

Trabajo Final de Máster

Root

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UIC BARCELONA - MASTER'S DEGREE IN ARTS AND CULTURAL MANAGEMENT



1. INTRODUCTION

MISSION AND VISION

LEGAL STRUCTURE

CºUNCIL & BºARD

TEAM AND STAFF

2. PROBLEM AND SOLUTION

INTRODUCTION

THE PROBLEM OF FAST FASHION

WHAT IS GREENWASHING?
QUR SQLUTIQN
3. MARKET ANALYSIS
C9MPETI9N
COMPETITVE ADVANTAGES
4. CºNCEPTUALIZATIºN
CONCEPT
THE VENUE
PRQJECT CONTENTS
THE PROGRAM
EXAMPLES OF EXPOSING BRANDS
SPONSORSHIPS
STAKEHOLDERS
5. PRODUCTION AND PLANNING
OPERATIONAL NEEDS
RISK MANAGEMENT
6. MARKETING PLAN
MARKETING STRATEGY
BRANDING
LºGº
BURRº STUDIº
MARKETING MIX
7. COMMUNICATION PLAN
COMMUNICATION OBJECTIVES
CHANNELS
WEBSITE
PRESS COMMUNICATION

8. FINANCIAL PLAN

KEY ASSUMPTIONS

SET-UP COSTS AND BUDGET

BUDGET

DONATIONS AND GRANTS

PARTNERSHIPS

9. FUTURE **QUTLOOK**

INTRODUCTION

Welcome to ROOT, the unique fashion fair for sustainable and ethical fashion brands in Milan. Our mission is to bring together the best and brightest in the sustainable fashion sector, highlighting innovative and eco-friendly designs that are both stylish and ethical. We believe that fashion can be both beautiful and sustainable, and our purpose is to promote a more sustainable and ethical approach to fashion.

MISSION AND VISION

Our mission is to promote sustainable fashion and provide a platform for sustainable brands to showcase their innovative and environmentally conscious designs.

We are a fair based in Milan, a launching pad for emerging and sustainable fashion brands giving them the opportunity to exhibit, narrate and sell their own items in an expiring and eco-friendly context. The planet is collapsing as a result of the influence that large firms' manufacturing systems are generating. The vision of ROOT is to create the hub for sustainable fashion with the goal of breaking down fast fashion. We truly believe in people who create items with an exceptional attention to style and material research, displaying their knowledge and capabilities while respecting the environment and the value chain manufacturing.

ROOT is born to give voice to the whole sector of sustainable fashion brands: we want to change the trend of fashion in direction to quality and sustainability. Our purpose is to discourage the youth generation from buying fast fashion as a compulsive purchase: less shopping - more quality.

LEGAL STRUCTURE

We are a non profit organization that unites people with the common purpose of raising awareness on how sustainable fashion can have an impact on value chain production, worker's conditions and materials. We are legally opening a recognized association, with a public statute. [see ANNEX p.3]

COUNCIL AND BOARD

The General Council is the main institutional body of our organization and it is composed of the three members of the executive board and other five members coming from our stakeholders.

The **General Council** members are:

- Matteo Falconi Executive Board Director
- Filippo Fontana Rava Executive Board Director
- Matteo Ward Executive Board Member Sustainability Manager and Wrad Living Founder
- Tommaso Sacchi Member of the Milan City Council and Municipal Councilor for Culture
- Marco Minoja Culture Director of Fabbrica del Vapore
- Claudia Sordini Fondazione Cariplo
- Barbara Toscano Director of Istituto Marangoni Fashion School of Milan

The Executive Board will consist of key individuals responsible for strategic planning, financial management, operations, marketing, and human resources. Matteo Falconi and Filippo Fontana Rava will be part of the Executive Board as founders of the organizations. The third member of the Executive Board is Matteo Ward, our Sustainable Advisor who will bring valuable knowledge and experience to our sustainable fashion fair.

The **Executive Board** members are:

- Filippo Fontana Rava
- Matteo Falconi

Matteo Ward

Long term strategy decisions will be taken from the Council while the Executive Board is responsible of the operational and managerial duties. [see ANNEX p.4]

TEAM AND STAFF

We have a dedicated team and staff to support our event. Our collaboration with Burro Studio ensures effective promotion and engagement with a wider audience. With the help of our accountant, we maintain financial transparency and manage risks. Through partnerships with Istituto Marangoni, we offer valuable internships to provide hands-on experience. Furthermore, we include security, cleaning services and catering. Our committed team and staff play a crucial role in the success of our event. [see ANNEX p.5]

PROBLEM & SOLUTION

INTRODUCTION

The fashion industry is one of the world's most polluting industries. Between water and air pollution from the factories and the significant amount of waste that comes from textiles, our society needs a way to curb the fashion industry's negative impact on our environment.

Another important problem that we need to face in every industry is the quantity of useless material used to create and sell products. Our fair will provide a platform to support sustainable brands, to help the fashion industry being more sustainable and environmentally friendly.

Our sustainable brands need a launching pad where to exhibit and narrate their sustainable items. Our shareholders will participate in our fair to get closer to the *future fashion* that is going to change everyone's mindset.

THE PROBLEM OF FAST FASHION

The study of non-ethical and fair manufactures of millions of things made of synthetic and mixed elements is now driving the debate. The major fast fashion sectors have been producing

for years at low prices and completely out of markets in order to improve sales.

Many European and American firms have relocated production plants to poorer nations with cheaper labor, such as India, Bangladesh, Vietnam, Laos, and China, as a result of the system powered by this consumption habit. The arguments for the production transfer only consider the reduction of production costs: labor and raw materials to be exploited in countries with minimal regulations on the topic.

The destruction of these countries' ecosystems is being caused by environmental exploitation, deforestation to manufacture viscose, and the use of pesticides to improve cotton production. However, the amount of clothing manufactured by these labels is far bigger than the demand of Western World consumers, and every item is designed to last as little as possible in order to feed this cycle of constant production and buying.

In the last 40 years no one has ever asked the question of the social and environmental cost that this business model implies. At the same time all the attention on this theme brought some big brands to start some greenwashing marketing campaigns to prove their sustainability. Greenwashing is a very important phenomenon to monitorate and our fair will also focus on educating consumers to recognize it.

WHAT IS GREENWASHING?

Greenwashing is a commercial malpractice spread across several sectors to induce people to buy a product or service that is claimed to be environmentally friendly when it is not. Greenwashing in fashion is a growing problem, a great deception for people who want to buy better, durable and circular products that can therefore be used for a long time, repaired, reused or recycled into new yarn at the end of their life.

Fast fashion cannot be described as environmentally friendly. Companies must shift away from linear economy-based business strategies and support a truly circular economy that decreases social and environmental consequences. Only by extending the life cycle of clothing will we be able to prevent fashion based on greenwashing.

QUR SQLUTIQN

Our goal is to change the mindset of young people, who are used to consuming, into buying with sense and cleverness. We interact directly with young people by shaking up ideals and implanting the roots of future fashion.

Less shopping, more quality

The future of fashion depends on the new generation, and the brands exhibiting their collections share the ideals and values of the fair completely. It is the meeting point where the brands themselves finally have a word in order to change the perspective that young people have on fashion. Our fair is an opportunity for these sustainable brands to tell their stories and show how important it is to be sustainable. We work in accordance with the ideals of all brands participating at our event, and most importantly, we share the goal of developing the circular economy.

MARKET ANALYSIS

COMPETITION

Milan, considered as one of the world's fashion capitals, is a fiercely competitive fashion metropolis. It hosts well-known fashion brands and events, such as those that support sustainable fashion.

These big occasions, however, frequently serve the professional crowd and don't appeal to the younger generation. Our nonprofit fashion event offers a novel strategy for inspiring and instructing the next generation. The only similar reality we found in northen Italy is WakeUp, a fair launched in Parma this March. Being two hours away from Milan and being part of a biggest arts & craft fair called "Il Mercante in Fiera" are two conditions that let us believe in our project.

By having its own specific location, ROOT sets itself apart from being a minor component of a larger event and try to speak directly to the future generations. [see ANNEX p.10]

COMPETITIVE ADVANTAGES

- 1. Transparency and credibility: these are important factors that set us apart from our competitors. We prioritize transparency in our operations and communication to build trust with our audience and stakeholders. This includes being open about our sustainability practices, showcasing the steps we take to ensure ethical and eco-friendly fashion, and sharing information about our brand selection process.
- 2. Brand process selection: we have a rigorous process in place to ensure that only sustainable and credible brands are showcased at our fair. We carefully evaluate brands based on their commitment to sustainable practices, materials, and production methods. We consider certifications and eco-labels that validate their sustainability claims, such as organic certifications, Fair Trade certification, and certifications for recycled materials. By selecting brands that meet specific sustainability criteria and have obtained relevant certifications, we ensure that our visitors can trust the authenticity and credibility of the products on display. This not only enhances the overall quality of the fair but also reinforces our commitment to promoting genuine sustainable fashion.
- 3. **Being independent**: unlike other organizations or fairs, our event is totally independent, followed by our nonprofit organization. We count on the fact that being free to decide when and how to operate can give us a big competitive advantage, furthermore to avoid greenwashing.
- 4. Like-minded partnerships: our like-minded partnerships give us a competitive edge by enhancing our credibility, expanding our network, and reaching new audiences. They strengthen our position and enable us to make a greater impact in driving positive change in the industry.
- 5. Highlight emerging brands: Milan is already home to many well-established fashion brands and events, but this may be an opportunity to highlight emerging sustainable fashion brands that are not as well-known. By giving these brands a platform to showcase their products, you can help them gain exposure and build their brand. Especially with our new podcast where each brand has the opportunity to narrate themselves.

6. Education and awareness: another competitive advantage could be to focus on education awareness around sustainable fashion. We will host workshops, radio talks and podcast discussions on topics related to sustainability in the fashion industry, such as sustainable materials, circular fashion, and ethical production. This can help to educate customers and brands about sustainable fashion and why it's important.

[see ANNEX for more p.12]

SWQT ANALYSIS AND TARGETING [See ANNEX p.13 and 14]

CONCEPTUALIZATION

CONCEPT

The fair aims to provide an educational experience, offering insights into sustainable fashion practices, eco-friendly initiatives, and the latest trends in the industry. By the end of their visit, attendees will leave with a heightened awareness of the importance of sustainable fashion and will be inspired to make more conscious choices in their shopping habits. Our fair promises to be a transformative event that not only showcases remarkable fashion, but also educates and empowers visitors to embrace a more sustainable and ethical approach to their style also thanks to our expert talks and chats.

THE **VENUE**



Our non-profit fair will be held in **La Fabbrica del Vapore in Milan**, an ex-industry converted into a large cultural center, with multiple spaces available for events and exhibitions. Fabbrica

del Vapore is a venue that belongs to the city council of Milan that uses it for exhibitions, public and private events. The venue is offered to non for profit organizations at a very reduced daily price, therefor we think our project can fit perfectly there.

The exhibition space we choose is called Spazio Messina, about 535 square meters, our idea for the exhibition space is to allot about 10-15 square meters of space per exhibitor. It is important for us to work closely with each brand to understand their specific needs and to carefully plan and allocate the exhibition space to ensure that everyone has adequate space to showcase their products and that visitors can easily navigate the fair. Therefore our food and beverage providers can select and adapt their corners depending on their request and on our remaining space, the same process would happen with deejays and artists. [see ANNEX p.15]



PROJECT CONTENTS

THE SUSTAINABLE COLLECTION OF BRANDS

The main content of our fair is the collection of sustainable clothing and accessories that our brands exhibit. Each brand must pass the sustainability selection and then can contract for a stand in the fair. Once the contract is concluded, the brand during and after the fair will enjoy all the benefits that the fair offers. During the 4-day event, all **20** brands will be able to: display the collection at their discretion, to sell their products, and most importantly they will have a time to interact with the organizers and invited guests to narrate themselves to the audience and to the podcast listeners. After the event is over, the project continues with its goal of saving the

fashion world and, in fact, the brand will be included in the catalog of the fair edition with all sustainable items and/or accessories exhibited at the fair.

GUEST TALKS

The event's second content will consist of speeches by experts and guests who will share and discuss stories, information, and facts regarding fast fashion, value chain production, certifications, packaging and shipping, new materials, technologies and how to shift your production to a more sustainable model, communication and greenwashing. These contents try to educate and inform everyone about the grave effects of pollution and exploitation that major corporations have on the environment. The coordinator of Fashion Revolution Italia Marina Spadafora, Barbara Toscano the Director of Istituto Marangoni and **Matteo Ward** are just some names of the experts who will talk during our event.

ROOT X EST. RADIO FOR BRANDS

During ROOT, we are excited to offer a unique opportunity for our brands to be featured on various radio talk shows and interviews. We believe that this platform will allow for a deeper connection with our audience and bring our message of sustainability to a wider audience.



The brands will have a unique opportunity to tell their histories to our visitors and listeners, explain how they were born, how they design their products and what materials they use to create their 100% sustainable clothes and accessories. Our live stream will be broadcast on our YouTube and Instagram channels, later posted on our podcast profile.

THE PROGRAM

ROOT	Special Guest	Brand Chat	Time Schedule
Thursday	Marina Spadafora - Sustainability and certification: a guide for consumers	Studio Sartoriale Manteco PNLP Eticlò AVAVAV	Opening: 10 a.m. Chats: from 11:00 a.m Special Guest: 18 p.m. Happy Spritz: 19 p.m. Closing 22 p.m.
Friday	Umberto Galimberti - The consuming attitude in history, is a circular economy possible?	Yatay LAC Milano Womsh Sarta Culo Camicia	Opening: 10 a.m. Chats: from 11:00 a.m Special Guest: 18 p.m. Happy Spritz: 19 p.m. Closing 22 p.m.
Saturday	Matteo Ward and Sara Sozzani Maino - Communication and greenwashing: an analysis of fast fashions marketing campaigns	F_WRD OOFWEAR Fili Pari Scilè Wrad Living	Opening: 10 a.m. Chats: from 11:00 a.m Special Guest: 18 p.m. Happy Spritz: 19 p.m. Closing 00 a.m.
Sunday	Barbara Toscano - New materials and technologies: how to	HAIKURE Rifo	Opening: 10 a.m. Talk: 11:00 p.m.

change your production

flavialarocca
VESCOVO
Melidè

Chats: from 15:00 p.m

Happy Spritz: 19 p.m.

Closing 23 p.m.

EXAMPLES OF EXPOSING BRANDS

• Fili Pari: is without a doubt one of the most distinctive Italian sustainable brands available. It is, in reality, a brand that offers coats, clothes, and accessories in a unique method that incorporates the circular economy. The brand's items are made from recycled nylon and marble. MARM \ MORE is a project that translates a love for the environment and its raw materials into collections that use waste from the Italian stone industry to create durable, waterproof garments with the natural colors provided by the chosen marble.





• Yatay: is a Made in Italy shoe brand for men and women that focuses on creating a general sustainable product, from the materials used to the production chain, through the recycling and disposal of used shoes. The products are handcrafted by artisans in the Marche, using environmentally friendly materials such as vegan leather and fabrics made from recycled plastic, grains, tires, and wood. Each product is associated with a code, which is inscribed in the sole of the shoes, and allows you to participate in the ecological process by planting a tree or allowing the materials it is composed of to be recovered.





AVAVAV: is an Italian fashion label headed by designer Beate Karlsson. The objective of
the brand is to recover leftover luxury materials from large-scale local manufactures in
order to make hyper-realistic clothing with a great aesthetic impact. The project
demonstrates how the right combination of tailoring, avant-garde design, and high-quality
material recycling may demolish any misunderstanding about sustainable fashion.





[for all the other brands and certifications See ANNEX p.20]

SPONSORSHIPS

We are proud to have like-minded sponsors who share our values of sustainability and responsible consumption. **Aperol Spritz**, with their refreshing cocktails and dedication to responsible practices, perfectly complements our mission to promote sustainable fashion will create an unforgettable event that combines style, sustainability, and the delightful taste of

Spritz. **Ferrari Trento**, a company committed to sustainable practices, will be providing their high-quality wines throughout the fair.

We are grateful for the support of these sponsors and are proud to partner with companies who share our commitment to sustainability.





STAKEH9LDERS

Our stakeholders, the City of Milan, Istituto Marangoni, WRÅD Living, Fondazione Cariplo and QROMO are committed to reaching a high audience through all available channels. They are working tirelessly to ensure that our sustainable fashion fair receives the attention it deserves and that our message of promoting sustainable fashion reaches as many people as possible. With their expertise and support, we are confident that our event will be a great success and contribute to a more sustainable future for the fashion industry. [see ANNEX p.24]







We sell tickets and manage food and beverage sales using QROMO, a cashless and smart service. By scanning a QR code, guests can quickly order and pay. QROMO offers a customized online ticket payment system as well as attendance tracking and analytics. Their commission is usually around 2% each ticket.

PRODUCTION AND PLANNING

OPERATIONAL NEEDS

Operational Needs	<u>Description</u>		
Venue	Secure a spacious and well-equipped location for the fair.		
Logistics and Setup	Efficient planning for booth layout, transportation, and setup.		
Brand Selection	Curate a selection of sustainable fashion brands for the fair.		
Sustainable Practices	Implement eco-friendly practices throughout the event.		
Partnership	Collaborate with industry organizations and stakeholders.		
Sponsorship	Secure sponsorships from relevant brands and organizations.		
Staffing	Recruit a dedicated team to manage various event operations.		
Marketing and Promoting	Develop a comprehensive marketing strategy for the fair.		

RISK MANAGEMENT

At ROOT, we take proactive steps to manage risks and ensure a successful event. We carefully plan our finances, operations, partnerships, marketing, and sustainability efforts to minimize potential challenges. [see the table at p. 26 of the ANNEX]

MARKETING PLAN

MARKETING STRATEGY

Our marketing strategy for ROOT is based on promoting our brand name and slogan less shopping, more quality to reach our target audience effectively.

Our marketing approach is both B2B and B2C since we work cooperatively with creators and designers to develop a network that moves in the same sustainable direction while also attempting to reach a general audience of consumers who do not often attend fashion fairs.

Our main goal is to create brand awareness and to educate people about the importance of sustainable fashion.

BRANDING

Our branding plan revolves around creating a distinct identity for ROOT that reflects our commitment to promoting sustainable fashion. We aim to establish our exposing brands as the go-to destination for sustainable fashion lovers, and we plan to achieve this by emphasizing our core values of sustainability, quality, and innovation.

L_QG_Q



Our logo represents our sustainable brands that will be exhibiting in the fair: the roots of the new fashion era, the beginning of slow fashion where every single brand will help the planet with their cool and eco-friendly items and accessories. In addition, the colors green and black give a modern and sustainable impact while the words sustainable fashion fair and Milan help orient the viewer to a specific context and place.

BURRº STUDIº

We will work together with Burro Studio to create our brand identity and give them the task of creating social media content and web design. [see ANNEX p.30]



MARKETING MIX

 Product: Our offering is a ticket that allows people to enter our fair and select on clothing from sustainable brands. The ticket allows people to enter and leave whenever they want for the duration of the day. We also offer interviews, and guest talks to keep guests entertained. There are food and beverage options available, including food trucks and our sponsors drinks. Our professionals pre-inspect all clothing items, and we do not profit from sales beacause our compensation from brands is just in the rental fee.

- 2. Price: We offer three-euro tickets in order to be affordable and inclusive. The earnings cover the fair's expenses, and we intend to increase the ticket price to five euros in the future to reduce our dependency on donors and partners. We believe in keeping the price of entry affordable, and children under the age of 14 are always welcomed for free. Participating brands' stand fees range from €400 to €1400.
- 3. Promotion: Our sustainability strategy focuses on people concerned about global warming, ethics, and the green economy. To raise awareness, we use social media, traditional media channels and influencers/testimonials. To interest both general and fashion-oriented audiences, it includes a combination of informational and fashion-related material. We provide material, previews, and press kits to journalists and strive to be present in general and fashion-specific media.
- 4. Place: The event is held in La Fabbrica del Vapore, an iconic building in the heart of Milan. This former industry now serves as venue for exhibitions, festivals, and fairs, and it is easily accessible by public transit. We chose this space because of its reputation and track record of holding events like as REA, an art market with an analogous framework.
- 5. People: Our team is young and focused on working with new realities. We contact, convince, and obtain investments and provide visibility and long-term accreditation. We work with Istituto Marangoni to find motivated people to work as part-time interns to help with the fair's operations.

COMMUNICATION PLAN

COMMUNICATION OBJECTIVES

Our objectives include educating consumers about sustainable fashion, supporting sustainable products, and creating an atmosphere for industry experts to network and collaborate. We hope

to inspire positive change and contribute to a more sustainable future by raising awareness about the pollution and risks of the clothing industry. To achieve these objectives, our social media strategy focuses on the younger generation, emphasizing the significance of quality over quantity and careful fashion choices. We utilize interactive campaigns and challenges to engage followers and create a community of people who care about sustainable fashion. Overall, our social media strategy is critical in teaching and inspiring young people to embrace sustainable habits and make a positive contribution.

CHANNELS

We will use numerous social media channels to advertise our fashion fair, including Facebook, Instagram, Twitter, YouTube, and LinkedIn. Our social media profiles will include the activities leading up to, during, and after the event, releasing videos and interviews on YouTube and Spotify. We will promote our own brand and keep fans up current on news and activities. Our social media content will be focused on teaching and encouraging our followers about sustainable fashion and mindful consumption. We will write instructive pieces about the environmental impact of fast fashion and provide advice on how to develop a sustainable wardrobe. There will be interviews with participating brands to highlight their environmentally friendly procedures and items. We will also publicize our activities, such as the fair, talks, and presentations, and encourage user-generated material to engage our followers.

WEBSITE

The ROOT website's main purpose is to provide a comprehensive and engaging platform for sustainable fashion brands, thanks to our collaboration with **Burro Studio**. Each brand will have its own dedicated page that will feature products, brand stories, and their own approach to sustainability. The website will also function as a resource and information centre for sustainable fashion. Visitors can view the event schedule, buy tickets, and participate in sustainable activities. The website also offers a map to help visitors in navigating the exhibition and discovering new sustainable fashion items.

PRESS COMMUNICATION

We will enter into an agreement with a specialized public relations agency based in Milan in order to communicate with conventional media as well. The agency will be in charge of disseminating our press releases and communications to newspapers, magazines, radio, television stations, and public organizations. The value of having a professional press office remains important at fashion shows in Milan since journalists typically seek information by networking. Also, because ROOT is an outsider and a non-profit, it is essential to contact traditional media with articles about the event.

FINANCIAL PLAN

KEY ASSUMPTIONS

ROOT's business plan is based on the premise that there is a growing need for sustainable and eco-friendly fashion products, particularly in Italy, where there is a long legacy of craft-making and small-production. This assumption is based on market research, which indicates that customers are becoming more conscious of the negative environmental impact of fast fashion and are looking for more sustainable alternatives. In terms of growth, the financial plan anticipates continuous year-over-year growth as the fair becomes traction and a greater reputation in the sustainable fashion sector.

ROOT has a preliminary budget for the first three years, with certain values estimated and others nearly 100% fixed.

SET-UP COSTS & BUDGET [See ANNEX p. 38]

Budget	1st year	2nd year	3rd year
Income			
Stand rental	20000	25000	30000
Donations and Grants	30000	36000	42000
Ticket	12000	20000	25000
F&B stands rental	6000	7000	8000
Partnerships	6000	6000	6000
Total incomes	74000	94000	111000
Expenditure			
Operating costs			
Location's Rent	1220	1220	1220
Exhibition set up	6000	7500	9000
Registration and notary costs	1100	0	0
administrative and registration extra costs	400	400	400
Security	1000	1200	1400
Cleaning service	700	700	700
Audio service & stage service	5000	5000	5000
Internships	1500	1700	1700
catering	3500	4000	4000
SIAE	250	250	250
Promotional costs			
Marketing and Visual Communication agency & web	12000	12000	14000
PR and press Communication agency	8000	8000	8000
Artistic budget	2500	2500	2500
Advertising	4000	4000	4000
Guests fees, accomodation, travel	3000	3000	3000
Radio contents	1800	2000	2000
Salaries			
Management salaries	35000	35000	35000
Accountant fee	6000	6000	6000

Total outcomes	92970	94470	98170
Total income-outcomes	-18970	-470	12830

DONATIONS AND GRANTS

The principal source of funding for our event is Fondazione Cariplo, a private foundation of one of Italy's leading banks. The foundation is one of the most important non-profit foundations in Italy, mostly sponsoring charitable and cultural projects. We will seek an average of 35000€ in funding every year and will use the Cariplo name in all communications and fliers.

ROOT will constantly guarantee that every institution, company, or stakeholder involved endorses the goal and vision and works to be a part of a progressive community.

PARTNERSHIPS

We will collaborate with Istituto Marangoni, an esteemed fashion school from Italy that is now all over the world. We would like to enter into a three-year contract in which they would guarantee us a 6000€ annual subsidy in exchange for being our educational partner. Some of their students will be given the opportunity to work as interns at ROOT.

Furthermore, the agreement would stipulate that we will invite numerous fashion school professors to give talks during our event.

FUTURE QUTLQQK

Looking ahead, ROOT has enormous plans for its upcoming fair. We are looking into moving to a new location that will fit the expanding number of brands and visitors, with the goal of creating a more immersive experience. ROOT will publish a sustainable fashion magazine to raise awareness of issues, identify trends, and provide educational information. In addition, we will build a Sustainable Laboratory as an arena for sustainable fashion research, development, and collaboration. ROOT intends to lead the way in promoting sustainability and fostering positive change in the fashion industry via these initiatives.