

**Northeastern University**  
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Final Strategic Communication Plan for Fashion Revolution

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## Executive Summary:

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The strategic communication plan will focus on how to increase engagement in a time when people are faced with screen exhaustion and Zoom fatigue. The following objectives below were created to help Fashion Revolution to assess how much progress it is making during its annual spring fashion week. The objectives are as follows:

**Objective # 1:** *Inspire and educate viewers on the importance of sustainable clothing and support changes in legislation*

**Objective # 2:** *Increase trust in the organization by increasing engagement and the number of followers, while encouraging the fashion community to share their stories on social platforms using #whomademyclothes and #whatsinmyclothes*

Based on the conversations with the organization and research findings, we have found that Fashion Revolution is faced with the challenge of losing its viewers' engagement on social media platforms. According to Kathleen Grevers (2022), the organization is focused on providing education on the importance of sustainable fashion in the United Kingdom and the United States. Fashion Revolution is faced with trying to engage eleven stakeholders such as Generation Z members, Millennials, sustainable fashion community, sponsors, government policymakers, fashion brands, press, nonprofit organizations, universities, suppliers/manufacturers, and employees. According to Kathleen Grevers (2022), a large majority of Fashion Revolution's audience is made up of Generation Z and Millennials. The organization has found that partnering with younger audiences has helped promote its messaging in the media efficiently. As a result, slowly creating relationships with younger audiences has been shown to help influence their knowledge, attitudes, and behaviors. Fashion Revolution currently does an exceptional job with posting informational content on its social media platforms and creating engaging themes to get viewers involved in learning about sustainable fashion. Although based on our findings there could be some improvements made to help gain more audiences' attention to the organization.

Our recommendations will help improve Fashion Revolution's communication efforts surrounding Fashion Revolution Week 2023, which will in turn polish the organization's social media channels. The report will highlight how Fashion Revolution can encourage communities in the United States to learn more about Fashion Revolution. Some of our recommendations include utilizing social media best practices and analytics, focusing on creating limited high-profile events, and enhancing the current storytelling process. To assess the progress of achieving the outlined objectives and recommendations, the end of the strategic communication plan provides deliverables that can be utilized for the following Fashion Revolution week in 2023. The first deliverable is a heuristic assessment that evaluates the 2020 and 2021 fashion revolution weeks campaigns. The second deliverable is a KPI metric which was created to assist the organization in effectively assessing its Instagram page so it can improve on educating and engaging its followers.

## Research Findings:

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### 1) Lack in Viewer Engagement

One of Fashion Revolution's major challenges is to find a way to engage viewers during the events being held for Fashion Revolution Week, even though the majority of events will continue to be held online. According to Fashion Revolutions 2021 Impact Report (2021, A), they had too many events and programming for their 2021 Fashion Revolution Week and struggled with attendance. Forbes published an article identifying strategies to help reenergize virtual meetings and events. According to Forbes (2021), every meeting or event should be kept short, open-ended questions should be asked, and they must be interactive. The article also suggests the use of a virtual game that encourages participants to connect and engage with one another (Forbes, 2021). Changing the length and quantity of online meetings and events could benefit Fashion Revolution in gaining more attendance during its annual spring fashion week.

Over the years, Fashion Revolution has had a decrease in viewer engagement during Fashion week. According to the Fashion Revolution 2021 impact report (2021, A), around 230,00 viewers attended events on social media which was a significant decrease from 2020. In 2020 during the time of the Covid-19 pandemic, Fashion Revolution had around 235,000 users on social media attend online events (Fashion Revolution, 2020, B). These numbers indicate that in 2021 Fashion Revolution had lost viewers' attraction to learning about the organization. With the Covid-19 pandemic coming to an end, Fashion Revolution should consider hosting creating events that are more interactive and offer incentives if one attends. As a result, this report will offer recommendations on what steps Fashion Revolution can take to improve its engagement rates.

### 2) Use of Social Media Platforms

Instagram is best for targeting millennials and is more focused on business-to-consumer impact. On the other hand, LinkedIn targets Baby boomers, Generation X, and Millennials and is focused on business-to-business impact (Baker, 2021). Evaluating Fashion Revolution's target audiences and their active social platforms will be important when outlining a plan for their 2022 Fashion Revolution Week campaign and its communication strategy. According to Grevers (2022), the theme for the 2022 Fashion Revolution this year is fashion, money, and power. During the 2021 Fashion Week the organization posted informational posts about workers' rights, relationships, and revolution on Instagram (Fashion Revolution, 2021, A). The informational posts had shown to increase engagement on Instagram and educated audience members about the mission of the organization. The organization also noted that it provides detailed digital online education booklets. Although we found that the digital online education booklets could be revamped. According to an article by Hubspot, social media posts, news articles, videos, online classes, and educational games are the top content types internet users want to see more in the future (Bernazanni, n.d.). Readers are shifting towards social media content rather than choosing to read blogs and long-form outlets. In today's world, readers are consuming content mainly through videos, and content with a visual emphasis has grown to be

the most popular and thoroughly consumed (Bernazanni, n.d.). Creating more visual content that educates viewers will help grab Generation Z and Millennials' attention easily.

### **3) Social Media Impact**

According to the kick-off meeting with Grevers (2022), Fashion Revolution's main target audiences are universities and students. Grevers (2022) expressed that Fashion Revolution is trying to gain more exposure in the media. According to Jacqueline Zote (2021), following social media best practices will help grow brands' visibility, gain more followers, and increase audience engagement. An article by HubSpot analyzes different social media platforms and the roles they can play in a company's marketing strategy. For example, Instagram is best for targeting millennials and is more focused on business-to-consumer impact. On the other hand, LinkedIn targets Baby boomers, Generation X, and Millennials and is focused on business-to-business impact (Baker, 2021). Evaluating Fashion Revolution's target audiences and their active social platforms will be important when outlining a plan for their 2022 Fashion Revolution Week campaign and its communication strategy.

Currently, Fashion Revolution's USA Instagram account has 26,100 followers, Facebook has 103,829 likes, Twitter has 58,400 followers, LinkedIn has 86,300 followers, and Tik Tok has 2494 followers. Fashion Revolution has been following a social media strategy and across a majority of its platforms, the organization uses hashtags. The hashtags that are used include #FashionRevolution, #Whomademyclothes, #Imadeyourclothes, #Whatsinmyclothes, and #Lovedclotheslast (Fashion Revolution, 2020, A). One recommendation is to expand the brand's reach by creating contests and utilizing influencers. Utilizing hashtags is how Fashion Revolution measures its campaign's impact and reach in the media. Although the organization currently only utilizes hashtags as a way to measure its messaging impact. According to Zote (2021), a brand should expand its reach by creating contests and utilizing influencers. This is why offering more best social media best practices could give the organization more opportunities to measure engagement with students and universities. Social media could increase trust and educate viewers online which is why Fashion Revolution should be thinking about adjusting its current communication strategies.

To show how much of an impact social media has on the public we have created a heuristic assessment and key performance metric (KPI). The following assessments were created to show the organization's strengths and weaknesses in the media during its annual spring fashion week. According to the heuristic assessment shown in exhibit 1, we analyzed Fashion Revolution's fashion weeks from 2020 and 2021. The results from the heuristic assessment showcase how we perceived the current education and communication to viewers in the media. The heuristic assessment can be used as a way to determine what Fashion Revolution can do to improve its communication efforts.

Along with the heuristic assessment, located in exhibit 2 is a key performance metric (KPI) for the Fashion Revolution social media account. The KPI metric offers features that that organization could analyze to determine how successful its communication is with its viewers.

The KPI metric also measures audiences' attitudes and behaviors that would be impacted by the content that is posted. As a result, the KPI metric can assist Fashion Revolution in measuring how educational its messaging and content are to viewers.

### **Recommendations:**

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#### **1) Utilize Social Media Best Practices:**

Utilizing social media best practices on Fashion Revolution's accounts will help the organization in reaching its target audiences effectively. One recommendation is to expand the brand's reach by creating contests, providing incentives, utilizing influencers, and creating partnerships with large sustainable fashion brands that are well known in the USA. These types of activities provide users with a clear call to action. Fashion Revolution has incorporated these strategies in the past but continuing to implement these will be essential in the brand growth and awareness. Giveaways and contests will encourage users to comment, share, tag, and like posts will help to elevate engagement levels and build a stronger community.

Brand partnerships are one way to help increase visibility and act as a resource to help make giveaways and contests possible. Fashion Revolution regularly updates its Instagram and it serves as an ideal platform to help target its target audience. In today's digital age, videos are a crucial media form that highly engages viewers. Implementing regular Q&As on Instagram live would provide an opportunity for the Fashion Revolution community to gather and tune into the channels. Regularly hosting live sessions on Instagram stories provides users with valuable information that will help to grow the Fashion Revolution community and position them as a leader in the industry. Additionally, taking advantage of Instagram reels will be helpful to further engage Fashion Revolution's Instagram followers. Based on our research, it has been discovered that in today's age, readers are mainly consuming content through videos, and content with a visual emphasis has grown to be the most popular and thoroughly consumed.

#### **2) Utilize Social Media Analytics:**

Another recommendation is to implement a way to measure campaign performance (i.e. Instagram analytics, HubSpot, etc.). Fashion Revolution does have yearly data on their Fashion Revolution Week that shares insights on overall engagement, new followers, total press reach, attendance, and views. However, to understand what content is the most effective, it will be necessary to dive deeper into specific analytics. Measuring the effectiveness of specific posts, engagement of certain events, and the effects a specific campaign has on engagement will be educational and beneficial to the company. Experimenting with posting at various times of the day and week, and analyzing the correlating engagement rates is another area to explore. This detailed data will provide the organization with a more accurate overview of what is and is not working. Utilizing these metrics is important to analyze engagement rates for future campaigns and content. The Fashion Revolution communications team shared analytics from January to April 2022, however, these did not specify the efforts of Fashion Revolution Week and show the effects this week had on the overall engagements on social media.

We conducted a heuristic assessment which is a qualitative measurement system to evaluate and audit Fashion Revolution's Instagram during its 2020 and 2021 Fashion Revolution weeks. We measured the output objectives for Fashion Revolution's Instagram using a heuristic assessment. A heuristic assessment is a review methodology that is quick, cheap, and informative (Fool Proof Labs, n.d.). We discovered that there were improvements from the 2020 Fashion Revolution Week to last year's event. For example, it was noted that last year's event had a clear call to actions such as offering viewers the chance to subscribe to the FR newsletter, download campaign assets, and a #whomademyclothes resource packet. On the other hand, it was observed that the calls to action in 2020 were not as clear. There were similar calls to action from FR Week 2021 such as, "Ask a brand #Whomademyclothes?" (Fashion Revolution Instagram, 2021. B). However, in comparison to the following year, some of the calls to action were diluted or unclear. Although a heuristic assessment is not perfect, it provides some helpful insights that can help to guide the organization's actions in the future. When quantitative and qualitative measurements are used together one can get a more accurate evaluation. Ensuring metrics are being recorded in the future will help Fashion Revolution perfect its strategies through trial and error.

### **3) Engage the Press and Focus Efforts on a Limited Number of High Profile Events:**

The organization should consider focusing its efforts on a few high-profile events for Fashion Revolution Week 2022 to strengthen attendance and engagement. According to Grevers (2022), last year there were too many events and programming for Fashion Revolution Week. When there are too many choices people often get overwhelmed and may not engage fully in the event offerings. Keeping the online events minimal, short in length, and highly engaging will help to increase attendance. Scarcity helps to intensify the value of something and will possibly help to increase overall attendance and engagement. Rather than overextending company resources and planning many events, it would be in the best interest of the company to highlight three to four main topics that the event will focus on and host events for. Information gets diluted when there are too many things being directed at you.

Additionally, promoting these events on Fashion Revolution's social media platforms, Fashion Revolution week should be pitched to the press. Based on an evaluation of actions from past years, it was found that there is a press release published surrounding the week every year. Although we need further data showing its effectiveness on engagement and awareness we believe it would also be helpful to secure a byline to a top-tier publication, as well as an industry publication. Building relationships with journalists from top U.S. publications such as The Wall Street Journal, The New York Times, Fast Company, and Times would be a powerful step in continuing to build brand awareness and a way for Fashion Revolution to share its values to a large audience. A byline written by a Fashion Revolution executive would be an effective way for the company to gain attention, spread its messaging, and position itself as a leader in the sustainable fashion community. Targeting journalists and relevant publications are the first step in forming a relationship with these sources and will help to grow Fashion Revolution's visibility.

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## Appendix:

### Exhibit 1: Heuristic Assessment

Rating Scale: 1 to 10 (10 = highest level of quality)

Output KPIs	FR Week Campaign 2021 (Impact report from 2021)	Comments For 2021 Report	FR Week Campaign 2020 (Impact report from 2020)	Comments For 2020 Report
<p><b>Inspire and educate viewers on the importance of sustainable clothing and support changes in legislation</b></p> <p>1. Messages in the media align with company values</p> <p>2. Events are easily accessible for viewers (online links or in person)</p> <p>3. There are clear call to actions</p>	<p><b>Riley:</b></p> <ol style="list-style-type: none"> <li>1. 10/10</li> <li>2. 7/10</li> <li>3. 10/10</li> </ol> <p><b>Rachel:</b></p> <ol style="list-style-type: none"> <li>1. 10/10</li> <li>2. 5/10</li> <li>3. 9/10</li> </ol>	<p><b>Riley:</b></p> <ol style="list-style-type: none"> <li>1. The theme was rights, relationships, and revolution. There were several partners who also helped educate viewers in the media about FR week. Although</li> <li>2. I saw three links for people to join virtually to a question and answer event, a garment worker bills event, and a discussion on importation of second hand clothing in the Philippines. I also saw that FR provided viewers a finder to search for events near them.</li> <li>3. There were calls to actions such as offering viewers the chance to subscribe to FR newsletter, downloading campaign assets,</li> </ol>	<p><b>Riley:</b></p> <ol style="list-style-type: none"> <li>1. 5/10</li> <li>2. 3/10</li> <li>3. 5/10</li> </ol> <p><b>Rachel:</b></p> <ol style="list-style-type: none"> <li>1. 7/10</li> <li>2. 3/10</li> <li>3. 7/10</li> </ol>	<p><b>Riley:</b></p> <ol style="list-style-type: none"> <li>1. Theme for the week was consumption, composition, conditions, and collective action. Fashion Revolution emphasized the importance of hashtags and saw a significant following increase.</li> <li>2. There were no links provided in the online report, and Instagram had posted about the events but without links.</li> <li>3. Fashion Revolution posted on its website get involved guides and also offered viewers the opportunity to sign up for their newsletter on social media, tag the brand and ask them #Whatsinmyclothes?"</li> </ol>

		<p>and a whomademyclothes resource packet.</p> <p><b>Rachel:</b></p> <ol style="list-style-type: none"> <li>1. The messages on FR’s Instagram align nicely with their mission and values.</li> <li>2. There were mentions of events that happened but these links were not easily accessible on the post.</li> <li>3. Overall, there was a call to action on posts. For example on a post from 2021 FR Week asks followers, “Post a picture or video of your outfit</li> </ol>		<p><b>Rachel:</b></p> <ol style="list-style-type: none"> <li>1. The content aligned with FR’s values and missions. However, compared to 2021’s messages, 2020’s messaging was not as clearly aligned.</li> <li>2. Similarly to 2021 there were mentions of events but links were not easily accessible on the posts.</li> <li>3. There were similar calls to action from 2021 such as “Ask a brand #Whomademyclothes?However, in comparison to the following year some of the calls to action were diluted or unclear.</li> </ol>
<p><b>Increase trust in the organization by increasing engagement and the number of followers while encouraging the fashion community to share their stories on social platforms using #whomademyclothes and #whatsinmyclothes</b></p>	<p><b>Riley:</b></p> <ol style="list-style-type: none"> <li>1. 8/10</li> <li>2. 10/10</li> <li>3. 8/10</li> </ol> <p><b>Rachel:</b></p> <ol style="list-style-type: none"> <li>1. 9/10</li> <li>2. 8/10</li> <li>3. 9/10</li> </ol>	<p><b>Riley:</b></p> <ol style="list-style-type: none"> <li>1. Fashion revolution uses an abundance of Hashtags such as #imadeyourclothes, #whomademyclothes, #whatsinmyclothes, and #lovedclotheslast. There was also information on Instagram about upcoming events.</li> </ol>	<p><b>Riley:</b></p> <ol style="list-style-type: none"> <li>1. 1/10</li> <li>2. 5/10</li> <li>3. 5/10</li> </ol> <p><b>Rachel:</b></p> <ol style="list-style-type: none"> <li>1. 6/10</li> <li>2. 6/10</li> <li>3. 7/10</li> </ol>	<p><b>Riley:</b></p> <ol style="list-style-type: none"> <li>1. There was little information on motivational triggers used. All the report discussed was the impact that hashtags had on engagement online.</li> <li>2. Fashion Revolution posted frequently on its Instagram however it did not engage</li> </ol>

<p>1. Uses motivational triggers in posts to assist in increasing viewers' engagement (e.g. Events, Contests, Interactive Campaigns)</p> <p>2. Degree of engagement on posts (Comments, tags, and likes) of posts</p> <p>3. Useful and interesting content that positions FR as a reliable source</p>		<p>2. Based on posts from 2021 on Instagram Fashion Revolution had liked and commented on viewers' replies.</p> <p>3. Fashion Revolution has posted stories from people who follow sustainable fashion.</p> <p><b>Rachel:</b></p> <p>1. During the 2021 FR Week there were a number of interactive posts that encouraged users to participate. Bold images and interesting stories help to create an emotional response in viewers.</p> <p>2. Overall, there was strong engagement on posts such as likes and comments</p> <p>3. Fashion Revolution posted educational and interesting content in a variety of formats that ranged from photographs to infographics, and videos.</p>		<p>enough with its viewers (Not as many likes or replies to viewers comments).</p> <p>3. The Instagram had posted frequently about the Fashion industry and shared stories from real worker (although not enough)</p> <p><b>Rachel:</b></p> <p>1. During 2020 fashion week the same hashtags #whomademyclothes and #whatsinmyclothes were used. However, overall I think there was less storytelling and impactful picture this year.</p> <p>2. Comparing 2020 to 2021, there was less engagement on posts overall even though Fashion Revolution posted regularly during Fashion Revolution Week.</p> <p>3. Fashion Revolution posted interesting statistics and facts on sustainability and the fashion industry. However, in comparison to</p>
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				the following year there was less information that would help to position FR as a leading source on the movement of sustainable fashion.
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### Exhibit 2: KPI Metric

Objectives:	Output KPIs	Attitudinal KPIs	Behavioral KPIs
Inspire and educate viewers on the importance of sustainable clothing and support changes in legislation.	<ol style="list-style-type: none"> <li>1. Assess the regularity of posts on social media</li> <li>2. Organization posts on social media are informational videos/posts that inspire viewers to engage</li> <li>3. Assess readability of press releases and advertisements <ul style="list-style-type: none"> <li>• Include high-quality visuals</li> <li>• Free of mistakes and provided the right amount of information</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Level of perception that the social media pages are educational</li> <li>2. Viewers' preference of formats (videos, articles, pictures)</li> <li>3. Percent of viewers who define themselves as Sustainable clothing enthusiasts</li> </ol>	<ol style="list-style-type: none"> <li>1. Percent of viewers following Fashion Revolution social media accounts</li> <li>2. Level of engagement with social media platforms</li> <li>3. Growth of ambassadors wanting to be a part of the organization</li> </ol>
Increase trust in the organization by increasing engagement and the number of followers, while encouraging the fashion	<ol style="list-style-type: none"> <li>1. Assess engagement with stories shared on social media</li> <li>2. Assess student ambassadors' frequency of posting</li> </ol>	<ol style="list-style-type: none"> <li>1. Degree of motivation to click on call to action on social media pages</li> <li>2. Degree of motivation to share</li> </ol>	<ol style="list-style-type: none"> <li>1. Percent of followers that are sharing and reposting content in the media</li> <li>2. Rate of growth of followers sharing</li> </ol>

<p>community to share their stories on social platforms using #whomademyclothes and #whatsinmyclothes</p>	<p>on platforms</p> <p>3. Design of motivational triggers to assist in increasing viewers engagement</p> <ul style="list-style-type: none"> <li>● Events</li> <li>● Contests</li> <li>● Interactive Campaigns (2 euro T-shirt campaign)</li> </ul>	<p>stories online about experiences</p> <p>3. Level of perception that the organization is trustworthy</p>	<p>stories compared to competitors</p> <p>3. Percent of followers using hashtags</p>
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