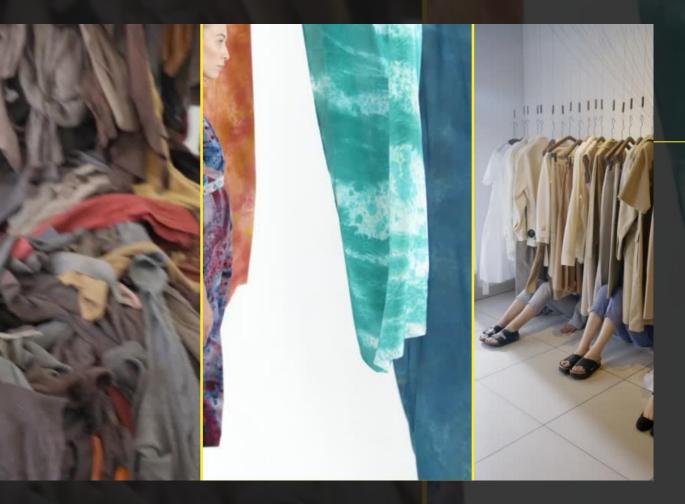
## DIGITALIZATION TOOLKIT

#### 15 TOOLS FOR THE SUSTAINABLE FASHION INDUSTRY UNDERSTAND | DEFINE | MAKE | RELEASE



Co-funded by the Creative Europe Programme of the European Union

With the contribution of the Creative Europe programme of the European Union under the Call for proposals: European Cooperation projects Small Scale CREA-CULT-2021-COOP-1.



### ABOUT HACKTHATFASHION

Boosting innovation and business-creation in the fashion industry focusing on sustainability, we match fashion designers with start-ups and tech-savvy SMEs to promote sustainable business models. HTF is a crosssectoral platform where the fashion idustry will connect with the technology and innovation industry at carefully curated hackathons and matchmaking sessions.

Using design driven methodologies to transfer knowledge and promote digital skills development, sustainability uptake and creation of business opportunities, HackThatFashion targets fashion designers and small and medium fashion companies in Europe.

Through learning and applying design thinking methods and tools, fashion designers will be supported to practice and build concrete results towards technology and sustainability integration and adoption.

#### <u>Learn More</u> >

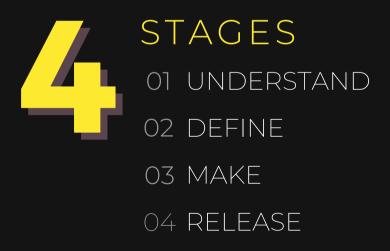
#### SERVICE DESIGN METHODOLOGY FOR SUSTAINABLE FASHION

## THE TOOLKITS



31 tools to promote more sustainable and digitalized business models.

For brands, startups and SMEs, which create or design fashion products and services.



Sustainability Toolkit

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### DIGITALIZATION TOOLS

#### DIRECTORY OF TOOLS

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# STAGE 1: UNDERSTAND

At this stage, begin to consider how you could make this product/service better. Before you start thinking of solutions, try to understand why you got in this process from the beginning. Share your thoughts with all the stakeholders. Make them understand your point of view, your vision, your prior intentions, and the destination you want to go.

01 THE PATH TO DIGITALIZATION
02 COMPLEMENTARY RESEARCH
03 DATA MOSAIC
04 MAPPING

### THE PATH TO DIGITALIZATION

Digitalization is the integration of digital technologies into everyday life and it is becoming more and more prominent in business life. The world is transitioning through a new era in which most daily activities are highly dependent on innovative digital and computer technologies.

When it comes to the business of fashion, you can approach digitalization in these 3 main categories.

By moving your current processes into digital technologies, you can gain a competitive advantage by becoming more efficient and more profitable. It can also enable you to improve the user experience for your customers and create better and more sustainable products.

#### STEPS

To see where you may transform existing ways of working and your operating model, use post-its to answer the questions on the next page.

Management	Project management Data storage Accounting Information exchange/IT Human resources Other		
	Vhat digital tools do you use for:	Present	Future
Processes	Design Sales/Marketing Communication Customer Service Logistics Other		
Models	How do you make earnings online:	Present	Future

### COMPLEMENTARY RESEARCH

A complementary research mostly uses existing secondary data. It can be both qualitative and quantitative, including market research reports, trend analyses, customer data, academic research, and so on. Secondary research helps you gather information to be better prepared for your primary research.

#### HOW TO DO IT

#### O1 DEFINE THE RESEARCH QUESTION OR TOPIC.

Consider why you are doing research (exploratory vs. confirmatory research) and what you want to do with your findings (personas, journey maps, system maps, etc.).

#### 02 IDENTIFY SOURCES.

Collect a list of potentially promising internal and/or external sources. You can also use experts who can help you find existing research.

#### 03 EVALUATE THE RELIABILITY OF SOURCES.

Try to evaluate the reliability of each potential source and rank the sources according to their reliability. Make a plan on how much time you'll spend on each source. Keep track of your references during your search to avoid losing important data or information.

#### 04 GO INTO DETAILS AND DIG DEEPER.

Go through the list you created during the screening search and explore potentially interesting information in more detail. Read articles or dig into statistics you have found. Also, have a look at the sources used in the articles.

#### 05 SUMMARIZE.

Create a summary of your desk research. This can be more formal (a report) or more visual (a mind map).

### DATA MOSAIC

A research wall helps to synthesize and analyze research data through a visual arrangement of research data on a wall. It can be started with synthesizing data by simply clustering it according to specific categories or by creating a simple mind map of the dataset.

#### STEP-BY-STEP

#### O1 PREPARE.

Prepare and print out data. You'll need wall space or large cardboard sheets or foam boards to hang up your research data. Prepare your research data by printing out your most important photos, writing out great quotes, visualizing audio recordings or videos as quotes or screenshots, and putting out all other data that might be useful. Get other necessary materials, such as paper, sticky notes, and pens.

#### 02 CREATE A DATA INVENTORY.

Make an asset catalog of your data, such as "5 video interviews of families, 25 customer quotes on common problems, 15 photos of critical situations ..." to ensure nothing gets lost. This might be a simple list or a mind map based on your data index.

#### 0.3 BUILD A RESEARCH WALL.

Hang the material on the wall and start clustering it in a way that seems meaningful to you. For example, certain customer segments, interview contexts, common problems or steps on the journey map. Name the clusters and look for connections between the clusters as well as single materials.

#### 04 FOLLOW UP.

Document your research wall with photos and write a summary of your key findings.

Method notes: During clustering, you will notice that you are already starting to make connections (often subconsciously) while building the wall. Try to avoid confirmation bias, where you start looking for evidence that supports your assumptions while ignoring other input.



System map is an umbrella term for a variety of maps we can create to visualize a system. There a lot of ways to map a system. This tool will work as a guide for your organization to create its own map for whatever system fits for their needs: stakeholders' map, clients' map, employee's map etc. Since system maps can be very complex, try to keep it simple. It is better to create more than one maps for each purpose than fit all the stakeholders in one map.

Follow the numerical steps to fill in the tool.

 $\bigcap$ 

Make a list with the actors than can (potentially) be part of the ecosystem you want to map. Consider whether one of the actors has priority among others or there is a hierarchical structure in this ecosystem.

O2 Visualize them on the map, according to the priority/ hierarchy.

O3 Depict the relationship of the actors. This will help you realize what are the interdependencies in the system you are overlooking. Make a deepening and illustrate the kind and number of values that are transferred between the actors.

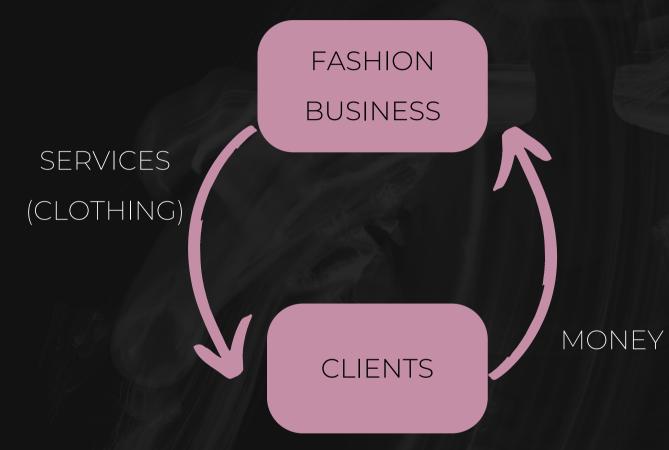
O4 Spot the gaps and question why there are those gaps and how you can fill them. Some actors may not be very clear how they relate to each other. Focus your research on the clarification of these connections.

#### KINDS OF MAPS

Stakeholders' maps: It illustrates the stakeholders of a system according to the priority set during the research. The easiest way to make this prioritization is to evaluate each one's importance from a customer's point of view, as (1) important, (2) basic, (3) relevant. When monitoring Business to Business relations, the contact between a stakeholder and your organization can be (1) direct, (2) semi-direct or (3) indirect.

O2 A Value network map is based on a stakeholders' map but deepens on focuses on the value exchanged between them. The exchanged currency can be information, money, services etc.

O3 The Ecosystems' map builds on the above two ones but adds more parameters to create a holistic image of the system, like websites, apps, platforms, places etc. For example, a client (stakeholder) can pay for a service (value) through the business app or directly at the store (place). The last information can only be depicted through an ecosystem map.



This is a very basic stakeholders' map that also depicts value the exchanged them. The between content of a map can be very simple like this one, get more Or complicated.

# STAGE 2: DEFINE

The next step is to define the challenge you are looking to investigate and establish the goals of your project. Spot opportunities for action, find margins for improvements, ask for the opinion of all the stakeholders, whether it is a user of your service that you want to improve, or a potential customer for the product you want to launch. At this phase it is important to plan your action points and find out how you will proceed with the implementation of your planning.

- 01 WAYS TO GO DIGITAL
- 02 DIGITAL ENTREPRENEURSHIP03 HOW DIGITAL ARE YOU?04 DREAM TEAM

### WAYS TO GO DIGITAL

Digital transformation requires a pivot from more traditional systems and strategies as well as a change in mentality and manner of working.

Apps are one way that conscious brands are improving their relationship with their community and leveraging processes.

#### THE FOLLOWING EXERCISE WILL HELP YOU TO:

- O Think about the importance of the user experience in an application.
- O2 Define the basic elements of your business model and how you can digitalize them.
- O3 Identify opportunities to develop further steps towards a more digital business model.

Your Top 3 Most-Used or Favorite Everyday Apps/Websites (Not fashion-related)	#1 Non-Fashion App/Website	#2 Non-Fashion App/Website	#3 Non-Fashion App/Website
Can you say what it does in one sentence?			
Who does it support and when? Does it solve a problem or make life easier?			
How does it make money or offer you value?			
Rate the User Experience from 1 - 10 (1 = low).			

Your Top 3 Most-Used or Favorite Fashion Apps/Websites	#1Fashion App/Website	# 2 Fashion App/Website	#3 Fashion App/Website
What Content Do They Offer? Is it exclusive?			
Who does it support and when? Does it solve a problem or make life easier?			
How does it make money or offer you value?			
What features or content would you add?			
Rate the User Experience from 1 - 10 (1 = low). What Is Missing? What Issues do you find?			

#### CONCLUSIONS

Do you have an idea for your own product or service? Ask yourself the same questions.

What lessons from how your favorite digital platforms (fashion and non-fashion) functions could be applied to your own product?

How can you create a terrific user experience?

Write in the space below.

### DIGITAL ENTREPRENEURSHIP

A digital business model is a form of creating value based on the development of customer benefits using digital technologies. Most importantly, digital business models employ and rely on technologies that not only deliver better products and services but also provide personalized and meaningful customer experiences. A digital strategy is critical to your brand's success.

#### TYPES OF DIGITAL BUSINESS MODELS

#### 1. Free-Model (ad-supported)

A free business model is supported by ads from platforms like Google and Facebook. A service is offered for free, making the user the end product. The online user provides valuable information that helps the company easily display targeted ads.

#### 2. Freemium Model

This commonly used model gives users free access to a basic version of a product. The user can upgrade and pay for a premium version should they want additional features (e.g., Spotify).

#### 3. On-Demand Model

This model refers to a virtual product or service, such as online video stores like Amazon Prime Video or Apple TV, where you can watch a video for a certain period of time.

#### 4. eCommerce Model

One of the best-known business models is about selling physical products online.

#### 5. Marketplace Model

This model refers to a two-sided marketplace where sellers and buyers use a third-party platform to trade goods and services. Examples of this business model are service-based Uber and product-based eBay and Etsy.

#### 6. Sharing Model / Access-Over-Ownership Model

This model enables you to pay for a product, service, or offer for a specified time without actually owning it. Renting a car (e.g., Zipcar), an apartment (e.g., Airbnb), or even industrial gear are examples.

#### 7. Model of Subscription

Netflix is an excellent instance of the traditional subscription business. On a monthly/annual basis, the user receives access, updates, services. Subscriptions are particularly popular for content, software, and memberships.

### HOW DIGITAL ARE YOU?

How well is your business doing in the digital transformation? This small questionaire can clarify whether you are open to doing things in new, more digital and more convenient ways. The lower the score, the more adjustments you should consider making. If your most common answer is yes, your business is advancing and adapting well to the new era. If your most common answer is maybe, you are on good track, keep up the agile mentality. If your most common answer is no,try to consider new ways of carrying out tasks in your business.

Did you score less than 10? You will have to reconsider and remake your business model.

	YES	MAYBE	NO
1. Employees work remote?			
2. Do you use any digital notebooks/ agendas/planners?			
3. Do you use project management software?			
4. Your team meetings are remote?			63
5. Do you use any digital platforms to help the operation of your business?			
6. Do you provide to customers any digital services?			
7. Do you find it difficult to use this toolkit?			

YES= 3 POINTS MAYBE= 1 POINT NO= 0 POINTS

### DREAM TEAM

A Dream Team is a team of people perceived as the perfect combination for a particular purpose. Try working on this exercise together to aligning around a common purpose and a common goal.

The collaborative process of creating your Dream Team is highly valuable in itself, especially with newly formed groups. Brainstorming, discussing, prioritizing, and defining your team identity is a as much a bonding moment as much as a functional exercise.

You can use it whenever you need to: to create a new team, to start a new project, to welcome a new team member, or to simply stay on track.

#### STEPS:

- Take some post-its and pens.
- Write out the answers to the following questions on the post-its. Add them to the white fields on the worksheet.
- Choose the most popular post-its and stick them in the light orange fields.
- Vote to see the winning post-it for each question and place them in the dark orange fields.

#### ON THE FOLLOWING WORKSHEET, CONSIDER

• Current Team: Who is on the team right now? How did they do on the digital assessment? List current roles, names, skillsets and digital readiness to help better understand your needs.

• Values: What do you care about? What are your Earth-centered values? Share personal values. Then share the company values you want to emphasize in order to approach the next project. Think people, prosperity, planet, peace, and partnership.

• Required Roles & Skills : What do you need?

Consider which roles, key skills, and conditions are necessary in order to keep everyone focused and for new collaborators to join. Think when, where, how? How prepared are they in terms of digital readiness? Can they fill the gaps?

• Success: What does success look like for you?

Decide what you want to accomplish with this project and what that would look like along the way. Can you put some KPI 's in place?

• Rules: *How should you work together?* 

Clarify the way in which you expect the team to collaborate. How will you organize your workflow? How do you make decisions?

#### Project Name:

#### Current Team

Values	Brainstorm	Consolidate	Dream Team Values
Required Roles & Skills	Brainstorm	Consolidate	Dream Team Roles
Success	Brainstorm	Consolidate	Dream Team Success
Rules	Brainstorm	Consolidate	Dream Team Rules

## STAGE 3: MAKE

It is time to get tangible. Experiment with possible solutions for your challenge, develop concepts, create prototypes, and acquire knowledge through testing. Generate and implement as many ideas as possible. Get feedback for your prototypes, upgrade them according to this feedback and qualify the most efficient one(s).

01 DIGITAL IDEAS
02 DECISION MATRIX
03 PROTOTYPING
04 BUSINESS ORIGAMI

### DIGITAL IDEAS

The goal of brainstorming is to first create lots of ideas, collaboration, and openness to wild solutions, then narrow down into what feels relevant to the challenge at hand.

Start by getting your core team together. Brainstorms are most effective when you have a group of people who are able to build on each other's ideas.

#### Here are the rules for brainstorming:

- Defer judgment. The key is to make everyone feel like they can share their ideas and allow others to build on it.
- Encourage wild ideas. When thinking about ideas that are wacky or out there, we tend to think about what we really want without the constraints of technology or materials.
- Build on the ideas of others. In conversation, use "and" instead of "but." Stay focused on the topic.
- One conversation at a time. Your team is far more likely to build on an idea and make a creative leap if everyone is paying full attention to whoever is sharing a new idea.
- Be visual. Write down on Post-its and then put them on a wall. Nothing gets an idea across faster than drawing it. It doesn't matter if you're not Rembrandt!
- Go for quantity. Aim for as many new ideas as possible. In a good session, up to 100 ideas are generated in 60 minutes. Crank the ideas out quickly and build on the best ones.

#### BRAINSTORMING PROCESS

Good brainstorming always starts with a question. Here are some example questions to get you started, but the questions must be chosen according to the needs.

- How might we make our product or service digital? What kind of digital channels can we use?
- How might our product be inspired by our customers' digital behavior?
- How can customers pay for the digital product or service? (pay per click, pay per period, on-demand, subscription-based, etc.)
- How might we turn our product offering into a digital service?
- How might we use a free business model in which the service is free for the customers, but the service is supported/financed by ads from platforms?

After the brainstorming, once everyone has sketched out various ideas, put them all on a board. Then, use post-its or stickers to vote on the ones you are the most excited about.

### DECISION MAKER

Decision making is a process that requires consideration of a variety of factors. This tool helps the user to approach this process more analytically and in multiple dimensions. The Decision Maker board allows us to incorporate multiple criteria and weigh them one at a time.

Follow the numerical steps to fill in the tool.

- O] Concentrate your possible digitalization paths. For example, you want to create a digital service, you want to adjust your business model on digital platforms, you plan to work more remotely or create a digital app etc. Place them along the first column.
- O2 Think of the criteria you will take under consideration to guide your decision. Consider potential costs, implementation or maintenance, time to implement, impact, fit to brand etc. Place them in the first row.

## O3 Evaluate each idea with a number, a scale from 1 to 10 can be useful. Write the total at the last column.

04 The idea with the highest score is probably the first one you should investigate.

Decision maker	Implementat ion cost	Maintenance cost	Impact	Total
Digital service				
Digital app				
Remote work				

This is a potential look of the Decision Maker. Each user can modify the content of the board according to the needs of his business. The tool does not make the decision itself, it just helps the process. Do not underestimate the importance of the discussion you have during the use of the tool. It is as important as the tool itself.

### PROTOTYPING

This tool is intended to create a visual image of the future conditions and how we are going to satisfy the needs of the future users. With the Prototype Test Planner, you can serve the future user with the product and get the necessary feedback. Aimful Prototyping allows us to find out in time what are the needs of the future market in order to minimize risk, cost and maximize the effectiveness of the product.

#### HOW TO USE THE PROTOTYPE TEST PLANNER TOOL

- O1 Let's take for granted that we have a variety of prototypes ready to be tested. The final selection on the approach is relative to what you want to achieve, how are you going to achieve it, what are the available resources you have for your goal, in what stage you are etc.
- O2 START SMALL: Prototyping requires experimental approach. That's why it is better if we start by basic questions like "What would people think of that?" or "Would this be a suitable solution?"
- O3 DEFINE THE SCENARIO: Find a scenario with specific key points and characteristics that you want to test. When describing to others, you should try to help with the understanding of the background, the context, and the guidelines of use.
- 04 MEASUREMENT: Define your KPIs and metrics.
- 05 MINIMUM VIABLE PRODUCT: At first, make a something handy and gradually add more features and make it more functional. When our prototype is ready, invite other people to test it.
- 06 TASK ANALYSIS: Observe how the user carries out specific tasks and interacts with our prototype. After the testing, ask for feedback.
- 67 FOCUS ON WHAT MATTERS: Make sure that we focused on what is important and we did not omit anything that may be useful.

#### PURPOSE OF THE PROTOTYPE

What do we want to extract from the prototype testing and from which target group?

02

04

#### PROTOTYPE DEFINITION

What do we want to test? At what scenarios and what test points?

#### PROTOTYPE REQUIREMENTS

What is the material structure of the prototype? In this phase, simplicity wins. 03

01

#### NEXT STAGE

What is the next stage of the testing?

### BUSINESS ORIGAMI

Business Origami is a creative, playful tool to help you understand the network and the value exchange between the stakeholders of your business. Using paper-made figures and parts that represent people, exchange streams, places, and other touchpoints, acquire an overall and panoramic overview of your business model and what margins for digitalization exist.

Follow the numerical steps to use the tool correctly.

#### PREPARATION

O] Consider the scope of this tool. How will it benefit you? What will you learn? How detailly will you get?

O2 Create teams. Each team will consist of 2-3 people and will have a specific concept to investigate with Business Origami.

O3 Instruct the teams on what part of the business should the focus on and they need to create a model of.

O4 Create the essential materials. Cut, fold, stick papers to create the elements of your model service. You can use other pawns to illustrate people or places. What are the key people? What devices are important for the operation of your business?

O Begin to experiment. Place the elements you created on the desktop. Visualize people in key places, important locations, channels, information streams etc. Now, try to connect them. Find the relations between the actors, how some of them are connected, why and why not, locate the money/information flows, pay attention to all the interactions, the more obvious ones, but also the more hidden ones.

O2 Take a step back. Is your model complete or something is missing? Add more elements to improve your draft. Take a break and let each team make a small presentation of their work and progress to the other teams. Provide each other with feedback. After the presentation, take some time to incorporate the feedback and the upgrades to your models. O3 Now let your model exist. Use a reasonable time frame and observe the system as you created it. Was your perspective of the system aimful? What were your mistakes? What elements should you change? Are the interactions consistent?

O4 Present. Let the teams present their work, observations, objections etc. Do not forget that the whole process was not a description of your ecosystem, but a dynamic process that happened in real time. Tell the story of the system as it happened, do not omit the interactions, who did what, why, and what could be done better.

# STAGE 4: RELEASE

This is the final stage where all the previous one had to lead to. Launch your prototypes. None of this would matter if you do not externalize your ideas. The most solid prototypes, the ones that got the best feedback and got incorporated with the appropriate improvements are ready to be launched and tested in the market.

01 PILOT PROJECT CALENDAR02 ASSESSMENT REPORT03 CRYSTAL SPHERE

### PILOT PROJECT CALENDAR

Clear communication between team members is essential to the success of any digital transformation project.

Keep everyone on the same page by creating a shared document in which everyone can visualize the deadlines, tasks and responsibilities .

#### STEPS:

- O Use the template to organize and plan your new project. Set a name and a deadline.
- O2 In the large colored areas, break down the work to be done by assigning a different colored postit to each member of the team.
- OZ Include individual deadlines for each person on each post-it to know who does what and when. Give yourself some buffer time in case of delays.

#### NAME OF PROJECT:

#### DEADLINE:

TO DO	STEPS	DONE		
1 2 3 4 5 6 7	8 9 10 11 12 13 14 15 16 17 18 19	20 21 22 23 24 25 26 27 28 29 30		
MILESTONES				
ACTIONS				
Remember to drink water Take some fresh air (Choose a color + info)	(Choose a color + info)	(Choose a color + info)		

### ASSESSMENT REPORT

Watching and assesing are essential for tracking effectiveness and outcomes. The key is to understand what measurement is right for you. These are a few things to consider in your planning.

#### STEPS:

- O Think about what data you need for the stage of implementation you are in right now, and bring key partners and stakeholders into this conversation.
- O2 If your objectives are clear, you are ready to develop your ideal set of measures. Think of process and outcome indicators. Try to find a balance between quantitative and qualitative measures of effectiveness. While quantitative metrics will enable you to track how you're doing against targets, qualitative feedback from users can offer much richer insights into how and why your solution is working or not working.
- O3 Fill your indicators into the M&E Framework worksheet below, and work through the columns to determine how your data will be collected and used later. Remember also that outcomes can take time, so set realistic timelines when certain results can be practically observed.

O4 Now is a good time to assess also whether your team is best suited to lead the M&E in practice. You may need to hire a more specialized team to run more advanced measurement approaches, such as surveys or experiments.

#### A&R Framework worksheet

	Data Source How will it be measured?	Frequency How often will it be measured?	Baseline What is the current value?	Target What is the target value?	Action Who will use this data? When and how?
OUTCOMES					
Indicator 1					
Indicator 2					
OUTPUTS					
Indicator 1					
Indicator 2					

### CRYSTAL SPHERE

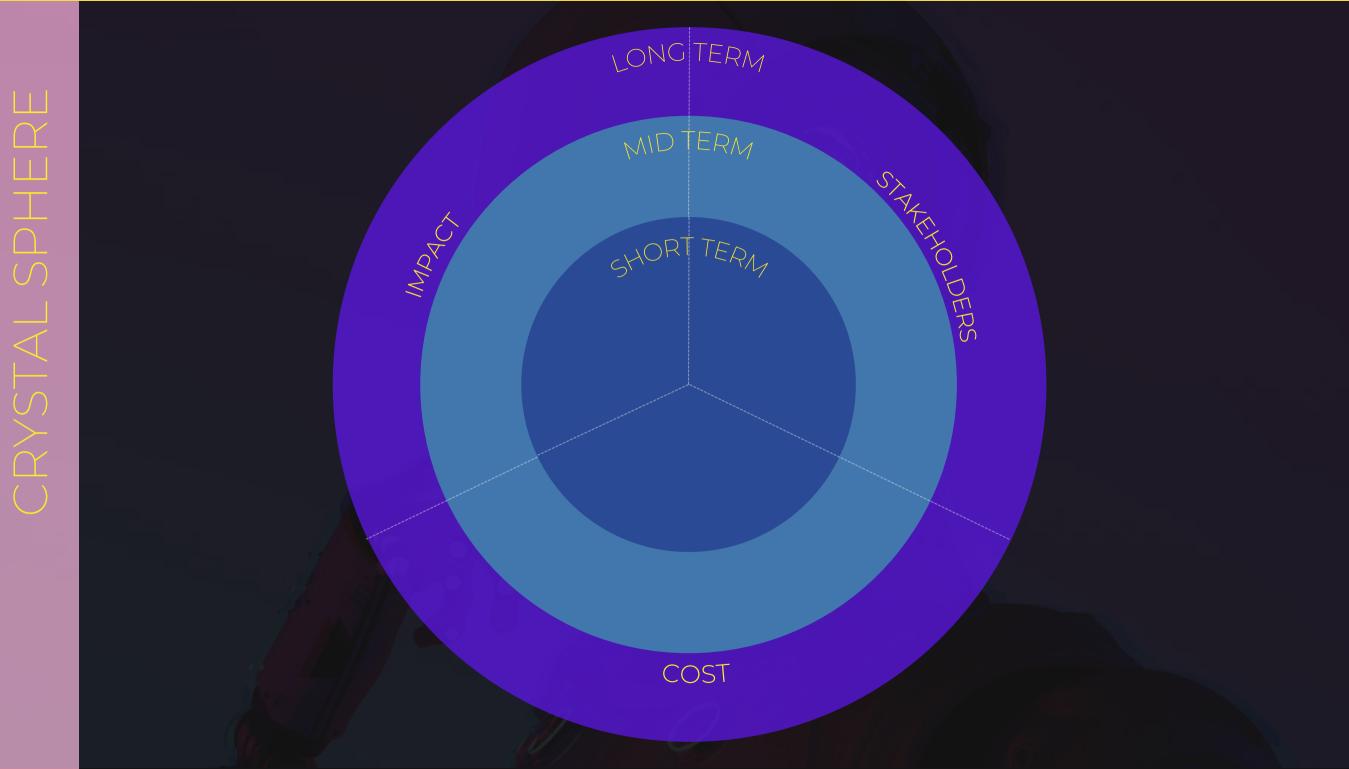
This tool will help you define a long term strategy for the digitalization of your business. It is very important that when you make small steps towards a particular direction, you have in mind what the further step will be. By using this tool you can organize your thought in your short steps, the intermediate phase and the status that you want your business to be in in the future.

Follow the numerical steps to fill in the tool.

Try to think of where you want your business to be in the future. What activities do you want to be involved in? What expansions do you aim to? Consider who will be involved in this campaign? Think of all the stakeholders that can take part. What will be the impact of each decision and what the cost?

O2 What are the small steps that will lead to the destination you want to arrive and what is the intermediate stage that you will have to pass to get there? Do you plan to create a digital app? Would you be interested in creating a digital storage unit for the materials of your business? When designing a business strategy, it is very important to always have in mind the further steps. Again, do not omit to take into consideration all the stakeholders that will participate, the effect and the cost of each step.

O3 If your mind is not clear about the final stage of your business, you can think of the first small steps at first. This tool is not intended to broaden your way of thinking, but to help you clarify your intentions and to define a short-, mid- and long-term digitalization strategy.



### CURATED BY

HACKTHATFASHION PARTNERS

THESE TOOLS WERE CURATED AMONGST HUNDREDS OF SERVICE DESIGN TOOLS BY THE ECOSYSTEM. OUR GOAL WAS TO DESIGN A METHODOLOGY AND ADJUST THE AVAILABLE TOOLS TARGETING THE FASHION INDUSTRY, SUPPORTING THEIR TRANSITION INTO SUSTAINABLE AND DIGITALISED MODELS.

OUR INSPIRATION AND REFERENCE FOR THE HTF TOOLKIT:

- CIRCULAR DESIGN GUIDE: <u>circulardesignguide.com</u>
- THIS IS SERVICE DESIGN: <u>thisisservicedesigndoing.com</u>
- PDR: <u>pdr-design.com</u>
- TEAM CANVAS: <u>theteamcanvas.com</u>
- IDEO: <u>ideo.com</u>

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