers decisions and behaviors. In fact, if it is tangible that the social economy of a country sustains a more sustainable economy, the society will be more spurred on adopting a different perspective and decision making in different life aspects.

Concerning SM internal policies are always changing based on users' preferences and studies. A 48% of brands on IG are struggling with their marketing investments since when in 2006 due to the increase of IG users, the chronological algorithm has been changed. The actual algorithm will show you first posts based on "relationship, timing, frequency, following, usage and interest". Another recent change, it has been to hide the total number of likes under a post. This to do not influence people on liking a post based on the actual number of likes (Forsey, 2021).

Economical

Considering the European market, the demand of sustainable fashion products has increased by customers. This allowed to incentivize small fashion businesses, in fact, as it is expressed by the official European Commission the sustainable fashion sector in EU is based around small business: “companies with less than 50 employees account for more than 90% of the workforce and produce almost 60% of the value added”. The economic movement brought by this behavior change has led to the creation of European association that aim to encourage small sustainable fashion business, such as *Fashion for Change*: a team of experts in innovation, circular economy, finance business and sustainability in fashion that aim to provide help for small business trying to accelerate their growth and notoriety (EISMEA, 2021).

Social – Cultural

Studies show that consumers appreciate human expertise and effort in production. Handmade products “are perceived to be made with love” by the craftsman, influencing the attractiveness of the product and WTP (Fuchs et al., 2015). When spending time to create something, people tend to become “emotionally attached to the fruit of their labor” and consequently “labor leads to love” (Fuchs et al., 2015).

Technological

As we previously said, social media represent a must for small businesses to reach on ever – growing numbers of costumers and to sell products online to build their own business online. Here follow, as reference, data from the usage of the main social media and e-commerce used by handcraft small businesses online:

Etsy:

- 87% are women and the average age is 39.
- Most of Etsy businesses are small businesses owned by a single employee/owner.
- 81% of businesses expect to earn supplemental incomes, while 30% made of their business their primary occupation (Dollar, 2019).

Instagram:

- 64% of the active users on Instagram are under the age of 34.
- Instagram influences 80% of the users to buy a product or service from the app.
- 90% of Instagram users follow at least one business (Barnhart, 2021).
- 71% of small-to-mid sized businesses use social media to market themselves, and of those who do so, 52% post at least daily (Owen, 2021).

Environmental

Environmental concerns and seek for sustainable options are the key elements of the brand. A handmade fashion product, worked by a single person, detach itself from the idea of fast fashion and mass production. But as it was previously said, this is not enough. To manage the sustainable fashion supply chain, the brand cannot only focus on the manufacturing process, but on its entire network and chain partners. Starting from suppliers and furniture needed, the brand decided to purchase material from local stores and when possible, buy recycled yarns. Buying locally enables not just to directly help the local economy but to preserves existing local jobs and shops. Nevertheless, it reduces unnecessary transports, reducing so environmental impacts. The use of plant based, or recycled fibers promotes and increase environmental sustainability. By using natural fibers, the final product will be perceived by customers valuable, both in terms of moral values and higher quality.

Legal

Legal aspects affect any kind of business, including crafters. Legal aspects remain purely related to online sales (i.e. e-commerce and social media). When considering a handcraft online business, one of the main issues that crafters daily face while exposing their works and design online, when they do not protect them with copyrights, patents, or trademarks, it that other merchants steal the designs and sell as their own, taking all the credits.

- Copyright: is a form of “intellectual property” that consist as protection for works related to creativity. In this way just the original creator is allowed to make copies of their own works and make profit out of them.
- Trademark: a trademark is what is understood as brand idea, such as a logo, symbol, design or word that distinguish the brand from others.
- Patent: a patent is an application that designers can acquire that protects the process of manufacturing of their works. By having a patent, just the inventor has the right to exclude all other from making, using, importing, selling, or offering to sell the invention.

Once the brand will start having a consistent and methodic number of products sold, depending on the living country it is necessary to get informed about how start up ones’ own business, while paying taxes and contributes.

5. Internal Analysis

The internal analysis of the brand focuses on objectives, strategies and performances that lead the brand to define and gain its competitive advantages. Those strategies must consider the two main targets of the brand: customers that buy MTO products and crafters that buy *crochet* patterns.

5.1 Brand Overview

My Granny Said To Me was born out of a desire to share handmade crochet creations with a community of followers on Instagram in 2019. Once the possibility of selling online was identified, due to the increasing interest and demand from customers, the brand decided to turn this hobby into a business. The first sales took place during winter 2020 and summer 2021. As the brand is in its start-up phase, it has focused on realizing only a few products, while maintaining a high level of quality in terms of both its products and its relationship with the customer.

Logo

The idea is to have a distinctive, friendly, and likeable logo in accordance with the brand idea and title. After several attempts, the selected drawing illustrates a nice old lady with grey hair, holding a crochet hook, wrapped in colored threads



Figure2: MGSTM Logo. Source: Own elaboration

5.2 Portfolio Analysis

The brand currently only has offered just MTO and customized *crochet* garments, and the main goal is to implement the business, providing more products and services, meeting the needs of two different targets. Designs have been decided by considering customers' opinion through online surveys conducted on IG. The goal is to implement instructions for recreating original designs, online videos for learning how to *crochet* and presential workshops.

6. Competitive Analysis

6.1 SWOT Analysis

The following SWOT analysis has been developed with the intent to analyze the internal environment by its strengths and weaknesses and the external environment by its opportunities and threats. Strengths and weaknesses have been executed considering interviews' results and external analysis. Opportunities and threats by considering customers' suggestions and competitive analyses.

Strenghts	Weaknesses
Consumer oriented and attention to the detail	Brand awareness
Brand uniqueness	Low marketing budget
Foreign languages and marketing skills	Self – employed and lack of expertise
Flexibility in the product assortment	Sourcing and production lead time
Never – ending fashion business and seasonal adaptability	Slow social media and portfolio update
Brand content diversification	Niche target
Owner brand's personality	Replicable business model
	Handcraft sales clothing are still very much based on offline shops
Opportunities	Threats
Growing importance of slow fashion and increase of environmental awareness	Overgrowing market sector and emerging competitors;
Direct communication through SM will allow skeptical consumers to purchase handcraft products online	Changing customer attitudes towards handcraft products
Younger generation growing interest for handcraft techniques and willing to learn them online	Handcraft clothes are expensive and external economical situation may affect the possibility to purchase them
	Expansion of online competitors in the handcraft sector which charge cheaper prices not valuing handmade work

Table 14: SWOT Analysis. Source: Own elaboration

6.1.1 Dynamic SWOT Analysis

In the following analysis, strategies have been explored to relate opportunities and threats with the strengths and weaknesses to improve the business strategy. The dynamic SWOT has the following constituent elements: challenges, alerts, constraints, and dangers.

	Strengths	Weaknesses
	Challenges	Restrictions
Opportunities	<ol style="list-style-type: none"> 1. Consistency in being a brand language friendly to get known by customers from different countries. 2. Interact with other crafters, creating a supportive community. 3. Maintaining a high level of quality and customer focus. 4. Responding to the needs of two different targets: MTO products clients and online teaching programs. 5. Implement the business with a physical store while hosting events and supply yarns' brands. 6. Make use of different digital tools to sponsor teaching / online videos programs. 	<ol style="list-style-type: none"> 1. Develop a social media marketing plan to promote the brand and interact with customers. 2. Be available on different social media and build a clearer website, giving all the information regarding products and how to take measurements. 3. Participate to fair sustainable / handcraft markets to get known by a specific niche target who doesn't make purchases online. 4. Focus on adding personal touch to the brand, to differentiate from competitors.
Threats	Risks	Warnings
	<ol style="list-style-type: none"> 1. Keep update with trends in terms of social media used and hot topics such as sustainability, reinforcing brand position and differentiate from competitors. 2. Promote and educate customers while remaining transparent at every step of the process. 3. To explain the reason for the price, showing each individual element (material, labor, shipping). 	<ol style="list-style-type: none"> 1. Building close relationships with customers, based on trust, availability, and transparency. 2. Plan and make researches about trends and patterns in time, before competitors. 3. Develop a sales funnel to organize orders systematically.

Table 15: Dynamic SWOT Analysis. Source: Own elaboration

7. Objectives

The main objective of this master' thesis is to develop a business plan for *My Granny Said To Me*, a new born entrepreneurial business online based that sell sustainable, handmade crochet fashion garments. This business plan might be considered as starting guide for other entrepreneurs that want to launch their new business using social medias and/or other affordable digital tools.

The brand's today objective is to sell sustainable handmade crochet seasonal products and patterns, mainly online. In addition to the economical and selling goals, the main message promoted by the brand is to enhance and encourage customers to adopt a more sustainable way of dressing while producing and selling handmade garments realized through a handed down craft technique, called *crochet*. The current year (2021) has been considered has the year 0, were few products have been sold and interviews have been conducted. Starting from the year 1st (2022), new objectives are built in order to expand the business:

Objectives for the current year (2021):

- Sell seasonable customized crochet items based on trends and customers' orders.
- Better understanding of target's needs and wants.
- Collect information on customers' interviews.
- Promoting the brand just through free platforms (social media).
- Publish 1 post per week, following a strategic and engaging scheme.
- Raise prices.

Starting from the 1st year (2022), the objectives of the business might change and expand. Still, new goals must take into consideration that small slow fashion brands cannot grow in terms of quantity but they in can in terms of awareness and brand loyalty.

- Release crochet designs.
- Build and sell through a website and be available of other social platforms.
- Create seasonable campaigns through Instagram.
- Invest on online courses to respond on other crafters' needs.
- Start participating to fair markets.

On the 5th year, the objective is to obtain a niche of customers to sell consistently and be registered as an official business in a lawful manner:

- Win a local award.
- Open a VAT.
- Open a store.

- Become yarn brand ambassador.
- Organize live classes / events for those who want to learn how to crochet or to realize projects together.

8. Development strategy

Once gathered information about customers' views on handmade products, purchase behaviors and values new strategies can be developed.

According to Ansoff Matrix, four types of growth strategies must be done: Diversification, Market Development, Product Development and Market Penetration. According to this project's objectives, Market and Product development have been identified as best strategies. This can be seen through the scope of medium – and long – term objectives.

For medium term objectives, in view of the market development strategy, since the initial plan is to launch the business mainly online, a next step will be to be available on many different platforms to expand brand's awareness for potential clients and lead to brand love to those who already know the business. In terms of product development, provide products and services online, such as patterns, courses videos and workshops. This will allow the brand to investing once in production and cashing in indefinitely. In addition, the brand wants to remain language friendly, original and committed to a transparent and customer-oriented policy.

For the long – terms objectives, the main market development strategy is to expand internationally as brand online and stabilize an office in Italy, the owner's country of origin. Once a physical location is established, the brand can cover the function of a material retailer, in cooperation with sustainable and environmentally friendly yarn brands, and hold events and consultation, thus expanding in terms of products and services.

9. Implementation Policies

9.1 Marketing Strategy

9.1.1 Segmentation

To position MGSTM a market segmentation strategy was conducted. Since the brand wants to address to two different niche targets, the segmentation has been differentiated into MTO customers and crocheters. So, in order to define the market, the most important segmentation criteria are:

- Demographic variables
- Behavioral variables
- Geographical variables
- Psychographic variables

	MTO customers	Crafters
Demographic variables	Products are mostly following trends or customers' online feedbacks, which makes them adaptable for costumers between 20 and 35 years old, with middle - high income. They can be single, engaged, or married and workers or student / workers.	Crafters' age can vary, from 20 to 40 years as the possibility of finding patterns online. They can be single, married, engaged or divorced, students or workers with a low to medium income.
Behavioral variables	Younger generations using internet devices and social media to contact brands and shop online. They are interested in being informed and passionate about specific brands, selecting their purchases with care.	Passionate about yarn techniques who use the internet to find new inspiration and patterns to follow. They don't necessarily have to be on SM but have a handy way of browsing the internet.
Geographical variables	European market	International market

Table 16: Targeting. Source: Own elaboration

9.1.1.1 VALS System

Concerning psychographic variables, a VALS system analysis have been elaborated. Interviewers' responses to the question "have you ever purchased a handmade garment? If yes, why?" showed that physiographic variables need to be analyzed more into details as considering

the two different targets. Motivations in fact can differ considerably between consumers when purchasing sustainable or handmade products.

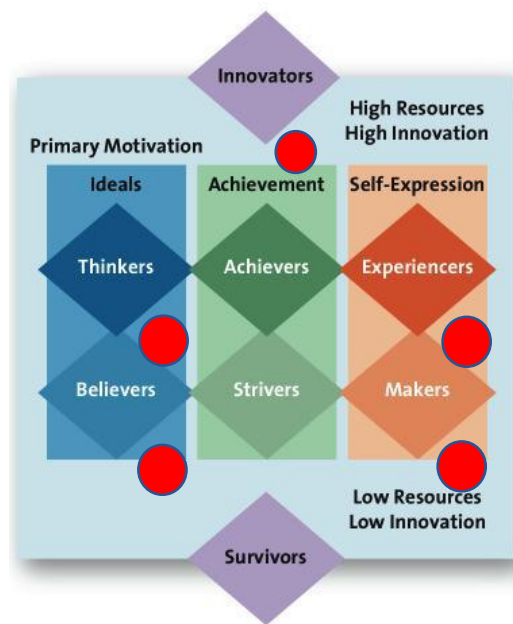


Figure 3: VALS System. Source: Own Elaboration

Five different types of consumers have been deduced from interviewees' values. People who buy MTO products have been identified as Thinkers, Believers, Experiencers, while who buy patterns as Makers.

- **Innovators:** identified as people with cultivated tastes and niche – oriented products. Handmade clothes are perceived as premium products. *My Granny Said To Me* offers to the clients a 100% customized handmade product. All the process is being discussed, providing possibilities and suggestions, directly with the crafter, making feeling the customers special, and delivering a unique product.

Respondents: 2/10 (respondents 6 and 7) have been identified as Innovators. They normally purchase from middle – high fashion brands and lately they have been adopting a more sustainable behavior towards it. They are attracted by handmade fashion pieces because of quality in terms of material used and possibility in customizing their own purchases. They are willing to pay higher prices, because of the service received.

- **Thinkers:** people who buy handmade clothes because they are environmentally friendly or conscious. Consumers are motivated by ideals and values, and that value knowledge, responsibility, and durability. *My Granny Said To Me* provide handmade products,

using natural, recycled, and local yarn. Despite this, the customer is fully aware of the manufacturing process, meaning complete transparency between the crafter and the client.

Respondents: 4/10 (respondents 3,4,5,10) have been identified as Thinkers. They normally base their purchase decisions on sustainable values, not just within the fashion field but in any daily aspects. They value transparency, cruelty free, fair prices, locality, small business, uniqueness.

- **Experiencers:** identified as young, enthusiastic people who seek variety and excitement, inclined to spend a high proportion of income on fashion. Handmade clothes are more expensive than fast fashion ones due to the manual work, which values the crafters' talent and their uniqueness. Crochet garments are a trend, especially for younger generations (Annex D).

Respondents: 1/10 (respondent 2) has been identified as Experiencer. Sustainable brands are not a priority, even because hard to find or trust them. Nevertheless, as crochet is considered a trend, the client is willing to pay a higher price in order to receive an unique and personalized piece of clothing.

- **Believers:** identifies as traditional people with conservative and conventional beliefs. Those can be classified as customers that value handmade products because coming from hand-down traditions. *My Granny Said To Me's* first message, starting from the brand's name itself, is that everything started from a shared passion between a niece and her "granny". Traditions, family, to hand down a talent between generations are beliefs owned by the brand.

Respondents: 2/10 (respondents 8 and 9) have been identified as Believers. They recognize the effort and talent behind each handmade product because of personal experience. They prefer to buy handmade work from a trusted crafter because they are aware of their talent and professionalism and because the possibility to create their own pieces.

- **Makers:** identified as practical, self – sufficient people who like work with their hands. Inside this segment with can find the second group of *My Granny Said To Me* customers: crafters. As mentioned before, between the brand's goals, it is included to sell patterns to other crafters. By creating an original and unique and providing written instruction to other people who want to reproduce the same model. (Annex E)

Respondents: 1/10 (respondents 1) has been identified as Maker. Sustainable purchases are performed on a daily basis. Fast fashion brands are avoided in favor of more environmentally friendly and second – hand brands. Nevertheless, when it comes to handmade

garments, the customer prefers to reproduce them with his own, buying patterns online from small brands offering their original models.

9.1.2 Targeting

After the market has been separated into segments, it was possible to select two series of segments. According to the criteria defined, the brand identified 2 targets to focus on: people wanting to buy customized MTO handmade products and craftsmen wanting to create handmade patterns themselves by buying patterns online. Both are driven by values related to sustainability, avoiding mass production, labor exploitation and support of small crafts. But also self-values such as the search for an original and personal style and investing money in quality products. They are digital adopters who regularly use internet, or SM to buy and investigate for new sustainable and handmade clothes. Their brand loyalty is high and once engaged with a brand online, they are willing to be their followers to stay updated on new products or services.

9.1.2 Positioning

To position a brand means how the target perceives it. It is the position, on a scale of preferences, that the brand occupies in the customers' minds in relation to their needs, beliefs, preferences, and other competitors. A golden triangle was developed, following Kotler et al., (2010) structure:

- Brand: define the brand value, not just in terms of products and services but to attend customers' emotional needs and expectations.
- Positioning: how the brand is positioned in customers' minds. A unique and personal value proposition will allow the brand to stand from competitors.
- Differentiation: core values of the brand must be accomplished and performed, to win competitive advantages and create a good brand image.

Golden Triangle of Positioning

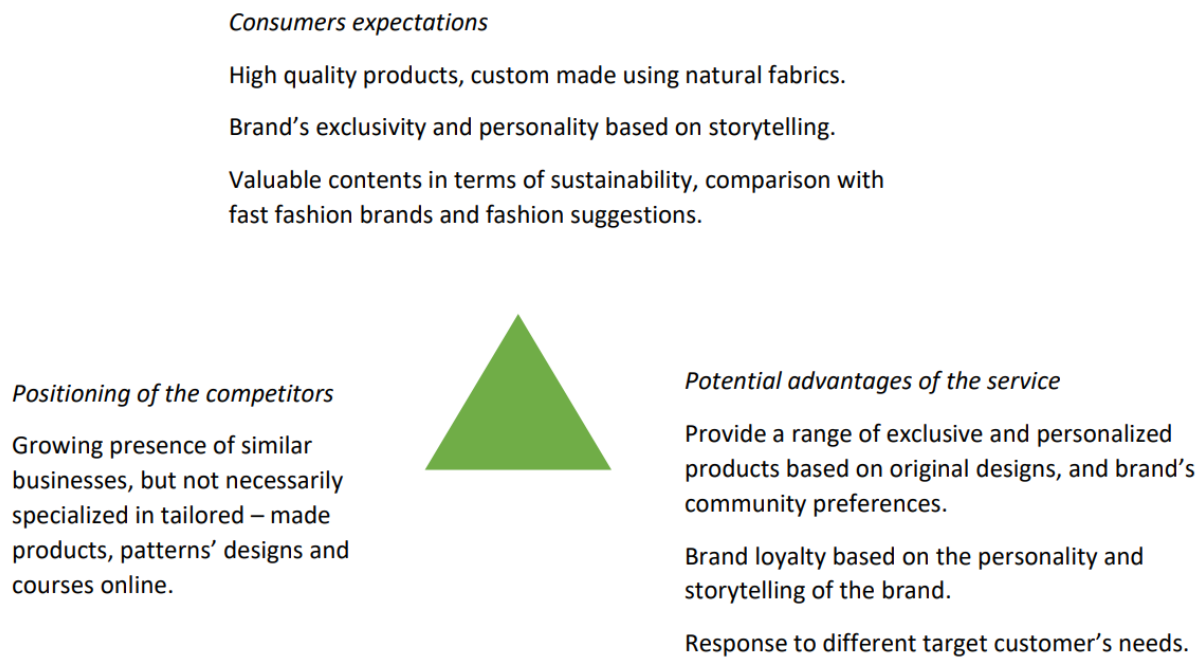


Figure 4: Golden Triangle. Source: Own elaboration

9.2 Marketing Mix

The Marketing Mix is a crucial tool when determining the brand's offer. For a complete analysis, the 7 Ps including, product, price, place, promotion, people, process and physical evidence were developed.

Products & Portfolio selection

- **MTO – Make To Order**

The brand *My Granny Said To Me* will develop seasonable options adapted to fashionable trends of the moment and customer demand. To get prepared to the new season, the brand must start making research on new trends beforehand. The inspiration comes from collections presented on the haute couture catwalks and customers' preferences.

The known Fashion Week takes place twice a year: between January and February designers show their Autumn/Winter collections, and between September and October they show their Spring/Summer collections to the world. (Annex F) Those events are recognized in all Europe, and possibly worldwide, providing common trends, that will be also copied by fast fashion brands (such as Zara, H&M etc). The most often used sites for the determination of

portfolio products are Vogue, Vanity Fair, Elle, Cosmopolitan and Pinterest and also stylists' website such as Marco Rambaldi, dedicated to handmade fashion. However, also profiles of professional influencers on social media (such as Instagram or Youtube) can also be useful for investigating trends in colors and designs.

Nevertheless, it is the brand's customers who ultimately decide which trends they like best. Before deciding the new collection items, to get data from the brand's audience, an interactive survey must be conducted on the brand's IG profile, asking followers to vote for their favorite models between several examples. During March a survey was conducted and consisted in a series of IG Stories, live for 24 hours, where everyone could vote. An important remark, it is to always tag the picture's source. In the following picture, as example, is Pinterest.

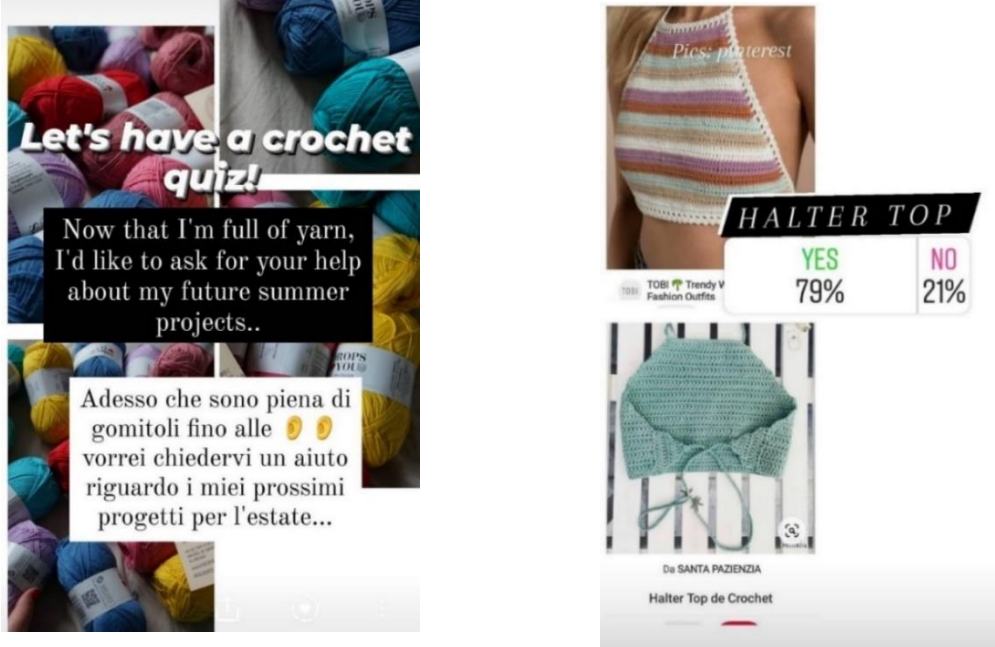


Figure 5: Survey MGSTM. Source: Own elaboration

Those kinds of contents are not just useful to gather feedbacks and decide what to produce but they also attract users and lead to a higher level of engage. In fact, on the data analysis tools offered by Instagram, it was visible that the insight number was higher than different type of contents. During the spring / summer seasons the portfolio disposes of a greater number of products as the material is less expensive (cotton/knit) and the processing time is shorter, compared to winter garments. The following image shows the post released on *My Granny Said To Me* after having conducted the survey.



Figure 6: *My Granny Said To Me* IG post. Source: Own elaboration

The same process will be proposed around August for the next winter collection. Making a draft for the next season October 2021 and February 2022, it is already possible to include some items defined as "must have" such as:

1. Chunky beanie;
2. Wool balaclava (Annex G) ;
3. Chunky bucket hat;
4. Fringed waistcoat;
5. Crop turtleneck jumper;
6. Wool waistcoat;
7. Long wool skirts.
8. Baggy cardigan.
9. Wool crop top
10. Wool skirt



Figure 7: *MGSTM* wool skirt. Source: Own elaboration

Yarn

Materials must be purchased from local yarn stores, depending on where the brand is set. During 2021, Traca Trapos in Lisbon has been selected. The store offers a wide range of yarns and the brand Drops have been selected: a wide color range of 100% recycled cotton balls, for a very reasonable price. While concerning the raffia the Spanish was opted from the Spanish brand Katia, which supply both Portugal and Italy.

Colors

When checking online “trendiest colors to wear in winter 2021/2022”, Vogue Italy declares: “The designers also brought fashion colors to the catwalk that we hardly ever find at this time of year. They are dramatically bold, full of energy and optimism: a clear invitation to dare in autumn winter 2021 2022” (Oliva, 2021). Fire red, lemon yellow, digital blue and orchid pink and blush are identified as the tendency colors for this next season. Once having disposed all colors, a survey will be posted online to gather preferences from potential customers before purchasing yarns’ samples.



Figure 8: *My Granny Said To Me* IG post about colors. Source: Own elaboration

Sizes

The brand offers a "size-less" policy, meaning that each customer will be asked to take their own measurements, using a tape, to create a garment made specifically for the individual. In this way, the customer will feel unique and free from a possible sense of inadequacy. Each garment is therefore adapted to the customer's needs in terms of lengths, widths, and details, which vary according to the customer's body type. The following picture (Figure 9) shows a figurative example of the measurements required, to help customers understand how to gauge themselves.

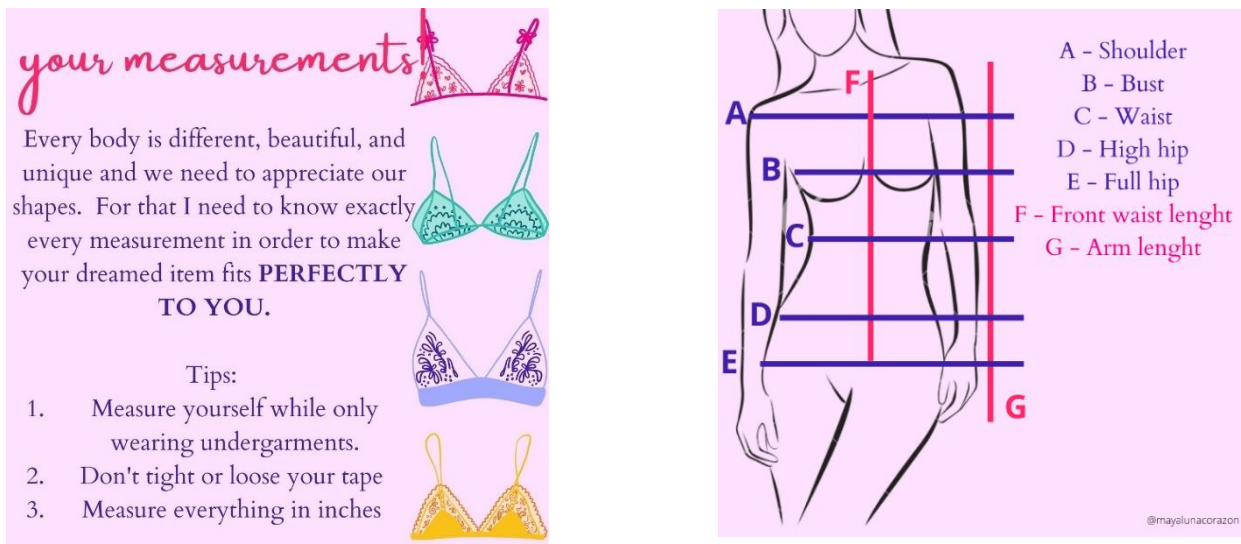


Figure 9: Size measurement scheme. Source: Own elaboration

- **Patterns:** consist in crochet written pattern plus an explanatory video of a specific design as downloadable pdf. The video with English voice over showing you the whole process from beginning to end. So, if you the crafter does not have experience in following patterns the video will guide. The patterns can be in different languages, since the brand is language friendly, (English, Italian, Spanish, and Portuguese) and will include instruction about materials and sizes. (Annex H)
- **RTW:** *My Granny Said To Me* normally doesn't make ready to ship clothes to avoid the storage and overproduction. This because creations are made to measure so they can fit perfectly. However, sometimes there might be some ready to ship products on here. It may be caused by a unique design, scrap projects etc.
- **Online Videos:** video courses consist in 18 videos / classes of 2 hours each, divided per topics, such as: materials and tools, how to hold the needle and tension, how to take measurements, basic stitches, how to put theory into practice, patches, how to close a project, until the creation of the first product together. Videos can be watched at any time, according to customers' schedules. They can also be downloaded in English or Italian, with the possibility of selecting subtitles in other languages (Spanish, Portuguese, and French).
- **Workshop:** organization of events - workshops in open spaces, where materials and patterns are distributed to create a crochet item in a set time. The workshops can be divided by level (beginner or expert), and all clients are followed through the process

Price

Pricing a handmade product, while being a small and unknown business can be tricky, especially at the beginning. The risk of under - pricing products will make damage to the brand and to customers. This because would buyers get a taste for cheap price tags. Another risk of under – pricing products, is to lose credibility to customers’ eyes. A brand that fights and support fair trade values and discourage massive productions, cannot underestimate its own work with cheap prices. It is also known, from literature, that high price, inevitably lead to high quality perception and shape the brand image.

To price handmade products When manufacturing a handmade product there are several elements to take into consideration, in the pricing phase:

- **Salary per hour:** the salary decision is individual. In this case 8 euros per hour is considered the minimum for fair labor.
- **Yarns:** Summer yarns (like cotton, raffia, linen, recycled yarn) are cheaper than wool and mohair. Yarn’s price depends on brand, quality, material and on the thickness. Taking as example two of the yarn considered and proposed in the financial valuation, here two examples of cotton and wool yarns’ costs.

Cotton Yarn (Drops Safran)	1,50 x yarn
Wool Yarn (Rosario4 Bulky Light)	5,30 x yarn

- **Furniture,** such as hooks, elastics, needles, smartphone, computer, and tripods.
- **Shipping costs,** depend on the value of the order, the size and weight of the parcel, the respective country destination, and the type of shipping. Depending on where the brand owner is located the shipping company and prices change. Taking as example Portugal CTT, to send parcels with the traceable number in Europe, takes about 3 days to arrive and prices change according to weight.

20 g	3,85
21 g – 50 g	4,20
50 g – 100 g	4,50
100 g – 250 g	5,50

- **Packaging:** sustainable envelops, wrap paper, and stickers.
- **E – commerce Etsy’s** costs depend on the used website. They include listing fees, shipping label fees, transaction fees, VAT, advertising fees.

- **Ecommerce, SM advertising and Website costs:** Etsy crafters ecommerce includes 3 different costs: transaction, listing products and payment process.

SM advertising (IG and Facebook) campaigns are very versatile and customizable. You can decide how much to invest and how many days to make it last.

Websites offers different kind of subscriptions with different prices, depending on the type of business. Taking as example WordPress, the platform offers three different kinds of subscription. (Table 17)

Etsy	<ol style="list-style-type: none"> 1. Transaction Fees: charges a transaction fee of 5% of the price you display for each listing. 2. Listing fees: 0,16 per product uploaded. 3. Payment processing fees: The fees are taken from the item’s total sale price, including its postage fees, and any applicable sales tax.
Instagram & Facebook	<p>Ads costs (optional)</p> <p>The minimum spend is €1 per day. No time limit. You can stop the campaign even after 2 days and having spent 2€.</p>
Website	<p>Three different subscriptions are available:</p> <ol style="list-style-type: none"> 1. Premium 8 Euros per month; 2. Business 25 Euro per month; 3. Ecommerce 35 Euro per month.

Table 17: Ecommerce, Website, Adv costs. Own elaboration

- **Brainstorm / Creation / Trials:** creating a new handmade garment model or pattern is a long process. It starts with a brainstorm, followed by the prototype idea, the research of the right stitch and technique to use, the right measurements and then, the final product. All the manufacturing process might involve mistakes and downfalls.



Lille crop top price example:

Material: 4 yarns = 4,5 €
 Labor: 5h = 5x8 = 40 €
 Creation process + IG adv: 35% Markup = 15,02 €
 Shipping: 7 €
 Packaging: 1 €
TOT: 68,00 €

Figure 10: Crochet Crop top price sampling. Source: Own elaboration

Place

Online distribution channel

My Granny Said To Me is small business online which consists of a niche target of those who want to satisfy their needs buying high quality and costly handmade products, but also to a higher number of crafters that can purchase affordable and downloadable contents. By being online, the brand can reduce a lot of overhead costs and differentiate the distribution channel while being available, for a cheap price, on different online platforms. As previously said, the main distribution channels used to gain new potential customers will be Instagram and Facebook, deemed as the two social media most used in Europe, providing the possibility to boost new followers through Ads. The new brand's strategy consist in being reachable on further digital platforms, while each one will be linked to each other.

The brand's **Facebook** profile "resposts" Instagram's contents. One of the main benefit of Facebook is to create events online, putting the exact location of where it will take place, or entering an address, or adding the name of a venue, indicating helpful details like directions and hours. Customers can reach the brand through private messages or commenting under the posts. The link in bio will dispose direct connection with IG profile and website.

Instagram remains the most important channel for the brand. Respondents said they are more likely to follow a brand if it feels familiar and shares valuable content. They value transparency and the ability to communicate directly with the owner. IG represents for many, the first contact with the brand, although they may then move the moment of purchase to the website or Etsy, which are linked in the biography of the page, through an application called Milkshake.

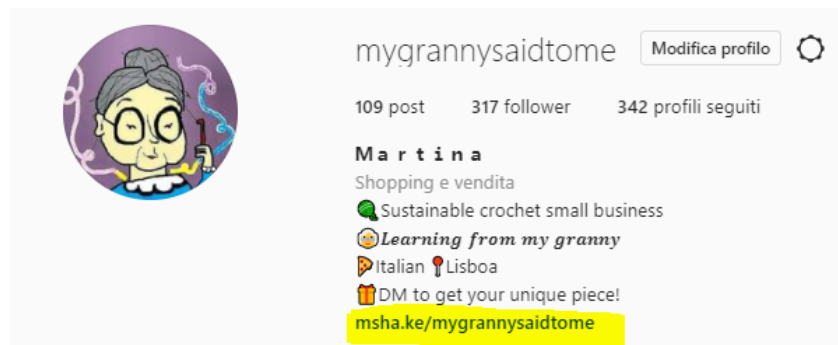


Figure 11: MGSTM Bio. Source: Own elaboration

Milkshake is a free application which allows to turn you link in bio into a website. When clicking on the link, the customer will be able to find all the links connected to other platforms while exploring and navigating in a easy and intuitive way:

Etsy will be used for selling crochet patterns (PDF) to other handcrafters.

YouTube represents a great tool to enable other crafters to discover the brand, by uploading free pattern videos or crochet tips.

Website, which goal is to create a clean design where customers can easily navigate, look at the products, measurements, information about the brand policies, events and blogs. In addition, other links can be added to speed up the process for customers in a very intuitive way, such as the addition of the item "events", "order your piece" which links back to the website.

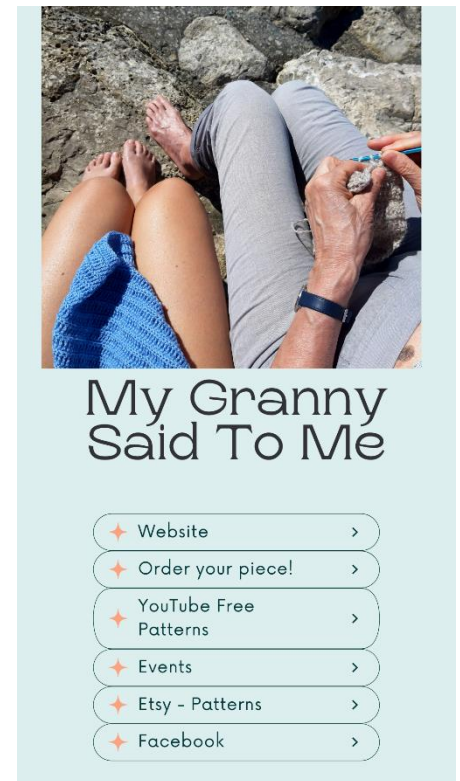


Figure 12: MGSTM Milkshake link. Source: Own elaboration

Physical distribution channel

Fairs

The absence of a formal location and the flexibility of being a brand with only one boss/employee, free to relocate, means that, whenever possible, the brand can participate in various trade handcraft fairs and markets, presenting its products and thereby increasing awareness. Social events such as these are a great way to connect and interact with new customers, with a high chance that they will fit into the perfect target group: lovers of crafts and sustainable fashion and willing to spend higher prices. For the year 2020/2021, the brand can participate to different handcraft fairs in Lisbon, such as: Lx Factory, that holds a weekly flea market on Sunday in its main street, where vendors sell quirky vintage and local designer clothes, vinyl, old CDs, handmade jewelry, and everything in between.

Promotion

Nikunen et al. (2017) affirmed that the micro-enterprises digital tools key strategies must include:

1. Attract customers;
2. Engaging customers' interest and participation;
3. Retaining customers;
4. Learning customers' preferences and relating to customers.

Information about customers' preferences and are fundamental to get to know better the niche target and their buying habits. To able not only to constantly improve the service, but also improve the communication with them. This will give consistency and drive each communication activity through time. Since the target is most of the times a young person, confident with the use of social media and websites, most communication activities will be drawn for internet only. Below, there is a resume of communication activities intended to implement and their objectives.

Objective	Channel	Activity	Description
To attract new customers	IG / FB	Publish calendar events in fair markets	Promoting the brand participating to events in line with the target audience
	IG	Brand Ambassador	Send garments to influencers in line with the brand's values, turning then brand visible and associated to the right people.
	IG / FB	Brand Partnership	Collaboration with other crafters / experts in sustainability in fashion
	Website / FB	SEM	SEM is one of the most used tools for small companies. (Taiminen & Karjaluoto, 2015) The use of key words is essential to attract different targets.
	YouTube	Videos	Explanatory videos for those who are interested in crochet
Engage customers' interest & participation	IG	Survey	Gathering trends and feedbacks using IG Stories.
	IG / FB	Content marketing	Useful for interacting, finding out if a product is liked, sharing educational content, addressing different topics, showing what a product looks like when worn.
	IG / Youtube	Live	IG live allows to interact with the community in an authentic way, while receiving comments and questions for the audience in real – time.
Learn customer preferences	IG	Survey	Providing customised products and services generate unique feelings among customers
	Website	Email marketing	Gather information and advertise new products and services.
Relate to customers	Website	Email marketing	Personalized emails
	IG / FB	Direct messages	Individual communication with the brand
Retain customers	IG / FB	Direct messages	Providing constant and fast communication
	Website	Email marketing	Including customers in decisions and new information

Table 18: Promotion Plan. Source: Own elaboration

Process

Three processes have been analyzed: new product portfolio process, product purchase process and shipping process.

- **New products process:** sequence of actions to be followed by the owner, prior to the new release of seasonal products.

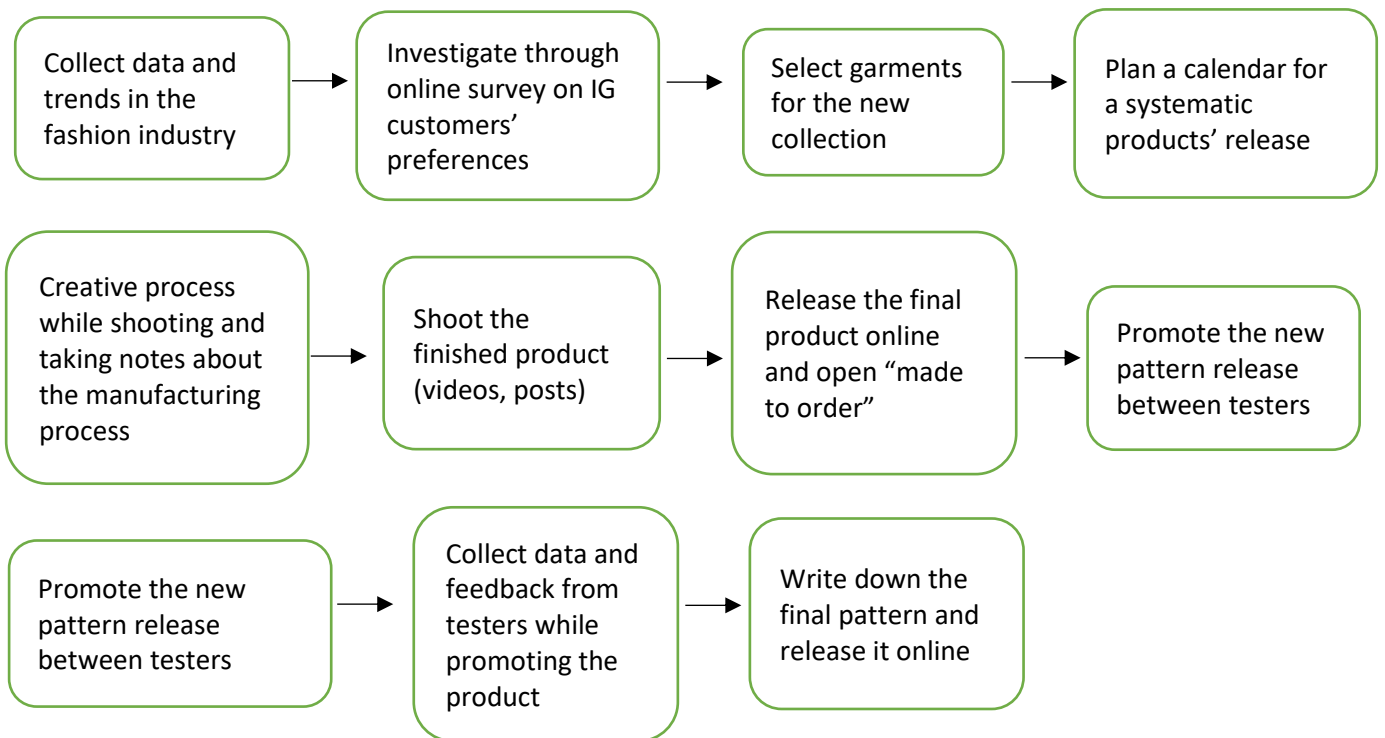


Figure 13: New product process. Source: Own elaboration

Shopping process

To be successful *My Granny Said To Me* shopping process must be user – friendly and appealing. Nevertheless, available on different channels to satisfy different clients' targets habits. As example follows the procedures that clients can follow to purchase patterns (Figure 14), Ready To Wear products (Annex I), Made To Order products (Annex L), and online courses.

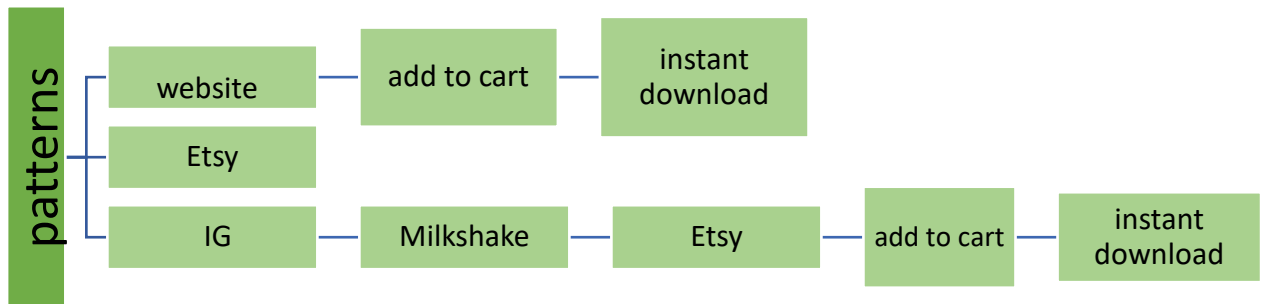


Figure 14: Pattern purchase process. Source: Own elaboration

- **Shipping Process**

Once the customer has chosen his product, constant communication between customer and craftsman must be maintained, this is to inform about waiting times, and further information. Concerning MTO products, waiting time must be specified on the website or on Etsy, by explaining the manufacturing time and informing the customer when the shipment has taken place. A tracking number must be provided, to enable the customer to track his parcel online. While for patterns or course online, no waiting time as the download is instantaneous.

People

My Granny Said To Me is a self – employment business, starts solely by the founder of the project. The goal is to deal with all the specialization and functions needed by the brand and so, cover the following roles:

- **CEO and Production Manager:** the owner of the brand will be responsible for creating and designing new designs; research & development of new trends; producing/manufacturing custom orders; creating the products’ portfolio, take customers’ orders and plan deadlines for those projects. Nevertheless, cover Marketing activities like find new market opportunities; create valuable contents and develop a website. Finally, to define the projects that will generate sales, revenues and be responsible to keep track of the expenses, budget, and profit.

Starting from the 4th year, the brand might consider additional figures which will fall upon the four responsible to develop the business.

- **Operations Manager:** responsible for purchasing and ordering materials; negotiating with suppliers; developing, implementing and reviewing operational policies and procedures; strategically planning and managing logistics, stock and transportation; optimizing and coordinating full order cycle.
- **Marketing Manager:** responsible for being aware of the trends in the yarn craft market; finding opportunities in social medias as Instagram and Facebook; posting everything that is about the brand in social medias; getting more hits in social medias of the brand; take care of SEO data from the website; organizing workshops, contest-challenges, video tutorials with the Production Manager; searching for partnerships in order to promote the brand; providing all kinds of customer support; managing all the sales process through the social medias and website; after-sales; retaining customers and finding potential ones.
- **Administrative Manager:** Responsible for the business accounting as budgets, costs, and payroll; monitoring and analysing accounting data and producing financial reports or statements; establishing proper accounting methods, policies and principles; resolving conflicts; maintaining work culture.

Physical Evidence

When considering an online business, according to Oh et al., (2008) the web page “plays the role of window displays or store layouts” and it is crucial to build the same kind of sensorial atmosphere that customers live in physical stores. The most performing strategy observed by Oh et al., (2008) is to build online stores on thematic storefront design, in other words to be in line with the brand identity. Nevertheless, a web – store should emphasize “safety, convenience and entertainment.” (Oh et al., 2008)

- **Safety:** consumers do want to feel safe in terms of products’ function such as “failure in end use, durability, style stability and size”, price, and transaction such as a damaged product, unexpected charges and shipping ambiguities. (Oh et al., 2008)

As discussed above, respondents stated that transparency is the main component they expect to find in a sustainable business.

Products' description (both MTO and RTW) will specify material, labor, logistic, labels, further needed furniture costs, and comparisons with fast fashion prices. The inspiration was taken from the Portuguese brand *Isto* mentioned by one of the interviewees.

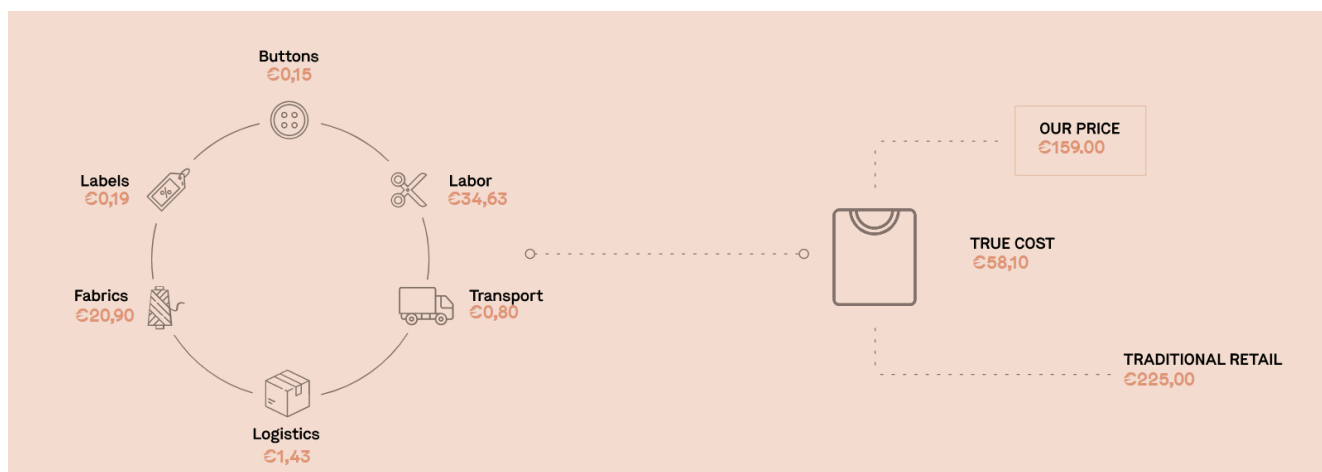


Figure 15: Product price description. Source: ISTO website

Alongside each product, pictures of models with different body shapes, as outfit inspiration and fitting demonstrations.

- **Convenience:** represents the most significant “antecedent of positive consumer behavior” (Oh et al., 2008) in terms of design usability where consumers easily find what they are looking for in an efficient and fast way.

My Granny Said To Me will need to adjust the webstore design according to two targets: crafters and consumers who wants to buy custom made fashion garments. For this reason, the following design will be followed:

Homepage: will feature some editorial content, as well as the most recent products released and it will lead the customer to browse through all the sections of the website: *Shop* (Custom made, Ready to wear, Patterns, Online Courses), *About Me* (brand identity based on storytelling and description of the brand), *How to measure yourself* (providing videos and images to help customers), *Events* (Workshop) and *Blog* (Sustainability, Free patterns, Fashion Tips) and *Contact Me* (providing all the links and email address). (Annex M)

- **Entertainment:** consumers expect a “recreational or hedonic shopping activities” (Oh et al., 2008) on webstore. To lead customers to have an engaging experience online, a thematic and picture – based information will be used, since they are perceived less

risky, and they help to reflect brand's identity. Each product will be accompanied by a sequence of photos, both of the owner and of customers. As for the patterns, photos of testimonials from other crocheters who have reproduced their pattern. The section dedicated to online courses will have a list of reviews by those who have taken the course and the events section will have photos of previous workshops.

10. Implementation requisites

Whether opening an online shop or a physical shop, it is essential to get informed to know obligations and expenses in advance. Two points were analyzed, considering Italian policies and rules, considering the original country of the owner.

1. Register the business with the appropriate government authorities.

In Italy, the *Bersani* decree¹ simplified the opening of commercial premises, with some exceptions. A license is not required if the shop does not exceed 250 square meters and is located in municipalities with more than 10,000 inhabitants. Actions to do:

- Submit an SCIA (Segnalazione Certificata di Inizio Attività) to the municipality where the business is located

2. Meeting all federal and state tax requirements

The opening of a VAT number is required now when the brand starts selling consistently and systematically, in order to comply with the tax authorities. It is possible to do this online by filling:

- Form AA7/10 or AA9/12 within 30 days of the actual start of the activity, by sending an Entratel form directly or by authorized persons or by means of a Single Communication (ComUnica).
- Register with Fisconline to send the form to open the VAT number online. This allows invoicing via electronic billing (Varisani, 2020).

For *My Granny Said To Me*, starting from the 4th year, when the brand will make use of a website as ecommerce and sell with regularity, it will be necessary to be registered as entrepreneur to accomplish and respect fiscal legacies. Costs have been considered from the year 2025, the year in which a shop opening is planned, and Italian policies have been applied. To apply for a VAT number is free. The flat-rate scheme for craftsmen provides for the calculation of 67% of the total revenue, and from the result obtained calculate 5%. Then a substitute tax of 5% for the first 5 years of activity and 15% for the remaining cases. Finally,

the brand will register to the MOSS system that allow the brand to sell in all Europe, without having to be registered in the tax plan of each country.

11. Financial Valuation

This financial plan is planned to measure a forecast of 5 years, from 2022 to 2026. It will start with a sales forecast, showing costs of the material, goods sold, and the services rendered, the financial plan will also provide an expenditure forecast. Once having those results, the Income Statement, Balance Sheet and Cash Flow of the business were developed. Finally, to prepare a financial valuation, it was used the scientific approach, calculating parameters such as CAPM, WACC and NPV.

The production system adopted by the business is a Manufacture to Order (MTO) which means that items are only produced when there is a buyer request/customer order. Therefore, the sales per month are dependent on the monthly production capacity of the business and each product cost and production duration.

Material Cost

As previously mentioned, *My Granny Said To Me*, will provide local and high quality material. Research will be made between local yarn shops, to select the yarn used and then calculate the final product price. During the year 2021, the following brands (present in Portugal) were selected: Rosario, Katia and Drop (Annex N).

Product Cost

Product prices have been calculated following those terms (Annex O):

Product price = Hour spent + Hourly Rate (8 € per hour) + Material Expenses + x 0.35 (35 % Markup).

Workshop = Hour spent + Hourly Rate (8,32 € per hour) + 0.35 (35 % Markup).

Patterns = 9,50 € + 0.35 (35 % Markup).

Online courses = 18 h = 99,99 €

COSTS OF SALES	2021				
	Units	Labour Cost €	Material Cost	Cost	Revenue
Croptop	4	153,60 €	18,00 €	171,60 €	231,66 €
Top	4	179,20 €	30,00 €	209,20 €	282,42 €
Market bag	3	96,00 €	13,50 €	109,50 €	147,83 €
Bikini	4	76,80 €	12,00 €	88,80 €	119,88 €
Skirt	2	76,80 €	12,00 €	88,80 €	119,88 €
Bandana	9	115,20 €	13,50 €	128,70 €	173,75 €
T-shirt	1	89,60 €	9,00 €	98,60 €	133,11 €
Sweater	1	115,20 €	56,70 €	171,90 €	232,07 €
Cardigan	1	108,80 €	53,55 €	162,35 €	219,17 €
Beanie	6	115,20 €	63,60 €	178,80 €	241,38 €
Vest	3	115,20 €	95,40 €	210,60 €	284,31 €
Bucket Hat wool	4	102,40 €	63,60 €	166,00 €	224,10 €
Bucket Hat cotton	4	128,00 €	18,00 €	146,00 €	197,10 €
Total		1.472 €	459 €	1.931 €	2.607 €
Total in %		56%	24%	74%	52%

Table 19: Cost of Sales 1st year from MTO products. Source: Own elaboration

Costs of Sales

Consequently, to having calculated the cost of products, it was developed the total cost of sales per year of the customized made products, to be able to estimate and calculate the financial statements of the business. An estimation for the first year was calculated. The following table (Table 20), labour cost accounts for 56% of revenues while material cost accounts for 24%, The total revenue from all the products will be of 5.213€. Based on these results, the products and consequently the materials and labour costs were increased as follows, total revenue results will be showed in the Income statement table:

	% Increase	TOT Revenue
2021		5.213,00 €
2022	70%	8.862,10 €
2023	50%	13.293,15 €
2024	30%	17.281,10 €
2025	30%	22.465,42 €
2026	20%	26.958,51 €

Table 20: Costs of Sales from MTO products

Production Capacity

Once the number of products produced per year and the labor cost had been calculated, the total number of working hours could be estimated. For a better overview, the working hours from Monday to Friday (weekends excluded) were counted, to ensure that there is no unreal overload of work for one person and consider in the future whether there is a need for a production helper for costumed finished products. If the answer is positive, the labor cost remains unchanged, the income will simply be shared with the co-worker.

PRODUCTION CAPACITY	2021	2022	2023	2024	2025	2026
Total working hours	386	657	985	1.281	1.665	1.998
Total working hours per day	1,5	2,6	3,9	5,1	6,7	8,0

Table 21: Production Capacity, Source: Own elaboration

Forecast Operational Costs

Regarding the forecast of operational costs, the calculations were reasoned by the sum of *My Granny Said To Me* fixed and variable costs based on the production capacity per year. In the first years, the highest expenses will be related to the launch of the project: designing the website, paying for the web hosting and domain, adv campaigns on social media (Instagram) and e-commerce (Etsy) to get new customers. In 2025, 2026, a physical shop will be open, thus including all expenses related to rent and bills (Annex P).

- **Marketing costs:** For the 1st year they are not included.

Webpage: Starting from the 2nd year the brand will work on the development of a website. Considering using WordPress, the service offers different kinds of subscription; the Business one was selected.

Marketing Costs: relate to adv costs between Instagram, Website and Ecommerce.

- **Variable Costs**

Material Costs: have been calculated taking into consideration the prices from the Costs of Sales table multiplied from the number of products sold per year.

Bills: starting from the 4th year the brand will be able to open a physical. The forecast for investment expenses is based on assets which are essential to the business process (heating, internet, and electricity).

- **Fixed Costs**

Rent: was calculated for 6 months during the 4th year and from the 5th was considered one full year.

Forecast Investment Expenses

The forecast for investment expenses (Annex Q) was based on fixed assets which are essential to the business processes of all departments. Even though some assets presented are going to be used daily on the production department, they will not be accounted on the product cost since their durability is forever and so, there will be no depreciation over time nor financial losses. The ball winder, crochet hook set and the computer will be used since the first year, while the desks and chairs starting from the 4th year.

Financial Statements

Profit and Loss Account or Income Statement

The net profit will be negative in the first and second year and then it starts being positive in the third year, which is an acceptable scenario for this business. A large support in fact, it is provided by online courses which need a huge but single investment for long – term sells. Once the labour and material costs have been calculated indicatively, it is possible, irrespective of the actual quantity of products sold, to know overall what impact they have on costs.

PROFIT AND LOSS	2021	2022	2023	2024	2025	2026
Workshops	0	0	0	0	1.980	3.960
Online Courses	0	0	2.970	4.950	6.930	9.900
Product Revenue	5.213	8.863	13.294	17.282	22.467	26.960
Patterns		641	1.283	1.924	2.565	3.206
Total Revenue	5.213	9.504	17.546	24.156	33.942	44.026
Labor Cost	3.091	5.255	7.883	10.247	13.322	15.986
Packging	69	126	232	320	449	583
Gross Margin	814	1.376	4.990	7.558	12.267	17.845
General, Selling and Administrative Expenses	700	1.000	1.500	1.500	1.500	1.500
Marketing and advertising	0	412	1.157	1.112	1.212	1.212
Rent	0	0	0	0	3.000	6.000
Internet	240	240	240	240	240	240
Utilities (Energy, Heating)					300	600
Depreciation on Equipment (Online Corses)	0	0	500	500	500	500
Depreciation on Equipment (furniture, PC, Ball winder)	150	150	150	150	150	150
Depreciation on Equipment (Hook Set)	10	10	10	10	10	10
Depreciation on Equipment (Other furniture)	15	15	15	15	15	15
Total operating expensive	1.258	2.129	3.874	4.119	7.623	11.007
EBIT	-444	-753	1.116	3.440	4.644	6.838
Tax	0	0	0	0	156	229
RESULTS	-444	-753	1.116	3.440	4.489	6.609

Table 22: Profit and Loss Account. Source: Own elaboration

Balance Sheet

In the Balance Sheet (Table 23) is possible to notice that the assets and liabilities are going to decrease over the years, they will lose 1/6 of their value, based on depreciation rates. Since we are going to increase the number of employees and along with that pay more salaries and insurances. Nevertheless, starting with an equity of 2.800 Euro, the brand does not need to demand funds and be self-sufficient, so *Debts* item will always be zero.

BALANCE SHEET		Start of exercise	2021	2022	2023	2024	2025	2026
<i>fixed</i>	Online courses	0	0	2.000	1.500	1.000	500	0
<i>fixed</i>	Furniture & PC	900	750	600	450	300	150	0
<i>fixed</i>	Hooks	60	50	40	30	20	10	0
<i>fixed</i>	Other furniture	90	75	60	45	30	15	0
<i>current</i>	Storage	0	261	443	665	864	1.123	1.348
<i>current</i>	Bank	1.750	1.221	-1.540	29	3.944	8.849	15.908
	Total Asset	2.800	2.356	1.603	2.719	6.158	10.647	17.256
<i>equity</i>	EQUITY	2.800	2.800	2.356	1.603	2.719	6.158	10.647
<i>equity</i>	Results	0	-444	-753	1.116	3.440	4.489	6.609
<i>debt</i>	Debts	0	0	0	0	0	0	0
	Total Debts	2.800	2.356	1.603	2.719	6.158	10.647	17.256

Table 23: Balance Sheet. Source: Own elaboration

Cash Flow

Once the balance sheet is established, it is possible to derive the free cash flow, which is the difference in cash in the bank between one year and the other.

Free Cash Flow Delta Bank	-529	-2.761	1.569	3.915	4.905	7.059

Table 24: Free Cash Flow. Source: Own elaboration

To verify the effectiveness of these calculations, the following cash flow was developed. The results are acceptable since it has just negative values on the first two years.

CASH FLOW	2021	2022	2023	2024	2025	2026
Profit & Loss Results	-444	-753	1.116	3.440	4.489	6.609
Depreciation on Equipment	175	175	675	675	675	675
Delta storage	-261	-182	-222	-199	-259	-225
New Investment	0	-2.000	0	0	0	0
Free Cash Flow	-529	-2.761	1.569	3.915	4.905	7.059

Table 25: Cash Flow. Source: Own elaboration

Working Capital

Net working capital is calculated by adding up the items the business has in the short term and subtracting the short-term debt. But as the business has no debts, current assets minus current liabilities have been calculated.

WORKING CAPITAL	1.750	1.481	-1.097	694	4.808	9.972
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Table 26: Working Capital. Source: Own elaboration

11.1 Financial Valuation – Methods Application

CAPM

The formula needed to calculate our CAPM is $re = rf + Pm \times \beta_e$.

The Risk-free Rate (rf) is the minimum rate of return that is expected on investment with zero risks by the investor. For a time period of 5 years, it was chosen the yield of the Italian government bonds that is 1.13% (Basile, 2019).

The Market Risk Premium (Pm) is the additional return an investor will receive (or expects to receive). It will be the Equity Risk Premium in Italy that is 2,13% (Damodaran, 2021).

The Beta (β_e) is a measure of market risk. In order to find the Beta of this business, research was conducted about the unlevered Beta of textile market in Italy in 2020 of 0,597 that is the Beta of total market (Ready Beta Sector, 2020).

Therefore, the CAPM that determines the fairest price for investment, based on risk, potential returns and other factors, is 2,40% ($re = 1,13\% + 2,13\% \times 0,597$).

WACC

WACC represents the minimum rate of return at which a company produces value for its investors. Investors use WACC as a tool to decide whether to invest. The formula needed to calculate our WACC is: $WACC = re \times E/(D+E) + rd \times (1-T) \times D/(D+E)$.

The Rate of return (re) was calculated above, and it is 4,05%.

The Percentage of capital that is equity ($\frac{E}{D+E}$) was calculated using just dividing the equity for the same equity of the business, because there is not debt. It means that 100% of the capital can be considered as equity.

The Percentage of capital that is debit ($\frac{D}{D+E}$) is 0%.

In the Cost of debt (rd) was used 5%.

The Corporate tax rate (T) is the tax charged by the government on the profits earned by the company at a specified rate every year and is calculated as per specific tax norms. In the case of this business, that will be built in Italy, the corporate tax rate is 24%, that is the percentage that applies on the global amount of taxable income realised by company's resident for tax purposes in Italy. But since the business has not debts, it won't be calculated.

Thus, the WACC of this business is 2,40% ($WACC = 2,40\% \times \frac{100}{100+100} + 5\% (1) \times \frac{100}{100+100}$).

NPV

NPV is used to analyse the profitability of a business. terminal value considers the cash flow as perpetual. To calculate it, the following actions were done:

1. **Calculation of discounted rate** = WACC ^ n. of year > 2,4% ^1,2,3,4,5,6

Discounted rate	1,024	1,049	1,074	1,100	1,126	1,153
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Table 27: Discounted Rate. Source: Own elaboration

2. **Free Cash Flow actualized** = Discount rate / Free Cash Flow

FCF Actualized	-517	-2.633	1.462	3.561	4.356	6.123
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Table 28: FCF Actualized. Source: Own elaboration

3. **Continuity Value**

Post-plan year cash flow discounted at WACC divided by WACC - allows this cash flow to be transformed into a perpetual sale > $7.059 / 2,40\% = 294,139$

To conclude:

NPV = Sum of FCF actualized

NPV Total = NPV + Continuity

NPV	12.352
Continuity Value	294.139
NPV Total	306.491

12. Conclusions

The evolution of customers' behavior manifests a growing shift towards sustainable fashion and for, that Green Marketing should not be undertaken by firms as a promotional measure but should be considered as a corporate social responsibility. The literature review showed that customers not only demand complete transparency and honesty, but also knowledge, which is typical for the younger generation. The approach to raw materials, nature and the uniqueness of the product became highly valued characteristics. More conscious and informed consumers populate the web, and the so-called returning to the human touch can be considered.

The goal of this master thesis was not just to build an Innovative Business Plan, but to verify the veracity of the previous analysis through qualitative analysis, confirming the actual reasons of why customers would opt for sustainable and handmade fashion options, rather than fast fashion ones. Nevertheless, to dissociate the concept of craftsmanship and handmade with something old-fashioned but full of ethical values and unique in their imperfection. The outcomes of the interviews not only confirmed the core values of craftsmanship but added new ones. Opting for sustainable and handmade fashion products does not only reflect a desire to act for something external but also for enhancing the self. In other words, the WTP higher prices if high quality and a good cause are guaranteed (as protecting the environment, animals and/or financing a small business) or the will to "influence" other people, suggesting sustainable brands on their profiles online. However, craftsmanship responds to all those who do not find themselves in the fashions dictated by big companies, and who find their true selves in a tailor-made garment made to order, or simply to train them to create their own garments nourishing or creating a new passion.

For the success of a small business, it is essential to understand all the behaviors that can push a specific niche target to choose your products, by maintaining a continuous, friendly and transparent communication, based on trust and exchange of opinions. But at the same time, given the high competition and daily bombardment of information and advertising, it is essential to build a successful media strategy. It was found that although Facebook is the most used SM, it is not widely used for shopping, while about IG the opinion was divided. Some respondents rated themselves as tired of following brands in bulk on their SM and wanting to keep their profile dedicated to sharing moments with close people. This research has raised the importance of the issue of personality and usefulness in terms of brand content. The majority admitted to

prefer a fast and direct communication via SM, but to discover the brand, in terms of portfolio, information and final purchase via a website.

Therefore, once the data was collected, new strategies were devised to succeed and win against the competitors and succeed customers' expectations: strategic marketing plan and operational marketing plan. The strategic marketing plan allowed to take decisions about segmentation, targeting and positioning. The segmentation defined led to the definition of two main targets: customers WTP high quality customized handmade products and those who want to create by their own crochet garments, following premade instruction or videos online. Nevertheless, the segmentation investigation provided a further analysis in terms of physiographic variables that lead customers to buy handmade garments. In terms of positioning, *My Granny Said To Me*, wants to be seen and identified as a fully transparent sustainable fashion brand, who stands for its personality, valuable content, and that provide original MTO products and teaching programs for those who share the same passion.

The operational plan includes the development of the marketing – mix, and the 7 Ps were conducted. In terms of products, the brand will not only expand the portfolio but also follow a detailed data collection sequence before introducing each new product. In this way, by gathering fashion trends and recommendations from customers through SM, the chances that products will be ordered will be higher. During the creation process, instructions will be transcribed and then put on the market to suit the desire of other crocheters to recreate the pattern. In addition, new products, and services such as kits with the necessary material, online video courses that can be purchased, free YouTube videos and face-to-face workshops will be available on the website. In terms of prices, a strategy of transparency will be adopted. All costs will be detailed for each product, so that customers are fully aware of their purchase. The brand will also expand in terms of place, where Instagram will remain the main source of direct communication with customers. The platform has great potential to connect and maintain a transparent and intimate relationship. Respondents said they appreciate being able to ask for information quickly and directly with the owner, giving them a sense of trust and appreciation as customers. However, as far as the purchasing part is concerned, the brand will develop a website, where it is possible to easily navigate and find out more information about the products and services. As a matter of facts, the website would not only facilitate the purchase phase for customers interested in MTO products, but it would also attract, through SEM, customers who do not usually use SM and who are interested in the art of crochet. Keywords such as "patterns", "free patterns", "crochet", "crochet videos", "crochet workshop" will expose potential

customers to MGSTM's platforms. This will make it possible to approach the second target group of the business, other enthusiastic crocheters who are keen to learn or improve their crafts skills. In addition, other digital platforms have been identified as useful means of gaining awareness, allowing the brand to share different types of content and be more accessible, such as: Facebook, YouTube, and Etsy. Despite this, handmade products have always been mentioned as being linked to markets or fairs. For this reason, the brand will also investigate the existence of events to have certain limited-edition products available to the clients. Events like these are an excellent opportunity to meet new potential customers. Concerning people, the brand in the initial phase will operate as a single individual, but once the business has started, it is possible to consider introducing other employees to take care of the marketing, logistics and financial side. In the financial part, the introduction of dedicated salaries for new employees has been planned from year 4.

As a small, handicraft business, it is not conceivable to increase the number of MTO products in large amounts. Before planning the financial strategy, it was established that to produce MTO products, the brand wants to remain unique, and the garments produced solely by the owner. Therefore, to make this realistic, working hours were counted, to ensure that there is no unreal overload of work for one person and, consider for the future whether there is a need for a production helper for costumed finished products. In conjunction with the MTO products, the sale of online products, such as patterns, video courses and workshops, will make a huge difference in terms of income. The brand can invest one time and get limitless revenues. This online business does not require a high investment, but with the addition of a website, marketing costs and technological equipment, the net profit resulted negative in the first two years. By adding further products and services online to MTO sell, it was tempting to demonstrate, it is possible to have enough disposable income to be able to plan for the opening of a physical shop and related costs, without having to take out a loan from the bank.

Through the development of this project, some limitations have been found. As regards Pestel and external analysis, it was difficult to find scientific papers with data concerning the craft market and crocheting specifically. For this reason, investigations were carried out considering the European market and aspects that favor a small business online. The external analysis focused on determine *crochet* has fashionable must have and report data from surveys that showed the growing interest and numerous benefits connected with this yarn technique. The interviews were essential to be able to proceed with the development of future strategies, despite the fact that it was not possible to collect feedback from other craftsmen, as the brand does not yet have any saleable patterns. As far as the financial plan is concerned, it was difficult

to make a precise estimate of annual product sales, as it is not certain that the business will be financially successful. However, it was possible to create a realist plan, taking into consideration all the needed costs including fixed and variables costs. This demonstrated that it is feasible to invest in a passion, starting with the SM, up to being able to think about expanding and setting up one's own business, opening a VAT number.

To conclude *My Granny Said To Me*, represents a high potential business, as response to a identified gasp in the market and accordant to crafters and sustainable fashion buyers' values and expectations.

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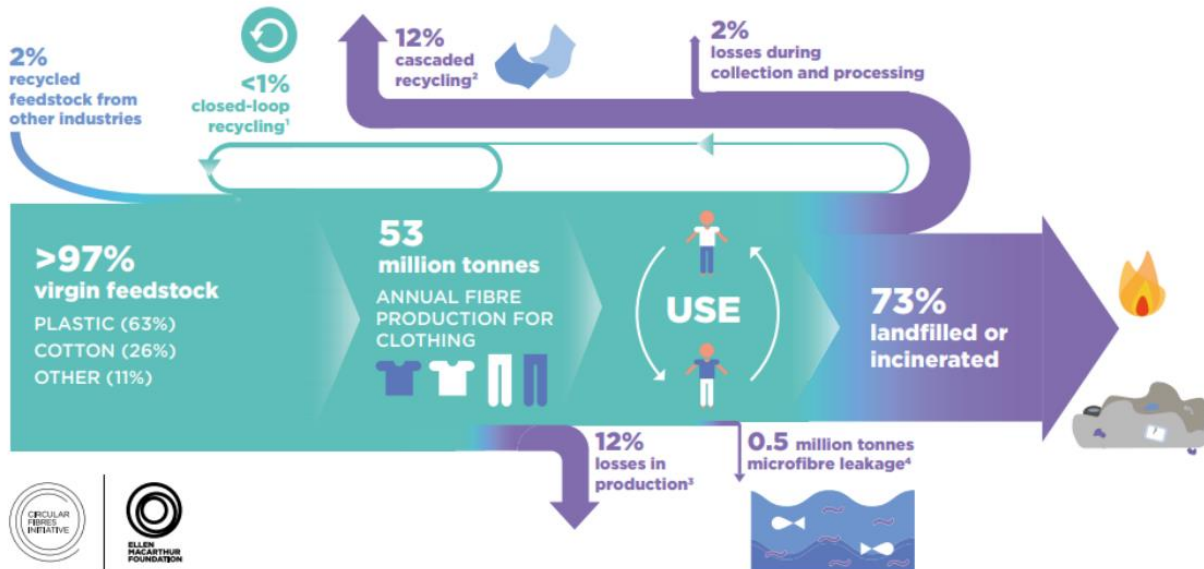
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14. Annexes

Annex A – Circular Economy



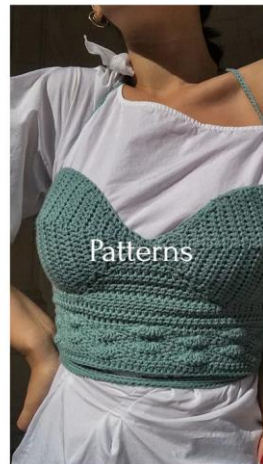
- 1 Recycling of clothing into the same or similar quality applications
- 2 Recycling of clothing into other, lower-value applications such as insulation material, wiping cloths, or mattress stuffing
- 3 Includes factory offcuts and overstock liquidation
- 4 Plastic microfibres shed through the washing of all textiles released into the oceans

Annex B - Interview Questions

1. What do you think about handmade products? Do you like them? Why?
2. Have you ever purchased a handmade garment? Where? Why?
3. Can you mention some other handmade brands you know?
4. Do you know them from social medias or physical places?
5. Do you know the brand *My Granny Said To Me*? How?
6. Have you ever purchased something from the brand?
How was the total experience? Did you like it?
How did you decide to buy something from the brand?
Would you buy something again?
Would you change something?
How did you feel about the price?
Which are the main elements that made you engage with the brands?
Which are your favorite handmade things?

7. Checking the IG profile of the brand, would like to give some positive or negative feedback?
8. I am willing to open a website, what would you expect to find once there?
9. What do you think about sustainable fashion?
10. Which are the criteria and behaviors that a sustainable fashion brand should follow?

Annex C – Mermaydsyarns website



Annex D – Target Persona A



PROFILE
Age: 28
Status: Architect
Engaged
Location: Italy

QUALITIES
Hardworking, independent, charismatic, self-confident, empathetic, reliable

MOTIVATIONS

- Support the work uniqueness of the individual
- Make new experiences
- Find her own style
- Share unique experiences with her friends

LANGUAGES
English, Italian and Spanish

SARA
ARCHITECT

BIO
Sara is an architect, and she's passionate about art, history, and culture. She is interested in everything that is handmade because she values uniqueness and hard work. She often purchases handmade garments, such as bags, shoes, and clothes, because she loves the idea of having her own style while purchasing customized products. On her IG she follows different small businesses concerning handicrafts.

CHARACTERISTICS

She likes to build and create her own style.

She likes trying and learning new things while sharing them with her friends on Social Media.

She likes to ask for help and suggestions from experts in the field.

<p>PREFERRED CHANNELS</p> <ol style="list-style-type: none"> 1. Instagram 2. Facebook 3. Etsy 4. Pinterest 	<p>GOALS</p> <ol style="list-style-type: none"> 1. Buy customized products to be unique 2. Support small businesses 3. Make the difference
---	--

Annex E – Target Persona B



PROFILE
Age: 22
Status: Student
Single
Location: Portugal

QUALITIES
Practical, organized, proactive, hardworking, sociable

MOTIVATIONS

- Waste less
- Avoid to buy from fast-fashion brands
- Adopt more sustainable behaviors
- Create fitted garments for herself
- develop her craft skills
- Share her work with her friends on social media

LANGUAGES
English, Portuguese

MARIA
STUDENT

BIO
Maria is a student at ISCTE Business School in Lisbon. She lives with her family and when she doesn't have to study she likes to spend time with her friends. Her main passions are: go to the beach with her friends, gardening, handicraft activities. In fact, a few years ago, she learned by her own how to crochet. Whenever she can, she works on her current project.

CHARACTERISTICS

Share passions with family and friends

Like to be updated about news regarding sustainability and how to adopt more ecofriendly decisions

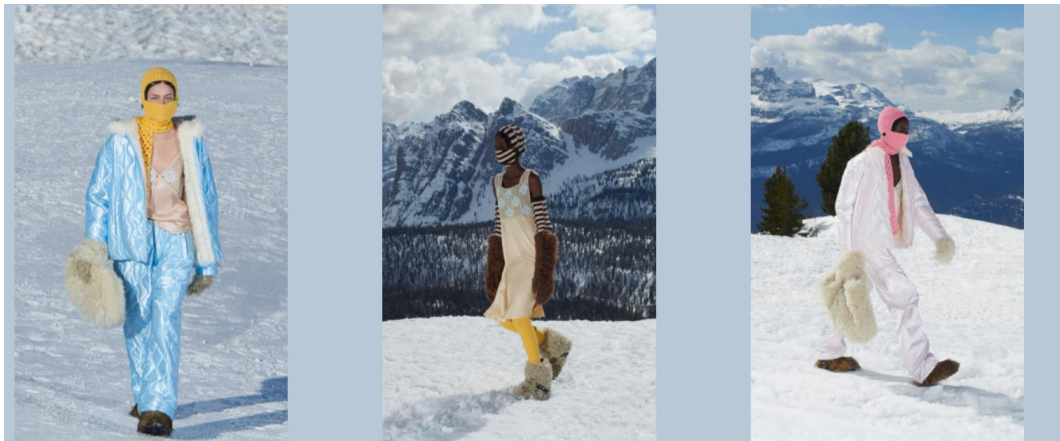
She is passionate about the handicraft world and she likes to get inspirations from social media

<p>PREFERRED CHANNELS</p> <ol style="list-style-type: none"> 1. Instagram 2. Youtube 3. Etsy 4. TikTok 	<p>GOALS</p> <ol style="list-style-type: none"> 1. Be more sustainable 2. Make her own clothes 3. Relax and have fun
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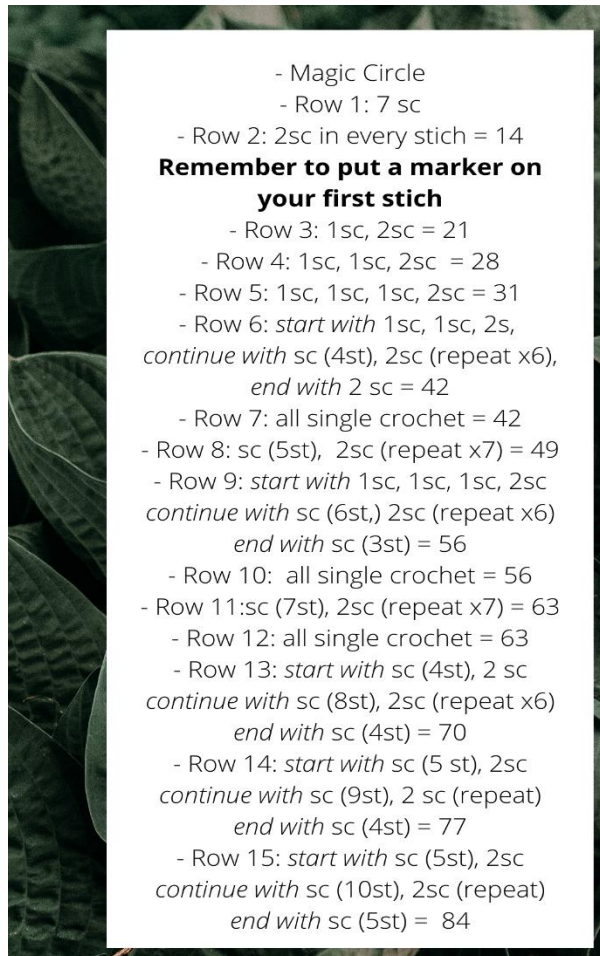
Annex F – Fashion brands new collection calendar

	Summer season 2022	Winter season 2022 / 2023
Gather trends data	January / February	July / August
Plan the portfolio	January / February	August
Gather users' feedbacks	February	September
Define the portfolio	March	September
Manufacture of samples	March	September / October
Publish products online and open custom order	April	October

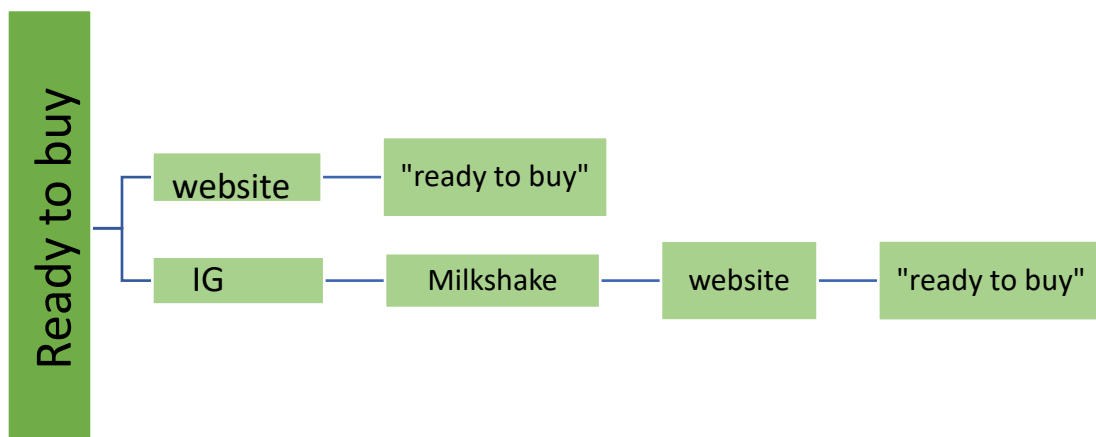
Annex G – Miu Miu website: balaclava



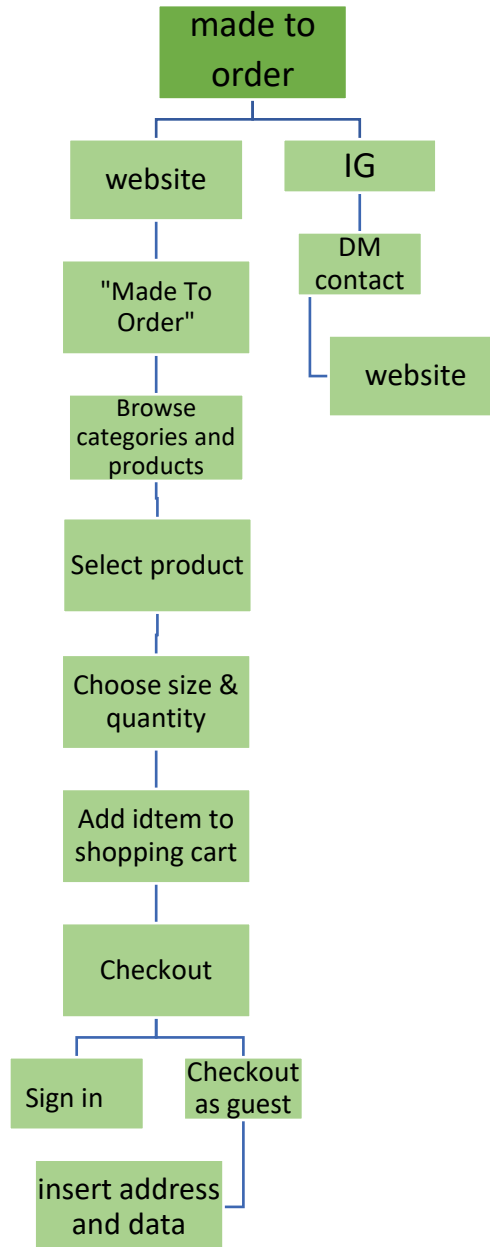
Annex H – MGSTM Pattern sampling



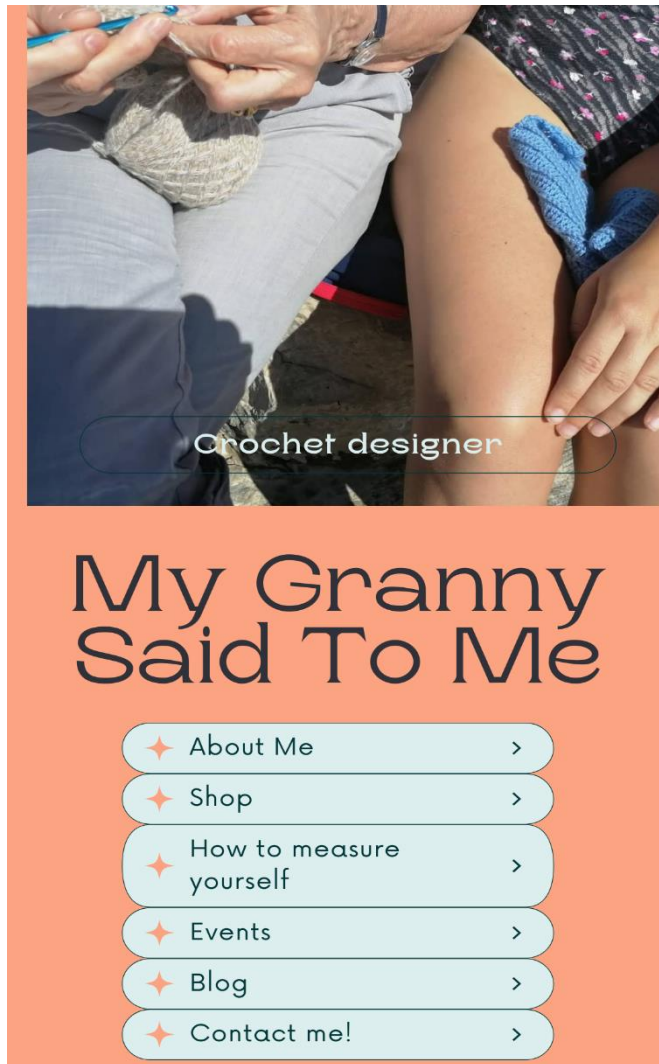
Annex I – Ready To Buy products purchase process



Annex L – Made To Order product purchase process



Annex M – My Granny Said To Me Website sampling



Annex N – Material Cost

Material	Cost
Cotton Yarn	
Drops Loves you 9 - is a soft and colourful cotton yarn made from 100% recycled cotton.	1yarn (50 gr / 3.5 mm hook) – 1,00 €
Drops Paris - is spun from numerous fine 100% cotton fibres - a fibre that lets the skin breathe and has a high absorbency	1 yarn (50 gr / 5mm hook) – 1,20 €
Drops Safran - is a high quality, soft and resistant lightweight cotton, spun from several fine fibres.	1 yarn (50 gr / 3mm hook) – 1,50 €
Drops Muskat - made from mercerized Egyptian cotton, considered the finest long staple cotton available	1 yarn (50 gr / 4mm hook) – 2,15 €
Raffia	
Katia Marble - is a raffia yarn, 100% viscose cellulose, created from the pulp of plants with a marbled effect.	1 yarn (50 gr / 4.5 mm hook) – 6,50
Wool	
Rosario4 Bulky Light - very thick yarn for knitting and crochet in 100% wool produced in Portugal by Rosários 4.	1 yarn (100 gr / 12mm hook) – 5,30 €
Mungo - Mungo is a recycled wool and cotton yarn. It is entirely spun from pre-consumer waste generated by portuguese spinning mills.	1 yarn (100gr / 4-5 mm hook) – 6.50€
Merino	
Katia – Merino Fine, soft wool, available in a wide range of solid colours	1 yarn (50 grs / 3mm hook) – 3,15 €

Annex O – Product Costs

PRODUCT COST										
Product	Duration (h)	Labor Cost €/h	Labor Cost €	Yarn	Units	Material		Total Cost	Profit margin (35%)	
						Cost	Cost		Price	
Croptop	4,80	8	38,40	Cotton	3,00	1,50 €	4,50 €	42,90 €	15,02 €	57,92 €
Top	5,60	8	44,80	Cotton	5,00	1,50 €	7,50 €	52,30 €	18,31 €	70,61 €
Market bag	4,00	8	32,00	Cotton	3,00	1,50 €	4,50 €	36,50 €	12,78 €	49,28 €
Bikini	2,40	8	19,20	Cotton	2,00	1,50 €	3,00 €	22,20 €	7,77 €	29,97 €
Skirt	4,80	8	38,40	Cotton	4,00	1,50 €	6,00 €	44,40 €	15,54 €	59,94 €
Bandana	1,60	8	12,80	Cotton	1,00	1,50 €	1,50 €	14,30 €	5,01 €	19,31 €
T-shirt	11,20	8	89,60	Cotton	6,00	1,50 €	9,00 €	98,60 €	34,51 €	133,11 €
Sweater	14,40	8	115,20	Merino	18,00	3,15 €	56,70 €	171,90 €	60,17 €	232,07 €
Cardigan	13,60	8	108,80	Merino	17,00	3,15 €	53,55 €	162,35 €	56,82 €	219,17 €
Beanie	2,40	8	19,20	Wool	2,00	5,30 €	10,60 €	29,80 €	10,43 €	40,23 €
Vest	4,80	8	38,40	Wool	6,00	5,30 €	31,80 €	70,20 €	24,57 €	94,77 €
Bucket Hat wool	3,20	8	25,60	Wool	3,00	5,30 €	15,90 €	41,50 €	14,53 €	56,03 €
Bucket Hat cotton	4,00	8	32,00	Cotton	3,00	1,50 €	4,50 €	36,50 €	12,78 €	49,28 €
Services										
Workshop	1,04	8	8,32 €					8,32 €	2,91 €	11,23 €
Patterns					1,00		9,50 €	9,50 €	3,33 €	12,83 €
Online Courses	3,14				18,00					99,99 €

Annex P – Operational Costs

OPERATIONAL COSTS							
		2021	2022	2023	2024	2025	2026
Marketing Costs		Unit Value					
Webpage	26,00 €		312,00 €	312,00 €	312,00 €	312,00 €	312,00 €
Marketing Costs			100,00 €	345,00 €	300,00 €	400,00 €	400,00 €
Marketeer			300,00 €	500,00 €	500,00 €	500,00 €	500,00 €
Total			412,00 €	1.157,00 €	1.112,00 €	1.212,00 €	1.212,00 €
Variable Costs							
Material Cost		1.239 €	2.106 €	3.159 €	4.107 €	5.339 €	6.407 €
Electricity Bill	30,00 €					180,00 €	360,00 €
Internet Bill	20,00 €	240,00 €	240,00 €	240,00 €	240,00 €	240,00 €	240,00 €
Heating Bill	20,00 €					120,00 €	240,00 €
Total		1.479,00 €	3.058,00 €	4.556,00 €	5.459,00 €	5.879,00 €	7.247,00 €
Fixed Costs							
Rent	500,00 €					3.000,00 €	6.000,00 €
Total						3.000,00 €	6.000,00 €
TOTAL		1.479,00 €	3.470,00 €	5.713,00 €	6.571,00 €	10.091,00 €	14.459,00 €

Annex Q – Investment Expenses

INVESTMET EXPENSES				
Fixed Assets		Quantity	Value	Total Value
Ball Winder		1	60,00 €	60,00 €
Crochet Hook Set		1	90,00 €	90,00 €
Desks		2	50,00 €	100,00 €
Chairs		6	40,00 €	240,00 €
Computer		1	560,00 €	560,00 €
Other furniture			90,00 €	90,00 €
Total				1.050,00 €

INTERVIEWS

LOUISA 01

M: How are you?

L: I'm good. Thank you.

M: Can you tell us where you from? And how old are you?

L: I'm from Germany and I am 27 years old.

M: Today I would like to talk with you about fashion, in particularly handmade things, maybe in a fair or online?

L: I never bought something handmade online that is in my occurrence.

M: Not online?

L: I don't think so.. Maybe something on the market or something like that. I don't really remember to be honest.

M: So online it never happened, but in a fair market yes?

L: Yeah, generally I like handmade stuff like clothes or accessories. In a market is nice to see it right away. You can try it on you can touch them and feel them, see if you like, it's just easier. If you don't like them don't buy them but if you purchase something handmade online, it is a problem in the end you don't like it, I feel like it's harder to send it back. Maybe it's not true, but I think is harder to give it back. But they are some handmade, labels or little brands that I like.

M: Can you remind some names of those brands?

L: Yeah, that's actually one that I have just recently saw on Instagram actually. It is from a woman, it's a German label. The brand's name is *Puste Die Plume*, and she sells handmade bags, and they are made out of old fabrics from couches, so it's really nice because they are from recycled material. She also has a really nice website.

M: Would say that on IG you can usually find some small brands of people trying to sell their own handmade stuff?

L: Yes, but especially if they are small is not really easy to find them. For example, this one I found because of influencers that I followed they kind of recommended her or like, tagged her and that's how I found her, otherwise I don't really specifically look for these brands. I don't follow that any labels on IG.

M: Yeah, or sometimes as pop up, depending on where you look most of the time until this thing then maybe the algorithm of your IG profile just shows you these brands.

L: Yeah, but I feel it works for bigger brands maybe. Those small ones I mainly found them when they are tagged or because they send gifts and then they show them and then I check the page.

M: Would you buy something that's made by someone else, so you decide how to create your own garment like, I don't know a sweater or t-shirt? Like a knitted or crocheted one, I don't know if you are familiar with those craft techniques.

L: I know crochet and knitting, and I also do some crochet myself and I think this is the problem because if you like do these things also on your own. I like doing things by myself and just trying it out, and I think "I could also do this for myself". I would always prefer doing it on my own than purchasing it, but it depends on what kind of person you are, of course a lot of people don't like to do knitting or crochet because it's not their kind of thing so for them I think it would be nice. But for me, I think I wouldn't buy it like I would prefer doing it on my own.

M: So, you said you like doing things on your own, and by knowing the efforts behind it, which would be the criteria that a handmade garment should respect, in your opinion?

L: I think that as I already told you what I always like is knowing where the things are made of, also like in this specific example, with the bags, there I know that it's recycled materials, so I feel like that is nice that it's already used things that like use again. This is what I like knowing, if it's sustainable material. Also generally that can choose what you like, as choosing every kind of color and personalize it a bit more than maybe possible things you just buy in a shop where you're just have like two colors. I think this is nice about handmade things.

M: So would you say that sustainable reasons are really important to you?

L: Yes, definitely.

M: Do you know the brand *My Granny Said To Me*? If yes, how?

L: Yes, I follow it on IG and I know it from you.

M: Would you like to check with me the brand's IG page? Maybe give me some feedback?

L: Yes.

M: Do you think that is understandable the main purpose of the page?

L: Yeah, you wrote on your profile description what you do, that's a sustainable crochet small business. Business already kind of shows that you can buy things here. And you also write

that you can write a DM to get your unique piece. So yes, I think is pretty clear. And there's also a link.

M: Yes, and I'm willing to open a proper website when I will get more awareness from customers. For now, there's a webpage where I put some information about how to get the measures, because every piece is customized, to get a perfect fitted product.

What about the feed, do you think about it? What does engage you the most in terms of content?

L: I like a combination of both, videos and photos. What I always like, is if there is a personal touch, especially if you also see the person behind the brand. This is also what I can see on your profile, that you know who this brand belongs to.

M: So, you think that, for example, if you know the owner or you get more knowledge about the person that is behind the brand you feel more connected to the brand itself?

L: Yes, exactly. This is the feeling that I have with other brands, maybe is also difficult to say because we're friends, but if I see personal content about themselves, or give some facts, or talk to the followers through Stories, this is nice. Also, if they're very transparent about everything that they do, how they get the material, how they are doing, to be more involved in the process of production. This is nice, when you can see on IG.

M: What about my case, My Granny Said To Me, which topics should communicate?

L: For me, if someone says me that is handmade is nice, but if I don't know where the things come from, where the material comes from, or how it is done.. I think for me, about sustainability is the most important thing, to be transparent about everything, all process and material. Maybe even at least, small brands also do things, how they ship, how do you get the packaging, CO2 friendly.

M: You mean it must be consistent in each aspect?

L: Yeah, if it says like just "its sustainable because is handmade" is nice, but everyone can say it. It must be proved that is really sustainable.

M: Imagining that you would like something handmade product online, what would you expect from the brand to guide through the purchasing process?

L: I would contact the brand on Instagram maybe, ask them if this kind of product is available or they could make one for me. I would expect them to ask for colors that I want and, to ask me my measurements because they don't know me and how it would fit. And then explain about the piece, how it fits, which yarn they use to make it. Maybe ask them if this kind of

product is available and if they could make one like this for me. Then of course, I will ask them about the colors that I want and to ask me like.

M: And how long would you be willing to wait on average?

L: I think with handmade things is different, because if I buy in a regular online shop, what everyone expects is to have it as soon as possible. But with those things you know is handmade, you know that someone is spending their time to make this. I would wait longer, don't know much, but a few weeks.

M: Because you understand that it takes time.

L: Yes, it's made for as unique piece and so of course, it's totally different and I would be understanding if this takes longer than in other online shop when you have to wait 2 days.

M: You said you crochet; would you buy an online pattern to recreate a design you like?

L: Yes! This is also what I wanted to say, I wanted to ask you if your brand is also going to offer this. I think is nice for people like me that also like to do creative things and, who would maybe not buy handmade things, but would be willing to learn by themselves. Once I bought, I think on Etsy a pattern for few Euros and this was also nice, then I am willing to spend a few euros if I get a very good description if I get a nice piece

M: I think it is like a reality at least on IG there are a lot of young crafters that do crochet, that can inspire you. Sometimes they create an original design and then they sell the patterns.

L: Yes I think is a good idea, to offer to all kind of people something.

M: Did you just checked on Etsy or also other platforms?

L: I think that I saw it first on IG, I don't know if I found her on YouTube. But I liked her IG account, it's one called *For The Thrills..*

M: I know her!

L: Yeah, I really like the things that she does, the style of her tops or whatever she does. If you also see her personal IG, then you feel like "she also seems a nice person" and you are willing to give her a few Euros for a pattern. Then I just saw that she has also an Etsy website, was only on Etsy.

M: Did you find easy to purchase on Etsy?

L: Yes, was really easy.

M: And would you willing to prefer to check a Instagram page or a website, with a blog...?

L: I think is a combination of both, because maybe I find them on IG then because of that I go to their blog and see that they have patterns and read from their blogs. I like both, or maybe the other way around, first I find the blog because I am looking for something

specific, like I look for a top then I find it just looking up on Google, and then I find some crafts, and then I try to find them on Instagram.

M: Have you ever checked Depop?

L: No, I didn't have the chance.

M: To conclude, maybe you can give me your last feedbacks or things you think that I should know improve, whatever, maybe things you would do if you were me?

L: Yes, of course. What's on this link you put?

M: I used an app called Milkshake, where you can build a kind of website for free. I put some information about how to get measurements, my links, for example Etsy, and the product portfolio.

L: Maybe I would connect, mention this also in your posts like "check it out on the link in bio". And generally I think it would be nice to offer these kind of patterns also..

M: For now, I didn't do it. I just tried once with a bucket hat. I asked to few crafters to do my pattern and then this girl made it. Was an experiment, to see how it works.

L: Yes, I think is also nice and good idea to get more into the community of the crochet people.

Generally, I always like posts that describe about the process of the production and also personal facts about yourself. This is always what I value, a good Instagram brand.

M: You know that sometimes I try to do funny videos..

L: Exactly, this is good to see your personality, your character. Because it's hard to say, if you just follow someone on IG and they just upload photos of their product and you wonder how this person is, the humor, the personality. So, I think is really nice that you show those kinds of videos. So, people can see how you are.

M: I also think the same. It's something I love doing and I want to let people to understand which kind of people I am. It can make the difference, with someone that makes my same kind of things.

L: Yes, I think this is what good brands, or people on IG that are good, they make you feel that you are their friend even if you ever met them. It's kind of hard to achieve this, but it's the best thing to stay authentic.

M: Last question! You made something handmade right?

L: Yes, I crocheted a top, a headband... few things. I just started last year.

M: Did you pick a pattern to follow basing on trends or mostly what you like?

L: It's more what I like, I think. If I see a trend and I feel like "this wouldn't fit myself" why would I do it? I make what I like and what I can see myself wearing.

M: Imagine that one day you would like to sell something made by yourself, how do you feel about pricing your products? Would you feel comfortable to put high prices, knowing the effort behind?

L: Yeah, I understand the struggle, money is always like a difficult topic, even because nowadays people like to spend a little money on their clothes they buy. Not everyone, some people also love to go buying sustainable things more expensive. For this reason, it would be difficult for me because people want cheap things, but then again if you work on it, you see the work you spend, the amount of hours that you spend, I also know this myself when I worked on a piece, it took me hours so of course, it's more than €5. So if I can explain this to the customers then I think it shouldn't be a problem. Because they know the value of the thing and an all the time that it took, and if it's too much for people then, yeah, I can understand that but, if you don't have the money to pay this maybe, but yeah, it's important for customer to understand why you don't get a hat for 5 Euros.

M: Ok Louisa, thank you very much very for our nice talk.

L: Thank you! Bye!

MERIE 02

M: Hello, how are?

Me: Hi! I am fine, you?

M: I'm good! Thank you very much for being here and for your time. Would you like to present yourself like what's your name, your age, where you from and what you're doing.

Me: I am from Norway, my name is Marie and I'm 24 years old., I am from Norway, and I used to live in Lisbon but right now I live in Norway.

M: What are you doing? Studying or are you working or both?

Me: Right now I am between jobs, enjoying summer in Norway.

M: Today I would like to talk with you about fashion. In particularly I wanted to ask you if you like handmade products, or have you ever bought one? Is this a reality that you can see, for example, I don't know your country or when you do people sell handmade products.

What's your opinion about?

Me: My general opinion about handmade products is that I really like it because I think that products are more personal and I feel like more efforts is put into it, rather than things that are

made in big factories, were they are made in very very large amounts. At the same same time, it takes more resources to make handmade products so, I understand that it's harder and more expensive. In my opinion is that is handmade_products are in general, put more effort into it and maybe also done more properly than things that are made in big amount.

M: Would you say that you prefer some specific handmade products?

Me: I don't know if I think that certain products are cooler if they are handmade, but I feel that some products are more often handmade, like you can find handmade versions of these products more often and that would be like things to put candles them, I don't know small things for decorating your home... furniture as well, and of course clothes sometimes. I feel that everything that can be handmade but those are the things I have seen the most that are handmade.

M: Have you ever purchased a handmade garment, home decorations or furniture?

Me: I think I have purchased a few times. Like in small shops or in summer places in Sweden and Norway, where they have the small handmade stuff, but usually if I if I am to buy something and I'm looking to buy something specific then I the chances that I will find something that is not handmade I would say is bigger but just because it's harder to find handmade products while bigger chains have like better online websites and stuff like this so I think that maybe handmade brand could improve on this. I also have my grandmother, she is making very much handmade, everything from clothes to purses to everything basically so I have a lot of handmade stuff even though I didn't pay for it.

M: So you would say that in Norway is not something atypical to find handmade products from small business or yes?

Me: It is but maybe if it's handmade it is five times the price. It's very much more expensive if it's handmade, most of the time. You really need to want them, you know?

M: Yes. Can you remind some brands that you like that do handmade things? Or if you can't, where do you usually find them, in a market or online?

Me: I don't think I can name many brands, I think. When I think about handmade products, like you said, I remind markets or small stuff that is not necessarily a brand. Just someone selling stuff that are handmade without it being a brand but of course I know your brand.

M: How did you get to know the brand?

Me: I know the brand *My Granny Said To Me*, which is a very good name by the way, I know it through you because you're my friend and when I first met you, I talk to you and I

understood what you were doing and then, I understand that you have your own little business where you create your own stuff which I think is super cool. I know it because I met you.

M: You said that you considered cool, why do you consider it?

Me: It is something unusual to find, which is one of the main reasons. I don't know I just think that creating something, like something that you could use is very is a good thing because first of all, it is something it's also very sustainable because it's not made in a factory in China and then sent all over the world but it is made it very likely locally-made, but also I think it's good too to spend time creating something with your hands, instead of just picking something from a screen, as a lot of people do when they have time off so we can make something and create something and be creative, I think it's better use of time than to just watch Netflix. So I think it's cool if someone do this on their spare time rather than not having any hobbies at all. I think it's a cool message, there is no bad thing about creating stuff and doing it the way you do it I think it's cool.

M: Yeah, I asked because like sometimes people scroll on my page but not everyone find it interesting, or they don't see anything cool on it. It is also definitely difference between someone that like the page for one reason or another reason.

Have you ever purchased something from the brand?

Me: Yes! I have purchased a top you made, a dark blue one, which I pick the color myself. I'm very happy about it. And I used it a couple of times, no more than a couple of times and I'm very happy with it because I got the model I like, the one I wanted.

M: How did you consider the total purchase experience? The process from the beginning until you got your finished product.

Me: I like you very much. The main reason is that is so much better than to go to H&M and buy something because it's so much more personal and if you wear something that is handmade, then I start thinking of the person that made it or this the little store where I bought it and then I feel like more love and that more effort is put into it. I said it's not made in a factory far away, so I think the whole experience was very good, you measured me, made sure the top is the right size and I also know that it takes a lot of time to create just one piece so I think the whole experience was very good because it's so much more personal. It's just so much more putting in one piece of clothing than to buy something somewhere else.

M: Would you consider purchasing something handmade now? From another brand or *My Granny Said To Me*?

Me: Yes I would, because of the all experience. I don't know how it is like in general in Europe and in the world, but I feel like in Scandinavia and in Norway in particular, it's a very

much focus on sustainability and to take care of the environment and it's too much focus on the clothing industry and how much is polluting the environment, so I think that to buy clothes that are sustainable and that are locally made and with high-quality it is going to be more important in the future. So I would for sure buy something handmade again ... for sure yeah.. But if I'm able to find something on my city I will buy it if I need it.

M: Do you normally feel more engaged with a brand if you can be in contact with the owner or have more information about the owner?

Me: If feel that if you know who this person is or who these people are that are making the products, I think is fore sure even more fun to buy from it, because you know the story behind but as long as it's handmade, I feel like it is engage people that are passionate about what they do. So, I feel that everything is handmade is good but if you know the person, the story behind that it's even better, then you want to take, part of it and then you are even more interested, of course, because he/she's someone you know. That doesn't mean I am not interested in new sustainable brands.

M: You said that even in your country now awareness about sustainable clothes is growing like it's a reality. From your point of view which are the criteria or behaviors that a sustainable fashion brand should have? Like the message that they should deliver to the community?

Me: First of all, I think the fabric of the clothing is very important that it's not made of plastic but that's made of something natural like cotton or linen or those fabrics that are better for the environment, and it's important to check before buying it. Also, the work conditions of the people producing the clothes, especially if it's handmade then you know that is not shorter the way from producing to selling but if it's a longer way then I think it's important that every step of the way the people are treated the way they should be treated and let them not being underpaid which is of course it's the case when it comes from many brands, which is not good.

Also, I think it's important that the piece of clothing looks like something that is not just something super trendy and that it will be something you don't want to wear next season, but that is something you really like and not fast fashion, but something you can wear for a long time and that you want to use for several years.

M: It's interesting that you said you shouldn't just follow trends but maybe more even basic things that you can wear in long-term times

Me: Yeah, I think sometimes people follow trends without even knowing cuz fashion changes over time so it's something you do either you want it or not or even if it's something you do, consciously or not, but I just hop on super Trend that you know will just disappear in like 4 months, I don't think it's any point unless you really love it but what's the chance.

M: On my perspective, as brand owner, I struggle to decide which are the trends or the product I could sell the most even because I am not an industry, that can produce many items and bet or risk on everything. Small business doesn't have the chance to do it, okay maybe I can think that with one product I'd be luckier rather than another one. So, it's nice that under your point of view, you would say that people don't follow just trends but maybe it's better first to understand what people really like.

Would you like to be part of the decision process of a small business before deciding the new product portfolio, or engage with them through social media giving your opinion?

Me: Yeah! I think is super cool and I see a couple of brands doing this, where they post on their IG Stories, because I can imagine it's hard when you're in the decision-making process and then you're thinking "oh should we do this or that?" and then to be able to get answers from your customer or from people that are interested in your brand. This must be so nice cuz then you can see what people want and then, or at least what most people would want. It's so easy to just quick like this or that or like pointing upwards or downwards on the picture that you like the most would like to different details for example. I think it's super cool cuz it's so easy and you can give your opinion.

M: Do you use Instagram to check for fashion brands you like it? What about purchasing from IG?

Me: I think I use Instagram sometimes when I go to explore something will come up that I found interesting and that there is the brand that is selling something, but mostly I would say I use Instagram for like staying up to date on friends. I try to not make Instagram a place where I buy stuff, but an app where I follow my friends but at the same time, I follow a few brands that I think they are interesting. I'm open for it but I just don't want turn my whole Instagram feed into stuff that is commercial.

M: So you are saying that maybe you would check somewhere else...

Me: If I am looking to buy something I would rather go to the website rather than go to Instagram but at the same time I could find myself checking on their Instagram page, so I don't feel like I have a very strong opinion. Sometimes I would and sometimes I wouldn't, it also depends on what I would buy.

M: Do you know the IG page of the brand *My Granny Said To Me*?

Me: I do!

M: Would you like to look to it together? I can share my screen.

Me: Cool.

M: What do you like from this page? There's something that you don't consider clear or understandable? Or if you have any other feedback in general.

Me: I think in general the whole page is very nice. I think that is very clear that is like a business like a small business that it's not someone's personal accounts, which is good and I think that the colors.. it looks like you don't just post randomly, like you wanted to look professional but at the same time you wanted to look something personal, so something a mix of professional and personal which is good.

I think that the different pictures some are about the products, some about the yarn.. I think it's super nice, I think it's clear that is something you can buy and I think the Instagram story highlights I think it's good. It's clear from the bio that it is, a crochet small business. I think that the page is good as it can be, honestly.

M: Thanks. Sometimes I like to post both picture and videos. Do you think is a nice combination?

Me: Yeah I think also that when you post several pictures in one post is good because you can like swipe and you can see more pictures about the same product. I think if it's videos should be pretty short maybe so it's not like very long videos so people take their time to watch them. But I think the picture are very nice.

M: How do you feel about the descriptions? Would you expect to see on the descriptions?

Me: I think that depends a bit on what kind of page you want. Sometimes small businesses they try to put a smile on people's face, so they say something funny under a picture, in combination with what they are posting. Sometimes they are just describing what the product is but I feel like, not every picture should not necessarily have like the same type of description, that it should be seen in combination with what the picture is.

But I feel like one thing that I would say is that they should not be too long cuz it's way too long that I don't think that everyone will take their time to read it. I just think that it's like when a description is very very long text then, you know how people use Instagram, they're just scrolling, and I think that may have people read something very long and it's harder than to have some people read something that is a bit short.

M: Ok! Well, I think we are good! Anything else you want to share or wish to the brand?

Me: I'm a big fan of what you are doing.

M: Thanks! Would you suggest this page to your friends?

Me: Yeah, of course. Or maybe I feel like I'm very far away now so I feel like from what I've see.. or of course you could send the measurements. I just maybe it's easier to sell to people that are close to you but maybe I'm just thinking old-fashioned so maybe you're used to getting orders from everywhere.

M: So far, I received orders from Italy and from Portugal. I just deliver it personally the products because they were people close to me. But it's not a problem, I mean is good! But of course, between the manufacturing and the shipping process, it is not as immediate as we are used to.

Me: Yeah.

M: Thank you very much Marie, thank you for your time! And see you soon in Norway.

Me: Thank you! It was really interesting! Bye

DOMENICA 03 – (Translated from Italian)

M: Hello!

D: Hello!

M: Could you tell me your name, how old you are, where you come from and what you do in life?

D: I'm Domenica, I'm 26 years old, I come from Bologna and I'm an educator in a nursery school.

M: How many years have you been working?

D: For one year, I graduated last year.

M: Today's topic is fashion, sustainable fashion in particular, handmade things.. Are you familiar with the topic? Do you like it?

D: Yes, I like it a lot, I often try to get interested and informed as much as possible, it's a subject that interests me a lot, also vintage and handmade things.

M: Why?

D: Because I have always tried to be more aware of responsible, sustainable consumption in clothing, and I have always realized that the clothes I used to buy in the big chains cost very little, so it was advantageous, but the quality of the fabrics, where they came from, or even just the process by which they arrived, was never clear and made me ask a lot of questions.

Thanks to something organized in Bologna called VINOKILO, I started to approach the

second hand, the handmade, and I noticed that clothes that were up to 40 years old were still in excellent condition, with a higher quality than the ones they make now.

M: So, you told me that you are interested in second-hand things, in recycling and giving new life to products that are already there, and as far as handmade things are concerned, have you ever bought anything? A garment, an accessory?

D: Yes, I've often come across several different businesses, all of which I've met mainly on social networks, on Instagram. I've really enjoyed the relationship that is established, even if it's minimal, with the seller, it's a real relationship, you can ask questions, they answer you, you can ask about the fabric, the workmanship, how to wash it and maintain it, and I think these are qualities to be considered.

M: Can you think of any brand names? Small social networks or physical shops?

D: Sure, Celestina vintage in Piacenza, Diorama boutique in Bologna, Namastè in Verona, Republic Fabric in Milan, Mi Stufi and la Lana which are tailors in Bologna and *My Granny Said To Me*.

M: Do you like these brands because of the handmade products or because of the logical thread they have, which is centered on the values you like, of a first contact with the owner, what they do, their policy?

D: Yes, I like them for this very reason, even if I initially approached them because of the style of their products, then immediately afterwards, since they're realities that I got to know on Instagram, I immediately saw their presentation and they seemed very real to me with a very concrete underlying moral and I tried to invest in this, I don't buy a lot of clothes anymore but I buy less at a higher price but I know what's behind it, I know what I'm going to finance and I like the product I get much more.

M: What kind of products do you buy?

D: Little dresses or t-shirts or accessories such as headbands, hair bands

M: Including some that are handmade?

D: Yes, mainly handmade.

M: Coming back to the brand *My Granny Said To Me*, how did you get to know it, and have you ever bought anything?

D: I know it because its creator and founder is a very dear friend of mine and despite the friendship, when she proposed me to see her handmade products, I immediately liked very much for the style, the colors in which she makes them. I bought some headbands, a triangle costume and a hat, all handmade.

M: How was your experience with the brand, from the moment you chose the product to when it arrived at home?

D: I felt accompanied in my choice, from the moment I chose the product I liked, I was suggested various models and colors to match, the proposals were varied, and I was followed, listened to and the final product was in fact as I had imagined, even better, precise in size, in the colors we had decided together...

M: Would you like to buy anything else in the future?

D: Yes, of course, last winter I bought some potholders, beautiful Christmas decorations that I gave to people I knew as gifts and they were a great success, so for next winter I'd like to buy some headphones, scarves or other things that will be proposed.

M: How did you feel about the prices and the waiting time for delivery?

D: The prices were right at the beginning, a little less than I expected, then the brand got more confident and understood the value to be given to its products, the prices are still very right. Waiting times are precise, you don't wait too long or too short, you have to calculate that these are handmade products, and you need time to dedicate to them at all stages from design to manufacture....

M: In the near future I'm considering opening a website, so I can give more space to different things, organize them. In your opinion, in terms of content, what would you expect to find on a web page dedicated to a handmade clothing service?

D: I would expect to know the history of this brand, to get to know the person, even if only as a presentation, to understand why he/she decided to make this choice, the products he/she uses, the quality and origin of the materials, the general timing, even if only for a real organization to make a purchase, that I am proposed the various categories of products that can offer, sizes, sizes in centimeters and inches for the various countries, the various colors that can offer and a newsletters or an email address with which to interact and maybe you get the email during the holidays or events of the year in which there are perhaps news, discounts and new presentations.

M: Would you like to look at the brand's Instagram page and comment together? Do you think the main purpose, the mission is clear? Or in terms of content, lighting, any feedback you can think of is well accepted.

Q: I really like it, it's very clear, especially from the description. Personally, I find it very convenient to read immediately what's going on, what's being done, where it comes from, where in the world we are, if there's a site and how to buy, the description seems very clear to me. The featured posts are clear and make it clear what you can offer me. There is also the

work in progress circle, which is very interesting because you can see what you can propose for the future, so I pay more attention to the page, I follow it more, I wait for that product to arrive. I like the colors of the posts, they are in line with my taste, so I really like them. What is on offer are all things that I really like, from bikinis to tops, to shopping bags, the hats have colors that I really like, it's clear the product you want to present at that moment. I see that there are also balls of yarn, so we talk about the quality of the materials, their origin, which is very important to know, there is also a designer and founder because it is important to see who makes what you buy, it is in line with the seasonality of the year, I think it is very well done and it is very clear.

M: Between photos and videos do you have a preference, what makes you connect more with the brand? Or taking an example from a brand you like; are there particular things you like?

D: Reels or short videos that present the product in a playful or even unfunny way are very appealing. I like to see the products worn, even if it's just a bunch of photos and videos put together, I like to see the fit on different body types and skin colors, to see how a model or color might look on different people. I would say that the thing I like and that makes me feel inspired to keep looking at the Instagram page or the website are the funny or not funny videos.

M: Perfect, very comprehensive, thank you very much for your time and see you on *My Granny Said To Me!*

D: Thank you, ciao!

MARTINA 04 - (Translated from Italian)

M: Hi! How are you?

T: Hi! I am fine thank you, you?

M: Same here, thank you!

T: I am Martina, I am 26, I am from Bologna and actually I started working in a company as back office.

M: Today I would like to talk with you about fashion, in particularly handmade and sustainable fashion. Are those topics familiar to you?

T: Yeah, I like handmade things in general, because I know that massive production is a problem now for the environment, so I try to be more sustainable in any way I can so, I recently started to get into handmade things in general.

M: Which kind of products do you prefer?

T: I have never bought any piece of clothing because I have a particular size, so I don't trust buying something on internet without trying it on. But I bought backpacks or pieces of artworks or wallets, or in general accessories more than clothes because I am not sure about which size I have, my measurements, so I prefer on shops.

M: It's not something usual for you to buy something online then?

T: It's not something I do so often but it happened, it is not rare that if I find something that is handmade and if I can buy it, I would do it.

M: But more as you said, accessories or decorations rather than a piece of clothing because you would like to try it on?

T: Exactly.

M: Can you remind some brands that you like that do handmade things?

T: There's this particular brand online that I like, the name is *Sugar Bone*, which is a Canadian girl that does wallets, bags all handmade with her original art work on.

M: Why do you like her? Which are the main aspects you like about her?

T: I like her style very much because she takes popular drawings like anime, movies, or cartoon, create her own interpretation of the image that she has like a style from a movie or a frame from a cartoon, redraw it and then print on a bag or wallet, she does pins that you can put on your clothes or backpack. So I like her style very much.

M: Do you know the brand My Granny Said To Me?

T: I know the brand; I have seen the pieces and the person that surround the brand has a IG page and also on Etsy.

M: Have you ever purchased something from the brand?

T: I have never purchased anything from the brand.

M: If I would tell you that the brand can create any garment following your measures, so creating a unique piece for you, would you be willing to buy a fashion cloth?

T: Yeah, if it's made for me and it follows my measurements, I could buy something, even a piece of cloth on the internet. Because I'd know that is made for me.

M: Maybe depending on the seasonability, do you think that you would be interest more in certain type of products?

T: Yeah, I know she made handmade stuff so I guess she uses cotton or wool or other fabrics that I would prefer in winter or autumn.

M: I am considering building a website and you said that you are into sustainable purchases, so you are following behaviors that lead you to make sustainable decisions. Which kind of topics would you expect to find in a website of an handmade online business?

T: Well, I think it is important to know and to declare where your material comes from, for example if it's sustainable cotton, or wool that is not taken from intensive farming, something that respects the environment and animals, if it's fabric taken from animals. To declare what are you using in your products is really important.

M: Okay, thank you. Now, would you mind if I share the screen and we can take a look together to the IG page of the brand? Maybe you can share some feedback with me?

T: Sure!

M: Do you find clear the main purpose of the page? What about the pictures, descriptions, and colors?

T: Well. It's pretty clear what you are doing, because there's your name but the first thing I see is "sustainable crochet small business" so I immediately know what you do. And also you say that you DM to get your piece, so I know instantly that I can contact you, talk about what I need, what I would like from you. Also, I see there are highlights, so people that bought from you. So I think it is pretty what you are doing.

M: What would you feel that would engage you the most?

T: usually when I follow a brand that sell stuff on the internet, I like when you can engage with the brand on its SM. So if I can text the person, DM the person and I have almost immediate feedback. I know you can't be on SM all the time, but simply not being ignored is important. Also, when the creator asks his followers opinions on what they would like to receive from him, for example if he posts stories, or questions where the followers can answer so that the creator can adapt his creations to the followers' need want.

M: I agree. I like too when brand try to be closer to their community. It's like having a friend even if you never met!

T: Exactly.

M: Ok Martina, thank you very much for your time. And see you soon!

T: Thank you! Bye!

GAIA 05 – (Translated from Italian)

M: Hello!

G: Hi!

M: thank you for the time you are dedicating to me, I'm sure it will be a pleasant chat. First of all, I'd like to ask you to introduce yourself: name, age, what you do in life and where you're from.

G: Of course! I'm Gaia, I'm 25 years old, I'm of Italian origin but at the moment I live in Lisbon and I'm working as customer service for an Italian company.

M: Thank you. I wanted to ask you what you think in general about the world of fashion, if you are used to shopping, how often, what kind of products you like where you usually buy?

G: Honestly, I don't pay much attention to what's in fashion, I've always liked handmade things, they've always impressed me, especially for the uniqueness of the piece and the fact that it's obviously not a copy among millions of others but the unique piece that even with a slight defect can be literally unique. I don't have a favorite place where I go to buy, I like to discover new and hidden places and I let myself be guided by my heart and by what attracts me. If they are handmade, they have my full attention.

M: So you're more used to doing your own research in physical shops rather than online?

G: Yes because I'm not very good with online shopping, I might have problems with size and I'm not very experienced honestly.

M: Especially when it's a product to wear, it can be difficult if you don't touch it, you don't feel how it's made, if it fits, so before you buy something online you think 1 2 or even 3 times before making a purchase, no?

G: It also depends on what kind of garment you must buy, for example it can be more difficult to buy trousers than a top or an accessory, in my opinion there is a greater margin for error.

M: Of course, every body is different, but if you think of a handmade product, you have the possibility to give your exact measurements, so this is a positive thing, don't you think?

G: maybe we don't know if we can actually give precise measurements, because I imagine there's a standard, but if it's a handmade garment it's OK to give your measurements, bust, waist, in that case it fits perfectly, it's even better than the classic sizes s m l or 40 42 etc.

M: Exactly. When you make a handmade piece there is no right size. As for my brand called *My Granny Said To Me*, I like to share this value, there is no limit, there is no right or wrong and by asking for all the information you need to create your piece you can make something unique and perfect on the client's body. If you came across a brand online that offered, you such a service (personalized) would you be willing to buy some clothing?

G: Yes, maybe guided because I'm a bit clumsy, but yes, I would do it.

M: You told me that you like tops in particular, have you ever bought other types of handmade products?

G: handmade tops, accessories like cloth bags, I don't know if they are worth the earrings

M: yes yes, I have so many Hand-made earrings, my grandmother makes them with beads and a lot of patience, they are beautiful. There are many hobbies in which you make objects by hand, I like crochet, do you know it as a technique, or have you ever tried it?

G: When I was little, yes.

M: So you told me that you like handmade things, that you buy them spontaneously in physical places. Apart from the uniqueness of the product, what other values motivate you to buy something handmade or sustainable?

G: You have already touched on an important theme, sustainability. Handmade work is different, both the result and the uniqueness of the work itself. If I think of a chain of fabrics that are cut by machines and sewn all the same, it doesn't give me an idea of sustainable, unique, it's worthless...

M: My perception of big brands like H&M who say they are sustainable but, in the end, a little change is not enough and they produce in exorbitant quantities.

G: In the big brands you always follow the same pattern, the original designs are 10, the garments are based on the same pattern, the pattern changes, a few small details but nothing much, I find it hard to buy clothes because I don't like them.

M: You don't always have to like what's trendy and fashionable. Do you know the brand *My Granny Said To Me*?

G: yes

M: how?

G: Quickly spied!

M: It's a recent acquaintance, we just met. Have you had a chance to look at the Instagram page a bit?

G: Yes!

M: What was your first impression?

G: I like the fact that there is no pattern to the photos, when presenting the products. It's not seeing the model or the perspective of the photo always in a certain way or with the same background, but it's varied and very colorful and it caught my attention.

M: Sometimes I think I should follow a more linear pattern...

G: No, I don't think so, at most the only pattern you could make is according to the colors of the clothes or products you make, in terms of presentation it struck me and made a good impression straight away.

M: There is content where I expose myself and share a bit of my personal life. Do you generally like it when a brand you follow willingly on Instagram?

G: yes I like it because I find it very real, not fake. If you just fill it with pretty pictures I would see it as a very impersonal page, while by showing yourself and showing little moments of your life you can make the viewer participate more.

M: Would you also like to be involved in the decisions that the brand makes, for example when choosing new models for the new season or colors? Would you be willing to give your opinion, your preference by clicking on a story? Is this something you do or not?

G: A review?

M: No, a survey. Sometimes I've done it to try and find out what followers like. Do you respond to online stories from brands or influencers when they ask for your opinion or advice?

G: It happens sometimes, but I'm don't use Social Media very often.

M: One last question. since you are new to the *My Granny Said To Me* page what kind of content would you like to see? What kind of message do you expect from a brand that considers itself sustainable and does handmade work?

G: photos that are more in touch with nature could give the idea of sustainability even more, there is already contact with the extreme world, but I would play with it more to better communicate the message you want to convey.

M: It's a nice idea, it gives more awareness of the idea of nature, sustainability, environment..

G: And also some work in progress.

M: The story behind the product?

G: Yes, or even the product that you're working on and you're halfway through and you're just finishing sewing it, which gives the idea that from nothing you've created a new object.

M thank you Gaia it was nice and useful to chat with you, stay updated on My Granny Said To Me!

G: thank you, of course, bye!

VERA 06

M: Hi! How are you?

V: Good, I'm fine thank you. You?

M: Fine too! Would you like to present yourself?

V: Sure. I am Vera Fassebender, I live in Lisbon, I studied my Master in Marketing here, I am 27, I come originally from Germany and yes, I came here to study.

M: Thank you. Today Vera I would like to talk with you about fashion. In particular if you like handmade fashion or sustainable fashion. Is it something a topic you are familiar with?

V: I think in general I know few things, but if I an expert I would say no, I would say so. I have few sustainable brands I know that I am paying more attention, when I have the money I try to buy from them but I am still a student so it's not always possible. So sometimes I still opt for the fast fashion brands.

M: Do you remember the names of the brands you just mentioned?

V: Of course. In Germany we have a really nice brand called *Armedangels*, that is really good, sometimes I check their products and we have *Other Stories*, that also have a better sustainable concept behind the clothes, but they have higher price. Here in Portugal I have bought a present from *Isto*, also really nice brand.

M: What did you buy?

V: I bought a t – shirt, for my sister's boyfriend and it was a bit hard because normally I don't buy men's clothes, but they also have women clothes and for example they show exactly the price of every piece, or material that goes into the product so it's very transparent and you can see that is not more expensive than fast fashion brand, they just put a lot of margin. So that's the bigger difference here.

M: I think is nice when you spend a bit more money to see where the material is from or used and also if the brand is transparent in what they are doing.

V: Definitely.

M: Regarding handmade things, did you ever purchase something? If yes, which kind of products do you prefer?

V: Well, I was thinking, first of all I have purchased from *My Granny Said To Me*, this was the most recent purchase I did. I also did a purchase in Vietnam, I went to a suiter and it was super cool because I could design it for myself.

M: What did you buy in Vietnam?

V: I bought a jumpsuit, a very bright red jumpsuit, and pants, made of silk. It was something that usually I wouldn't be able to afford but there in Vietnam was cheaper and they made it perfectly for me.

M: Did they take your measure there, at the moment?

V: Yes, at the moment, was really cool.

M: How long did you wait?

V: One day, was really fast. They have a lot of employees; it was not just made by one single person. It was really tailored to your body, you choose the material, the pattern, the color or whatever you want. You can basically go there with a picture and say, "I would like this".

M: From *My Granny Said To Me* what did you buy?

V: I bought a bikini top.

M: How do you consider was the purchasing process? Since when you picked your model until you got it? Did you like something in specific or would you change something?

V: So, for me the all process was very easy because you were accompany me, telling me most of the things, what I had to do, what is the plan and I think is very nice because you are guided through the process. From the start I was feeling super supported with your experience because I think is one point that I could say, is nice suggestions from you. I for example lack of a little bit of imagination sometimes, and I can't really think about the piece on myself, or the colors, how they would look together. I think you have a good feeling with it and you helped me saying "try this and this", because that would look good and this made me more confident. This is one thing I would say. Maybe it could be nice to do little patches of colors, so you could show them while putting them together, because you cannot make a piece with every color; it would be a lot of work, without selling.

M: It is a good idea actually!

V: For the rest of the process, it was super fast for a handmade piece, I think. At least from what I know. My mum for example she makes jewelry, and she also has sometimes had a lot orders so it can be a bit hard to make all of them so fast. I was very happy.

M: I think a handmade brand should educated their customers to those things, like waiting time and efforts. Like for your mum, it takes time to do everything, and if you are able to explain this then I feel clients will be willing to wait more because they perceive is something special and customized.

V: Exactly. Maybe is even a bit more quality to do this, because you know it needs some time to be perfect nice, and be like what you want.

M: And also doing and redoing again, because it is made for a specific body, which is unique, and sometimes you have to fix things and try it on and see.

V: Yeah, it was also something that I enjoyed when I tried it on, you were helping me and I felt really good, very confrontable in this situation.

M: How did you feel about the price?

V: Well, I gave a little bit more because I didn't think that the price was fair, I think you could sell it more expensive. Considering also that, I think it just something I am sure you always pay attention to the quality, and accuracy and I don't think that those pieces, for also their lifetime, for the material, for your time of course is the most important, what you spend on the piece, you could take more. It depends maybe on your target.

M: Yes, it something a bit struggling at the beginning, because for now customers are my friends, and it depends on their status, if they are students.. they can't afford the real prices, so I asked for lower standards but with time when the brand will get more awareness I will high the prices.

V: But I also think that is normal that your friends are students or younger, but at the end of the day they know what they are getting so, I think is more quality over quantity and we try to be more sustainable, not always but I try. I think what I paid was not expensive

M: Now, would you like to check together my IG page?

V: Sure!

M: Maybe you could give me some feedbacks? Do you think that it is easy to understand what I do, what the brand offers? Regarding the font, pictures, colors, do you have any opinion?

V: So the first thing when I look at your page, I love the profile pic. I think is very cool. At the beginning I thought that the lady is smoking, you know?

M: Ahah yes, I did it with paint, I will make a better one.

V: No, I love it. It's super specific and special. For the rest I think the headlines make really clear what you are doing, what you are producing. I didn't check the link...

M: It's an app called Milkshake where you can build a free website, without selling, but to share information like how to order, to take your measurements, or reach me, or the products' portfolio.

V: Do you have Etsy?

M: Yes, I have.

V: Ok, that's nice. But for the rest I think what I like is the personality that you put it, a lot of personal components that I think makes really storytelling behind. You know where it comes the idea from, what inspired you, who was your muse, your grandma that helps you. I think your Reels are super cool, maybe I would do more of them. I like the posts, maybe it could help if the people that buy could be more exposed, you could repost something.

M: Yeah I was thinking of sharing a picture you send with your bikini, if you want. So I could share real example of people purchasing something.

V: Exactly. I see that I can reach you by email..

M: In terms of contents, like description under posts, what do you think that a sustainable brand should talk about? Which topics do you expect to see?

V: Well, I guess what would be nice is to understand where the material comes from, I would like to understand maybe a bit about why is so cheap to buy in fast fashion and what they do to get there, so explain why is better to buy your products over others. I would be super nice. Passion for fashion also, just talking about like "this was inspired by.. Coco Chanel" I don't know, something like this. But I think sustainable topics around fashion is always nice if you can educated added to sponsored your products. And also, personal things, I mean you are my friend and I know you, but I think that is always nice to have personal facts.

M: Ok Vera, thank you very much. It was a really nice talk.

V: Thank you! It was nice. Bye!

IRENE 07

M: Hi! How are you?

I: I am fine thank you, how are you?

M: Great thanks! Could you please present yourself?

I: I am Irene, I am 26, I live in UK and I am a stuff nurse. But I am originally from Italy.

M: Ok thanks. Today I would like to talk with you about fashion, in particular if you like second-hand fashion or sustainable fashion and handmade fashion? Do you have like any thoughts that you would like to share with me?

I: I'm not used to buy second-hand has fashion and items, but it happened to me in the past that I have bought hand-made fashion items, and it was just a very nice and pleasant experience.

M: Can you mention any other brands that you can remind that are selling hand-made stuff?

I: I might have come across some different brands especially liked on Instagram and social media in general, but I can't remember any particular brand that hit me on IG. I just maybe scrolled through images and thought "Oh that's nice", but I didn't actually buy from them.

M: So you are not used to buy fashion garment online or on social media?

I: I mean sometimes it happens and I'm on social media and I'll see you something I'm interested in and what I usually do and I just go on the website and sometimes it happens that I buy from the official web site rather than Instagram and social media. I think that IG and social media are just ways to advertise stuff that people want to sell, you know what I mean?

M: When you are looking for like through a website it means that you're looking for something specific or just randomly check on a specific garment and then you maybe look also for an handmade variation of it?

I mean, I don't usually go and see if that particular website or something that has to be handmade but I come across something and then yes, I'm interested in how much it cost, how it looks like, what's the material used.

M: You said you have purchased something from the brand *My Granny Said To Me* right?

I: Yes, I have.

M: Can you tell us how do you know the brand, the first contact you had with the brand and what did you purchase?

I: Well I obviously know the brand because of you. I looked at all your different products and how you make an exception on Instagram and I think it was very cold last winter here in the UK so I decided to buy 2 handmade beanies that were very very nice and cozy and warm and I really loved them.

M: And how do you consider that was the total purchase experience? From the beginning since you pick the product until the end, when you actually like got the products at your home?

I: I really appreciate the fact that it was a very personalized experience. I really like the fact that you asked me was sort of and different texture and colors I wanted for my hats. You came to me with different possibilities that I could choose of, different colors, and possible types of textile and fabrics. And I really liked that. It wasn't something that you pick on the internet, when you just scroll down on the pictures you like and pick something. You came to me with different propositions, and I really appreciated that. It was a very pleasant experience because they just came to me to my house just got here, very quickly, and I really appreciate

that and I also like the fact that you took some free gadgets in the pack.. I was expecting them basically, but it really appreciates it and it was very very nice.

M: If you would consider again buying again something from the brand or in general handmade which kind of products would you like to buy?

I: Recently of being very very much interested in environmental awareness so, I would be looking for maybe some fabric bags that I would be able to use every day basically, when I go to work or groceries or to carry my uniforms with me or maybe. It's something that I saw from my colleagues. Or maybe some fashion items, we're going to go to the winter now, so I guess sweatshirt or maybe some bikini from summer or something like that.

M: Would you like to check with me my Instagram page and maybe I can share the screen and we can have a look to it together?

I: yes I can. That's very clever!

M: What do you think about in general about the page? Is it clear in your opinion the main goal of the brand?

I: I think that if I would come across your profile not knowing what it is, just from the profile picture I would have a look at what you posted to have an idea of what it is about. Maybe something more clear in the profile picture would attract more people to visit your profile and it would be a bit more clear what it is about just on the profile picture I think it's very important.. it's a lovely picture by the way but maybe it's not something that people would understand what the page is about and they wouldn't understand what is a small business page. A part from the profile picture, all the rest which it is fantastic and all the rest of the page, the description is fantastic it's very clear, I like the different fonts that you've used, in italic and the other one normal, I like the description and the caption of the page. And if you scroll down, you can see all the posts that you've been posting, I really like the colors but very bright colors, that will attract people to click on the photo and basically press like about that's what I think.

M: Has a personal opinion, when you look for a fashion brand on social media, what do you think that it's more engaging for you? What's your opinion is the best way to engage you.

I: I think by now the Instagram's got the possibility of sharing Reels, I think is a good instrument to engage people. They are short videos that you can save or you can like, especially for this sort of thing. I think it's really really goes to many who don't understand anything about crochet or handmade. I think they are good to show how things are made, what's the effort behind it, but also pictures are very important to be posted on an Instagram

page of a small business. So I think that the owner of a brand should consider but at the same time I think that Reels work better than IGTV.

M: Would you also feel more engaged if your voice as customers would be listened by the owner in the decisions that are before of the deciding process, or before the release of new products?

I: Yes, I do like to engage and answer for example to surveys online, not only with small businesses but also with like influencers on Instagram. I think that when someone publish something, or they are trying to influence, I think it's really important to get people's opinion and point of view. So that is something that I personally get engaged with, giving my opinion and especially on surveys like "I prefer this rather than that". That's something that I do just because it costs me no effort, I've given my opinion that might be what would you like this, and you just pick it up it's that sort of information that could be really useful to the owner of the page to try and adjust basically. Do you know what I mean?

M: Yes! In my case, I have also tried to connect with my users that I have even because like when you cannot produce products in big stocks by the way there is something that is handmade and takes time even to decide what to produce is important also to know what your community think about that or their feedbacks and in this way, it's nice also for them, because then they feel like a part of the total experience itself even if they are not going to buy.

I: I think that is something that small business can do, because you don't expect from big brands to actually take into consideration people's opinion. I mean yes of course but not.. necessarily, because you think that people would buy anyway, big brands just go with the flow.

But for small businesses is important to try and engage people and see, because in that case knowing that your small businesspeople might be more willing to get in touch with you and asking for something in specific. They might be willing to text you and say, "look I saw the IG story, I really like that, would you do make it in blue for example, rather than white?".

And that is something that you would be able to do with a small business not with a big brand.

M: I agree. So, we said that you are more sustainability, that you are trying to make more sustainable choices about your purchases, as in the fashion word. And which are the values that lead you to this behavioral change towards sustainability?

I: I always try to go with sustainable, as you said for the environment, but also cruelty free and when I for example go into a shop or buy something handmade on the internet, something that

I'm going to wear like a piece of clothes for example, I always look what sort of fabric is used, if there's any synthetic fibers that the brand has used, I am always trying to go for natural fabric, so like wool, cotton, and something like that so I always try and stay away from polyester or that sort of synthetic fibers. That something that guides me to buy something rather than something else. Because now we go to big chains, big brands and find piece of clothes that basically are plastic, they might be looking good, but they are plastic, they are cheap, and after 6 months for example, you might find yourself in the same shop buying another one because you have a hole in that one, they are too stretched and you can't wear them anymore, or baggy. While if you buy something that is completely natural or good quality, you might not find yourself in that situation that often. I think is something that you should consider when you buy a piece of clothes so maybe a bit less often but more quality.

M: How do you feel about pricing, do you expect things to be more expensive if they are sustainable or handmade?

I: Oh definitely. I'm more like quality over quantity so if I have to buy three hats but they were all synthetic and pay 10 Euros for all three of them, I might prefer pay 20, 30 or 40 for each of them knowing that next winter they will still be there and I have just to wash them and look after them cuz they are pure fiber, pure wool, they will be still warm enough for me to wear the next winter.

M: I remember that when I did your hats, I used 100% wool from Portugal, that I found here in a local shop.

I: Yes they are sooo soft.

M: Ok Irene, thank you very much for your time, was a lovely conversation and see you soon on *My Granny Said To Me!*

I: Thank you very much, see you later! Bye.

CAMILA 08

M: Hi! How are you?

C: Hi Martina! I am fine, you?

M: I am fine thanks! Would you like to present yourself?

C: Yes. My name is Camila Caney, I am from Colombia, I currently work PR and communication agency. I am Cali and I am also doing a master's degree in marketing.

M: Cool! Today I would like to talk with you about fashion. In particularly handmade and sustainable fashion. Are you familiar with this topic? Is something close to your reality?

C: Yes, I think women in general are close to fashion. I am not that close, like I don't regularly buy a lot of clothes but, I think I am familiar with this industry.

M: So if you have the chance to purchase something that is sustainable or handmade, which kind of products would like to buy the most?

C: If we talk about sustainable, a lot of brands claim to be sustainable right now. But I think that more than buying from a big company, I think handmade pieces, would be good products, materials. Handmade are the ones that I would choose, in terms if I am picking something that is sustainable, I would choose handmade with good materials and maybe even if it's local, I would also choose them.

M: Did you have the chance to purchase something handmade? There in Colombia or here in Europe?

C: Yes, I regularly purchase handmade things here in Colombia. We are used to shopping things that are made from locals, and I love them. Right here, I can show you one, that is handmade, and I just love it. Look is this little bag and it's made from an indigen community, and the material are fantastic. They are totally nature and they are super resistant. Even each symbol, of those little bags, their design has a specific meaning, different techniques and different prints for everyone and they mean something. That's really cool. I regularly buy handmade clothes and also this type of products, like bags, decorations. When I was in Europe I also bought handmade crop top.

M: Before talking about your European purchase, I wanted to know from you if you feel that there's a huge difference between Europe and, in your case, Colombia in terms of handmade realities in your opinion. It's a personal curiosity I have.

C: Yes, I think in Colombia you can find a lot of handmade products. Or maybe because I live here, but I have the sense that here with have more of this type of products. Most of them are really close to our culture; like this little big I just showed you. We do have a lot of traditional handmade stuff and in my opinion, I have seen that a lot. While when I saw in Europe I saw typical, or art craft but they weren't exactly bags or wardrobe pieces but more souvenirs... but that was my experience. I didn't get to see that different kind of products.

M: Do you think that there in Colombia, those people that sell handmade, they also own their business or it's more casual?

C: I think that it's informal, but it's a way of living. By selling the make a profit and that's how they live. For some artisans but I couldn't say if it's a general thing. I know it's more informal and it doesn't have a big production capacity.

M: Ok, thank you. You know I am always curious about your country! Ok going back to the crop top that you purchased in Europe, can you remind me the brand's name? How do you know the brand?

C: So, as you know, the brand is called My Granny Said To Me, by a beautiful friend I have and I got to know it because we were studying together in Lisbon. I think she has a really cool presence in social media, that's why I also got to share her page with other friends of mine and even my sister. And that's why I got to purchase a crop top that I fell in love with, because of the design, the colors.

M: Yeah, actually I know I was thinking that you have been the first customer that decided to buy something for someone else, a gift. I think it is really nice because when you buy something as a gift, there is a second meaning like "I thought about you, and I think this thing fits you" so I was excited.

C: Yeah, I think that when I buy something for someone, I care a lot about, and I always choose something that I know that the person is going to love and that I personally like. I don't know, maybe it's because I put a lot of details into things for others, so I feel that the present must be customized in terms of design, colors and what I want to share with, in this case my sister, so for me it was really important to give her something that I thought was beautiful and that I knew she was going to like. I was totally convinced that she was going to love the colors and the design. The texture was amazing, and I was totally convinced, and she loved it.

M: How do you consider the total purchase experience? From the beginning when you decided which model you wanted until the moment you sister got it? There was something that you really liked or changed?

C: Well, I loved that I could just talk to you directly and we could arrange the design, the colors, the type of wool that you used. Even the size, do you remember? You send me a little picture to try to get the sizes, right? I think that was great. In terms of the other part of the process, it went smooth, it was really easy. Even because I wasn't in Europe at the time, I was back in Colombia, it was fine, we just made a money transfer and it worked perfectly. So in my experience, it went super good. I don't know about other customers but the thing that I could personally talk to you, it was an instant communication, it made me feel like this was important for you and that you were investing a lot of effort on it and that was an additional thing I loved. And also sending the gift over to my sister, in another country, in France during a pandemic.. was a crazy situation going on but it worked perfectly fine.

M: Thank you. Would you like now to check with me the brand's IG page and maybe share some feedbacks?

C: Sure.

You basically know that I love all your designs. I would buy pretty much one of each. This yellow top is gorgeous, this Lille I love it. I love that color. Also we talked about the bikini, do you remember? I was obsessed with this one but I understand is a bit complicated to send something from Lisbon to Colombia. But if in a future we could find a way.. I would love the bikini in a light brown.

I love the feed, your IG page shows not only the designs but also a little bit of your lifestyle, it gives to you a fresh light, it's casual, you can wear your design everywhere, there's a lot of variety: hats, tops, skirt and t – shirts.

M: In terms of contents, and posts' descriptions, what would you expect to find from a brand like this one? Or more in general from a sustainable fashion brand?

C: When I hear the word sustainable, I always imagine, or go back to think on the process: how are things the brand is selling, how are they made. The material used, the process used and even, specific detail like the packaging. When I hear this word, for me it just says that it should group many things together to make it sustainable, not just the wool or the materials used to build a croptop. Also, where are you buying from your materials and how are you selling them, if you are trying to keep it clean in terms of process. I don't know if I am making myself clear.

M: Sure, to be consistently sustainable in every process, what's behind each aspect of the final product. I also think it is cool and it could be like a way to teach to people that are not really close to this world. How things are made, the effort behind every piece and the unicity I would say.

C: I think you mentioned to "educate your clients" around this concept, because we listen sustainability everywhere and we can see that now big brands have adopted the term sustainability to everything because they think is what in on trend.. but it's not just something like that, but it's been consistent to have all those processes together to really be sustainable and not just mentioning that you are sustainable to sell. Other brands, big brands that I have seen that communicate to be sustainable, they talk about it and it's, to be honest, it's not. They are just talking about it, but they are not.

M: I totally agree. It's one thing saying that you are doing it, and another one is doing it. Big brands need to change a lot, not just maybe a 5%. It's something, but it's not enough.

C: Yes it's a first step but brands shouldn't communicate that they are totally sustainable. Maybe communicate little shift that then in a future will become bigger, but is a matter of communication.

M: Do you follow fashion brands on IG?

C: Yeah I follow some of them but to be honest, I follow and unfollow them because they are not really interesting. It's not my main interest, so I try to keep my IG account as light and simple cause we are being attacked everywhere with adv. So if I am not really engaging with brands, I just unfollow them.

M: With the ones that you kept following, so that kept your attention, which are the main reasons? Which are the things that make you think "this thing works with me"?

C: Something that is really important for me, because I am not a fashionist, is to give me some idea of how to match some clothes, you know? Sometimes I have no idea about how to match clothes.

M: I remember you had some many screenshots of ready outfit.

C: Exactly. But because I don't know what to wear, so if a brand gives me some ideas is nice. Another reason why I keep following them maybe be because they also post things that attract my attention, things that are not related to products. At the beginning I followed Dior and those big luxury brands and also because they were like having things to their contents related to home decor, which I really like. I don't know why they were related but for me was cool. I am a little weird.

M: No! Everyone is free to use social media the way they prefer. I mostly follow puppies so...

Ok Camila, thank you very much for your time and for our talk, was really nice!

C: Come to Colombia and bring a bag full of your stuff!

M: Sounds like a deal! Bye!

C: Chao!

IRENE 09 – (Translated from Italian)

M: Hi! How are you?

I: Fine, you?

M: I'm fine, thank you! Could you tell me your name, where are you from, how old are you and what do you do in life?

I: My name is Irene Morandi, I'm 26 years old, I'm from Bologna, Italy, and I'm currently a social worker not in CAS (Centro di Accoglienza Richiedenti Asilo).

M: I wanted to ask you what your opinion is about handmade products, if you have one, if you like them, why and what you like in general or if you have an idea of a particular product.

I: So I really like handmade products. they're a bit more expensive than the ones you find in traditional shops so I'm careful about buying them... I mean I have to fall in love with them. I like them a lot, both the hats and the winter ties, but above all I found, for example, in my wardrobe that my aunt gave me, so we're talking about second-hand, a vest, all handmade and very colorful, and the tops or vests made by hand are the things I like most.

M: What are the main reasons why you prefer a handmade or second-hand top to a tank top bought in a perhaps bigger and more famous shop?

I: First, because they are original. In the sense that there are very few made in the same way, being handmade it is not possible to reproduce them in large quantities, all in the same way. Secondly, because they are made with great attention to detail and workmanship, which clearly increases the quality compared to the products you find in big, low-cost chains, for example. And then because they're very fine and very particular, so it makes you particular too when you wear them.

M: Have you ever bought something handmade?

I: Yes!

M: And where mainly?

I: Well, at My Granny Said To Me!

M: We'll come back to that in a moment. As for other times, did you happen to find handmade products anywhere?

I: Mainly in stalls.

M: So more in physical places than online shopping?

I: Yes, or second-hand products that are passed on to me by someone. Shops never... Not even online, except for My Granny Said To Me.

M: So you can't think of any other possible names of brands dedicated to handicrafts? Both physical and online, or don't you know any?

I: No, I don't know any. Or I don't remember the name at the moment. Mostly at stalls or markets I immediately forget the name, but that's because I have a very bad memory, but yes, if they leave a business card.

M: If on the business card of a brand you bought from, you were able to trace their website, would you be enticed?

I: Yes, definitely.

M: Do you follow brands on your social media or not?

I: Not really, not very much.

M: So going back to the brand My Granny Said To Me, you said you know it? How do you know it?

I: I know the brand because it's run by a friend of mine.

M: Have you ever bought anything?

I: Yes! A winter cap for men, bikinis for going to the beach and a headband.

M: How would you describe the total shopping experience from the moment you decided what you wanted to buy to the final moment when you received the product? Would you change anything? What did you like?

I: I really liked the fact that Martina follows you until the product arrives... in the sense that she is very attentive to requests, she helps you make decisions.... For example, when we bought the bikini tops, we sent the sizes as she had asked us, she also advised us, for example, that I wanted turquoise with white piping, and she also gave me several options. Or another thing I really liked is that when the package arrives you don't just get the product you've bought but it's intimate, you get to know who you're buying from and so a bond is created. I don't know if other shops or brands do the same, but I really like this, like the stickers I put on my diary and on the headboard on her birthday.

M: Yes, so even the fact of being followed, or even investing a little bit more time in the moment of purchase itself, is something you'd be willing to do again because you know that in the end you'll get something unique and original?

I: Yes, exactly, because it's tailor-made for you and so you think "it's something only I have made like this", so yes, I would do it again.

M: Any other aspects you would have changed or perhaps other details you would have included, in your opinion?

I: The only thing is that in my opinion, if your business grows, it's difficult to maintain these details, they will diminish because it's difficult if you have a lot of orders to be able to maintain all these "pampering" that you put around the purchase. That's why I say don't lose it and then open a website.

M: I would like to open a website at some point in the future, when the business expands a bit.... What would you expect to find on the My Granny Said To Me website?

I: Apart from the products of course, always naming them all with special original names, as is already happening, and by chance explaining the story or even the moment when it came to making that particular product, just to, I don't know, tell the story because it's a unique piece. To emphasize availability to the customer and then for anything to ask about colors or ideas to suggest on things you would like to see handmade and it's not available?

M: I too think that the moment there is an interaction with the customer, afterwards the relationship becomes closer.

I: Yes, it's not an anonymous purchase, but you're involved in the whole manufacturing process, maintaining a dialogue with the person who makes it and therefore listening to his pros and cons. For example, when I bought the three bikinis, each breast was different. Despite that, we liked those garments and if normally it can sometimes be difficult, especially to buy bras, we asked you if it was possible to make them for us, made to measure.

M: Would you like to share the screen and look at My Granny Said To Me's IG page together? Maybe you can give me some tips? Or tell me what you like about it?

I: My feedback is: the highlights at the top, but that's me being a bit behind on social, I don't understand them.

M: You use them when you want to save a content, because in IG stories only available for 24 hours.

I: OK, and you divide them up by product?

M: Not all of them. Like here in the first section there are all the Stories where I have been tagged by people who have made a purchase and they work like online reviews. where people can see who has purchased, how they liked it.... The second one is advice about sustainable products or services. Others are divided by product and then one in particular where I saved the Stories while crocheting.

I: Isn't it possible to reorder them?

M: They update the moment you add new content.

I: I see, I didn't understand that.

M: Yes, perhaps we need to manage them better and more clearly. As far as what service the brand offers, is that clear to you?

I: Yes, from the description.

M: With regard to content, what do you suggest?

I: I like the photos a lot. The only thing I might suggest is that when you publish a new product that the distinction between seasons, such as winter and summer, is clearly visible,

and that you publish more photos than one, so that you advertise it more. For example, for summer, you published this yellow top, it's beautiful, publish more photos. Also the costumes, they are beautiful, post many photos and publish with constancy. Like the photo with the hat, I wouldn't have put it there because it clashes if you published the bikinis first, in my opinion.

M: Does it clash visually or in terms of the order of the content?

I: Both, but not visually that the photo is bad. I would have published three photos on the same line of all the bikinis and underneath photos of different products.

M: So yes, maybe organize a bit more about how and when to publish a product, maybe create it.

In terms of content, what do you like best?

M: I'm fond of photos, but in this case videos also pay off a lot, where maybe you show yourself more, I think it reaches people more.

In terms of content, what values do you expect to see from a brand that is dedicated to handmade work but still to sustainable fashion?

I: I would like to know how it was produced and with what kind of material, definitely one of the first things. You can claim to be sustainable but if the material used is ruining the environment, it doesn't make sense. If anything, explain how the material is made there to be sustainable. There is a lot of ignorance about it, in the sense that people don't know. So communicate something of value, in an interactive way, briefly and in a way that explains.

M: So the sustainability side is also important to you when making a purchase?

I: It's starting to be more so. The only thing is that the costs are a bit high.

M: If you had the money, would you radically change your purchases?

I: Absolutely. I'd like to get closer to this world and get to know it better. Actually, I've read about it, and I've even seen videos where they take apart what Zara or Zalando claim is sustainable. When they say "this product is made respecting the planet with sustainable materials etc." and then actually explain that it's only a quarter of the product that's made sensibly.

M: When you mass produce, the production costs are much cheaper than, I don't know, a made in Italy product and if you already see that it's a product with a low final cost, it means that you may have produced that garment in a more sustainable way than the campaign six months earlier, but in very small percentages.

I: Yes, furthermore the sustainable side should not only be taken into account at the time of production of the product but at all stages of sale.

M: Exactly. All right Irene, thank you very much for your time and your availability! See you for the winter collection!

I: I can't wait! Bye!

AMBER 10

M: Hi! How are you?

A: Fine thanks! What about you?

M: Also fine, thank you. Would you mind to present yourself?

A: Yeah. I am Amber, I am 25 years old and I am from the Netherlands. I am going to start a new job in HR, so that's my career field.

M: Ok thank you. Today I would like to talk with you about handmade and sustainable products. Do you have an opinion about that? Are those topics are you familiar with?

A: I really like sustainable brands and products. I think is really important to all improve a bit for the planet and the environment. So I actually feel very connected to sustainable brands and products and I am trying to always improve in that area and find new brands.

M: So sustainable values are important to you when you take purchase decisions?

A: yes

M: Have you ever purchased something handmade?

A: Yes, I have purchased from *My Granny Said To Me* a hat, a winter hat made in wool so it's really nice and warm. And also I really I like and that I have done, especially in the South of Europe, I found market with a lot of handmade products like baskets, and also ceramics which I really love and I have, because they are so unique.

M: So you mainly purchased at physical markets rather than online?

A: Yeah, those yes. And then recently I am following some brands because of social media. I also use an app "Availe", it is a really cool app because they are many independent designers and there are many handmade products. You can find brands you never heard about because they are small, and you can purchase from them directly. And you can also do mood boards on the app, to kind of make sure that the products you are interested to are things you really love and not because.. you feel like buying.

Another brand I love is called "Alohas", and I was exposed them as well because of SM and basically they made shoes and they have a really cool concepts behind. They produce shoes just on demand, so they don't create a bunch of shoes and then put them on their website.

They first put a sample product then they kind of wait to see how much orders they get and then they produce. So that's amazing.

M: Yes, it's really cool. In this way you don't waste material, or you don't over produce if there's no demand. I think is one of the main policies that a sustainable brand should follow, to be against waste. I didn't know this application; I will check them!

When you said that you found them on SM, to which one are you referring?

A: Instagram mostly. But also, Pinterest, because now you see also a lot of target adv, also good ones, where you click and you go directly to the website of the designer. I think is cool.

M: Does it happen that you randomly you find something you like, or do you make specific research online for a fashion product?

A: To me is more when I see someone, wearing something. My saving folder on IG is crazy. Mostly I see someone wearing something I like, then I will check on the brand but sometimes when I think about something specific, I will then check, but it's rarer.

M: Before you said you have purchased something from the brand *My Granny Said To Me*, right? What did you buy?

A: It was a green hat for the winter, and it has wool on it so it's nice and warm. I have been looking for it, so I was happy.

M: How did you feel about the entire purchase process?

A: It was good. What I specifically liked was that the owner, Martina, she gave the choices of a lot of colors. And that was something I really liked, because you could make the product a little bit more of your own, make sure it's something that you really need and really use. So I really liked that aspect. It was a nice experience. And another thing I really liked is that at the end, in the package there was a handmade letter, and also a small personal painted picture of me. Yes, those 2 experiences were the one I liked the most.

M: So would you consider purchase again?

A: Yes for sure.

M: Can you think about any suggestions regarding the brand?

A: I always really like handmade sweaters and cardigan. I also like sets like a hat and a scarf, it's something that I am looking now, also like those big cardigans, in Netherlands are called "bernardette", It's nice if the buyer has an idea about the colors and then he can like make his own. That you can like start from scratch, saying "I like this and this", and have some options to choose of.

M: Regarding instead the IG aspects, do you have any suggestions?

A: First, I got exposed to the brand because I know Martina, I saw her one time, but I saw that on her personal IG profile she was posting about crochet and then I got exposed to her page, because she tagged her own brand and I started following her. Then what I really like of the brand's IG profile are stories, in particular the highlights and a suggestion that I have for the Stories is maybe to give more detail about how long takes to make a product, and maybe a bit more of transparency about the total cost of making it, maybe is a little bit risky but I think that if consumers are exposed to that, especially for handmade products it gives a little bit more understanding about how those costs are made. And also, what I would like to see more is a little bit more about people wearing the products. I always like from every brand to see some videos, just people wearing the product to see how they flow or fit to the body.

M: Ok thank you! When you mentioned "transparency" about pricing and show the effort behind I think is a really good suggestion. Not everyone get why handmade things are more expensive. In your case, how did you feel about the price of your hat?

A: It was good. When you send me all those pictures from the colors, I knew you spend a lot of time in it. It also felt it's worth it and that is a special experience. I would also like to add 2 other things about the stories; I think it would be super cool to make stories about how consumers themselves can be more sustainable, so you know. Like something that I do is to save on my mood board something I like, and I see if it's fit or not. Then you make more thoughtful decisions, and you don't buy something that doesn't fit. Maybe it can be a way to lead consumers to be more mindful, and more sustainable.

Also to show your process, like you come up with your idea, when do you decide and basing on what. It would be cool to do this as well.

M: Are you used to engage with brands online? To be part of the preparation of the new collection for example?

A: Yes, I do it. I see a lot of brands posting on their Stories like 2 pictures, one on the left and one on the right and then you pick one, while voting. It can be nice for you to see what your customers like more and on what you should focus more.

M: Yes, it's a funny way to interact. So, to summarize, can you tell me which are the main criteria and values that a sustainable brand should have in your opinion?

A: Again the transparency about the costs, how the product is made, how decisions are made. And then the interaction with customers and giving ideas to the customers, as I said before, how to improve themselves how to be more sustainable. They follow your brand for a reason,

and that's probably because they want to be more sustainable. So I guess when you give them more content about that, they will keep your brand even more in regards.

M: Thank you very much Amber, was really nice! Stay tuned for the winter collection then!

A: Of course, bye!