

H&M x ISSEY MIYAKE

ECOnvertible SS24 Modular Capsule

A merchandising case study on minimizing waste from online returns due to sizing issues at H&M through modular design innovation allowing for garment life extension, adaptive sizing & customization.



H&M
X ISSEY MIYAKE

EXECUTIVE SUMMARY



In response to environmental and garment production challenges exacerbated by **online purchase returns** largely due to a lack of **standardized sizing**, this case study presents a new direct-to-consumer capsule collection of modular garments inspired by the signatures of two pioneering brands: **H&M and Issey Miyake**. The mission of the **EConvertible** line is to:

- **MINIMIZE ONLINE RETURNS** due to sizing discrepancies.
- **REDUCE OVERPRODUCTION** resulting in large amounts of textile waste.
- **DIFFERENTIATE H&M'S PRODUCT ASSORTMENT.**

Modular fashion, characterized by adaptable capabilities, aims to **maximize garment utility** and **reduce consumption**. While not a novel concept, it has yet to reach mass acceptance within mainstream retail. As fast fashion brands face increased scrutiny over harmful or deceitful environmental practices, some smaller brands, such as **Aakasha**, and influential designers, such as Issey Miyake, have offered modular clothing in smaller quantities. This provides a reference for large retailers like H&M to lead the way in taking modular mainstream.

EConvertible is a **direct-to-consumer** collection developed in collaboration with Issey Miyake, offering convertible garments with no-sew adjustable silhouettes and attachable accessories targeting Millennial consumers with mid-level incomes. Drawing inspiration from Miyake's collection PLEATS PLEASE, it includes **four distinct pieces** that can be **combined and worn countless ways**. This collaboration is an opportunity for H&M to regain an edge in the face of competition from top competitor Zara.

In light of recent greenwashing allegations, this case study assesses H&M's current **Environmental Social Governance (ESG)** initiatives and highlights the alignment between EConvertible's characteristics and H&M's strengths. It underscores the potential to rebuild trust and enhance the brand-consumer relationship while expanding H&M's product range and addressing internal sustainability practices. EConvertible not only integrates H&M's unique heritage and existing sustainability initiatives but also positions the company as an industry leader in ESG and modular design.

PLEATS PLEASE

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BRAND COMPARISON H&M vs. ▲▲KASHA▲

H&M, owned by H&M Group, caters to the trend-conscious consumer exploring personal style. Its digital presence spans 58 global markets while its brick-and-mortar stores reach 79, making it one of the largest fast fashion retailers in the world. Its largest consumer demographic is Millennial women between the ages of 25-44.

101M visits to
hm.com since June
2023

H&M made waves in the fashion industry launching its first luxury collab with Karl Lagerfeld in 2004. Due to the success, it paved the way for other mass market retailers' high-low collabs and has continued its own to the present. Its most recent summer 2023 Mugler collaboration sold out within hours of launch. H&M's Conscious Collection launched in 2010, differentiating the brand in the mass market for its progressive sustainability approach at the time. Yet in 2022, it faced backlash for misrepresentation of recycled material usage in the collection. Despite H&M's ambitious sustainability goals and focus on a circular customer experience, some consumers are distrustful. The brand-consumer relationship is further strained as online shoppers are increasingly concerned about sizing discrepancies (exacerbated by a lack of industry standardized sizing) with H&M's new online return fees, and in September, 2023, CEO Helena Helmersson acknowledged the need for better sizing consistency in response to consumer backlash.

38.3M Instagram
followers



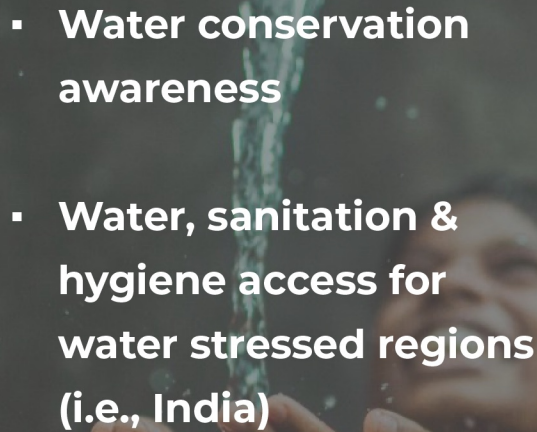
Aakasha is a Bulgarian brand promising style with purpose. Its avant-garde streetwear and accessories offer individuality and sophistication through clean and oversized silhouettes that can be worn by anyone, regardless of gender identity or body type. Its modular collection of minimalist designs can be transformed with ease, including jackets that double as backpacks, tearaway pants, cardigans that become rompers, and pleated skirts that button into pants. Aakasha is a direct-to-consumer brand creating pieces on demand with prices comparable to H&M's. Its ethos is built on transparency, consumer-centricity, and positive environmental impact while acknowledging its own inevitable carbon footprint.



62.3k Instagram
followers

113.5k web visits in
September 2023

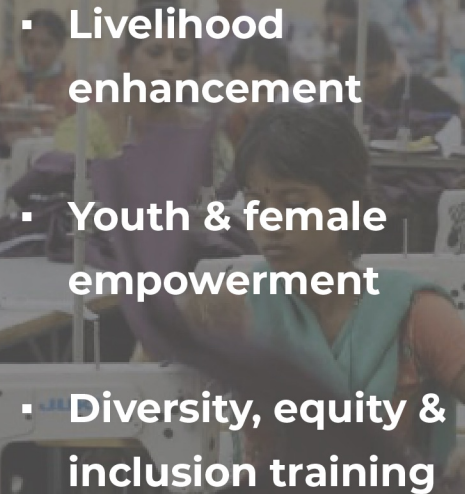
Images: <https://www.jobs.bg/en/company/aakasha>
<https://en.m.wikipedia.org/wiki/File:H%26M-Logo.svg>
[https://www.aakasha.com/modular-garments/multi-way-sleeves-hoodie`](https://www.aakasha.com/modular-garments/multi-way-sleeves-hoodie)

- 
- Water conservation awareness
 - Water, sanitation & hygiene access for water stressed regions (i.e., India)

*Water +
Sanitation*

- 
- Environmental education initiatives
 - Reduce, Reuse, Recycle (i.e., clothing repair, Garment Collection)

*Education +
Environment*

- 
- Livelihood enhancement
 - Youth & female empowerment
 - Diversity, equity & inclusion training

*Empowerment
+ Livelihood*

CORPORATE SOCIAL RESPONSIBILITY

3 CRS Pillars + Swedish Code of
Corporate Governance.

“COMPLY OR EXPLAIN”

H&M opts into the **Swedish Code of Corporate Governance**.

Companies which choose to apply the Code may deviate from the guidelines provided an explanation is supplied along with their annual report, stating the nature of the Code's application over the last financial year.

H&M launches Conscious Collection. Goal to source 100% sustainable cotton by 2020.

**APR
2013**

H&M plans to work with unions & govt. agencies to improve worker conditions in India & Cambodia.

**AUG
2022**

H&M urges Bangladesh suppliers to use recycled yarn & fabrics in apparel production.

**SEP
2023**

**SPRING
2010**

H&M becomes second largest apparel brand to publicly share supplier list.

**MAY
2016**

H&M faces first lawsuit accusing Conscious Collection of "greenwashing."

**JUN
2023**

CEO Helena Helmersson voices a need to improve H&M's sizing consistency.



CSR IN ACTION

A Timeline & Goals

AMBITIOUS GOALS

H&M's sustainability goals include:

**100% OF MATERIALS
SUSTAINABLY SOURCED**

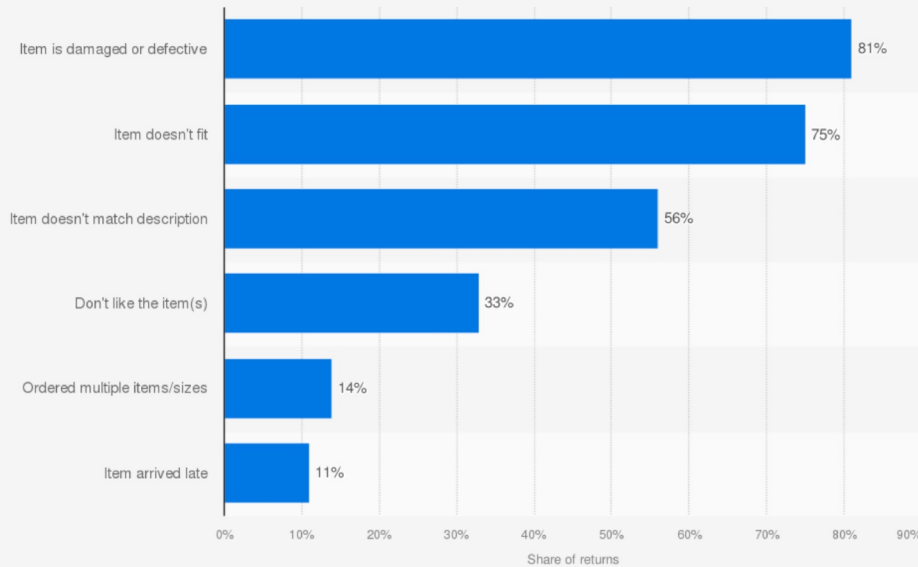
NET ZERO

2030 & 2040

ESG — Key Findings

TRENDS

Reasons for returning online purchases in the United States in 2022



Source:
PowerReviews
© Statista 2023

Additional Information:
United States; November 2022; 9,286 respondents

statista

Image: <https://www.statista.com/statistics/916192/reverse-logistics-reason-returning-merchants-united-states/>

Sizing issues — **second most common reason** for online shopping returns.

Cost of U.S. online returns = **\$213B.**

Online returns in landfills = **4.27B tons.**

Consumers demand **corporate transparency.**

Typical garment life expectancy is **2-10 years.**

Fast tracked trend cycles produce excess waste.

Carbon emissions must reach **net-zero by 2050**, according to the UN.



SEGMENTATION

Who Is the H&M Customer?

KATE EXPERIENCER



Female • Single w/o kids • 32 years old • College graduate • Mid-level professional • Middle income

83.1% of millennials shopped mostly online in 2022.

72% say social media impacts buying decisions.

63% willing to pay more for sustainable products.

CONNECTED BOHEMIANS
CLARITAS



Kate is an **experiencer**, an **early adopter** of new technologies and experiences. She is career-focused, stocking her professional and leisure wardrobes with H&M styles. She is **digitally connected** and looks to her social circle for fashion inspiration and validation. Kate is pop culture-literate, enjoys city traveling, visiting comedy clubs and museums, **shopping online**, and streaming her favorite artists on Spotify, such as Taylor Swift. She drives a Volvo and eats organic health foods, reflecting an interest in **eco consumerism**.

SWOT ANALYSIS

STRENGTHS

- High-low collaboration **history**.
- Strong **e-commerce** platform.
- **Competitive** pricing.
- **Global** positioning.

WEAKNESSES

- **Inconsistent** sizing.
- **Consumer distrust** due to past controversies.
- Lack of **coordinated ESG strategy**.
- Trend **chaser**.

OPPORTUNITIES

- **Product diversification** in an **emerging market**.
- **Expansion** of existing CSR strategies.
- Potential to become a **trend driver**.

THREATS

- **Declining** sales.
- **Heavy competition** (i.e., Zara).
- **Overdependence** on outsourcing.



E-COMMERCE

DIRECT-TO-CONSUMER

EConvertible is a capsule of **fashion merchandise**. It is a window for H&M to take the lead on a largely untapped market in fashion and diversify its approach to sustainability in a new and unexpected avenue. The collection weds H&M's successful history in **high-low collaborations** and **mass market positioning** with Issey Miyake's **artistic prowess**, **sustainable ethos**, and **prior experience in modular design**.

EConvertible invites mass market consumers to access luxury at a **more affordable pricepoint** while presenting sustainability from a refreshing, **experience-driven lens**.

Via: Constant Practice



ss2005 Issey Miyake
Modular Chest Rig



YOUR CLOTHES ADAPT WITH YOU.

Our clothes should fit us, not the other way around. Historically, hand-made clothing has provided a way to fit bodies not traditionally catered to in retail. EConvertible maintains this benefit with the added ease of no-sew adjustments for accessibility.



Sleeves add additional options for style and modesty. While the initial colorways are simple for versatility and wider appeal, future colorways will reflect industry forecasts for 2024 including **self-expression**, **the pursuit of calm**, **connecting with nature**, and **escapism**.

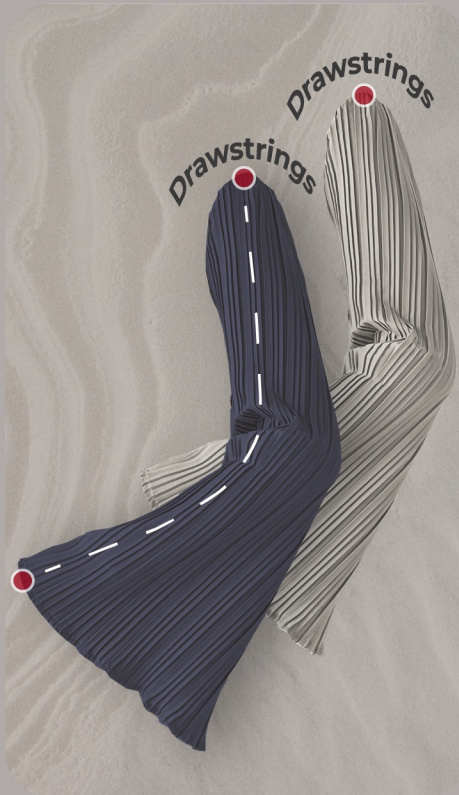
ECO nvertible: H&M x ISSEY MIYAKE

Product Assortment



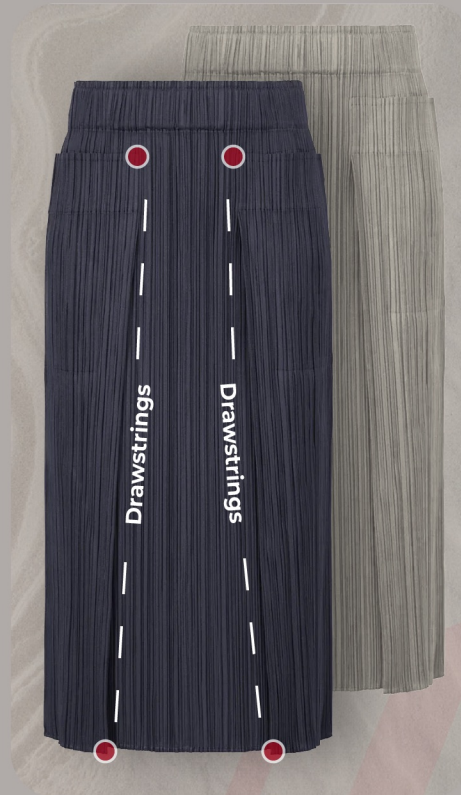
MOD TOP

Cost: \$69
MSRP: USD199.99
SKU: SS24-MTS-DN, SS24-MTL-SS
Size: S, L (adjustable drawstrings)
Colors: Dark Navy & Sandy Silver
Material: Recycled Poly-Cotton



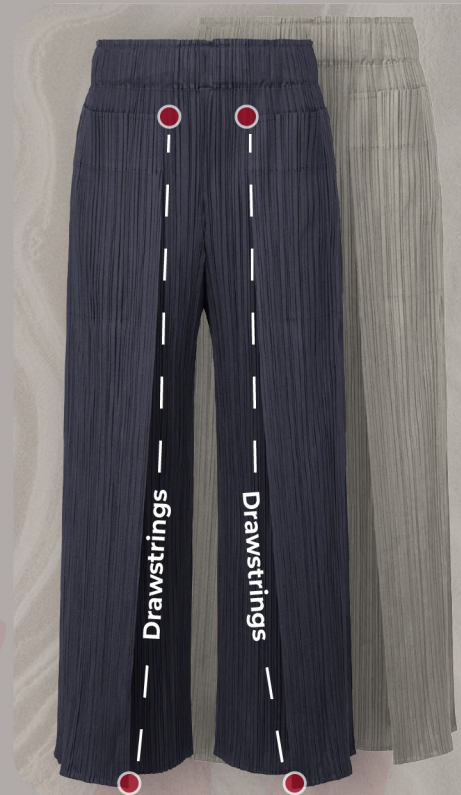
MOD SLEEVES

Cost: \$35
MSRP: USD99.99
SKU: SS24-MSS-DN, SS24-MSL-SS
Size: S, L (adjustable drawstrings)
Colors: Dark Navy & Sandy Silver
Material: Recycled Poly-Cotton



MOD SKIRT

Cost: \$87.5
MSRP: USD249.99
SKU: SS24-MSKS-DN, SS24-MSKL-SS
Size: S, L (adjustable drawstrings)
Colors: Dark Navy & Sandy Silver
Material: Recycled Poly-Cotton



MOD PANTS

Cost: \$79
MSRP: USD224.99
SKU: SS24-MTP-DN, SS24-MPL-SS
Size: S, L (adjustable drawstrings)
Colors: Dark Navy & Sandy Silver
Material: Recycled Poly-Cotton



MOD DRESS

Mod Top x Mod Skirt
Colors: Dark Navy & Sandy Silver
Material: Recycled Poly-Cotton

ECOⁿvertible Convertibles

ECOⁿvertible easily yields two additional no-sew pieces. Simply tie drawstring ends together to create a dress and jumpsuit which still allow for functional size and length adjustments, and effortless, organic silhouettes.

Sleeves are also attached in this way.

54% GROSS MARGIN GOAL

*Based on H&M's financial information.

MSRP influenced by prices in H&M's Premium Selection of merchandise and Issey Miyake's Pleats Please collection.

MOD JUMPSUIT

Mod Top x Mod Pants
Colors: Dark Navy & Sandy Silver
Material: Recycled Poly-Cotton



LAUNCH PLAN

Flagship Launch & Inventory Management Implications



H&M NYC FLAGSHIP

The primarily digital nature of EConvertible will help **forecast inventory needs** throughout the collection's run. Online shopping can be up to **two times more carbon efficient** than traditional retail. This impact can be maximized when delivery is streamlined and returns minimized. EConvertible's sizing flexibility and compact assortment addresses both.

EConvertible is a **limited capsule** for the **Spring/Summer 2024 (SS24) season (January-July)**. While primarily available online (99%), an exclusive run of the collection will debut for a day at H&M's NYC flagship store (1%). Historically, these exclusive in-person launches garner significant foot traffic. Collaborations typically sell out within hours. Drawstring and sizing demos will be provided in-person.



CONT'D

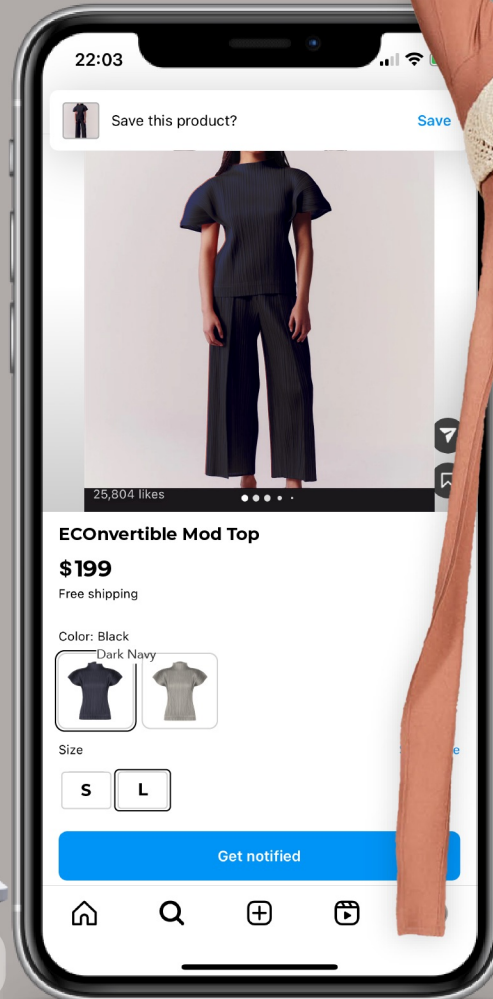
Digital Lookbooks, Video Tutorials, Instagram Shopping & Celebrity Promotion

Purchase from the hm.com website and see a **style lookbook, drawing video demos and tutorials** on transforming convertibles for the desired size and fit. Buy **directly from Instagram** through **Instagram Shop**. Celebrity endorsement provided by H&M Global Sustainability Ambassador, actress **Maisie Williams** (see right).



VIDEO TUTORIALS

INSTAGRAM SHOPPING



ECONVERTIBLE | HOW TO

Sample text sample text sample text sample text sample text sample text sample text
sample text sample text sample text sample text sample text sample text sample text sample text
sample text sample text sample text sample text sample text sample text



LOOKBOOK CONCEPT PHOTOS

Students can utilize H&M's **Student Beans** program for special discounts. H&M **Plus members** can also apply and collect rewards points toward future purchases.

6-MONTH SALES PLAN & INCOME STATEMENT



SALES	\$4,352,940
AVG. INVENT.	\$2,398,916.9
MD \$	\$1,088,235
PURCH.	\$8,705,880

INCOME STATEMENT

SALES	\$10,912,887	100%
COGS	\$4,768,931.6	43.7%
GM	\$6,143,955.4	56.3%
OE	\$5,380,053.3	49.3%
PROFIT	\$763,902.1	7.0%

*Based on e-commerce & 250 stores.

ASSUMPTIONS

- **56.3%** gross margin, consistent with H&M financial trends.
- **65%** markup.
- **25%** markdowns.
- **Product restock ordered every other month.**
- **2 colorway expansions.**
- **1.81 turnover.**

SOCIAL IMPLICATIONS

Consumer Psyche
Influences

REDUCE CONSUMPTION

Apparel consumption is up **60% from the last 15 years**. *ECONvertible* promotes reduced consumption without sacrificing style or versatility. With H&M repair and recycling programs in place, consumers can extend the typical **2-10-year life span** of their clothing to get more for less. This will also build customer loyalty.

B₃ U₁ Y₄

L₁ E₁ S₁ S₁

C₃ H₄ O₁ O₁ S₁ E₁

W₄ E₁ L₁ L₁

M₃ A₁ K₅ E₁

I₁ T₁

L₁ A₁ S₁ T₁



SUSTAINABILITY SHIFTS

On average, Americans discard **>81lbs of textiles annually each**. Only **15% is recycled** while the rest is burned or landfilled. **79% of millennial consumers** expect retailers to become more sustainable in the future. **58% of U.S. consumers** intend to buy less for sustainability purposes. *ECONvertible* achieves mutual benefit for both H&M's and consumers' related goals.

H&M claims **transport accounts for 2-3%** of its total emissions. To further reduce this, H&M partners with Maersk, a global transport leader using renewable energy sources for sea transport. H&M formed The Pathways Coalition with Scania, E.ON, and Siemens to achieve **fossil-free transport by 2050**. H&M mainly relies on sea transport and intends to cut its road travel emissions by 20%.

SUPPLY CHAIN

- **Automate recurring orders**, such as restocks every other month.
- **Negotiate with suppliers for cost discounts** (i.e., Net 30).
- **Regularly review operations** and make necessary adjustments **without cutting necessary costs**.
- **Increase collaboration** with other key internal departments to ensure effective communication and strategy.
- **Ensure promotional messaging is consistent** across e-commerce channels (i.e., website & social media).
- **Review historical data** from past brick-and-mortar design collab launches to anticipate units needed for flagship launch.

Images: <https://hmgroup.com/sustainability/leading-the-change/transparency/supply-chain/>



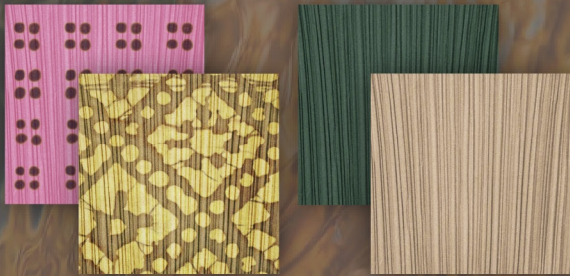
SCALING PLAN

1 COLORS + PATTERNS

- Colorway & pattern line extensions every other month with mix & match capabilities.

SWATCH EXAMPLES

Natural dyes & patterns (i.e., batik) based on Pantone's 2024 color forecast.



2 REPAIR + RENT

- Return garments to H&M for repairs to extend garment life.
- Rent at more flexible pricepoints through H&M Rental.
- Recycle with H&M's Garment Collection program.



APPENDIX

Additional Supporting Research

CSR IN ACTION

In its 2022 Annual and Sustainability Report, H&M claims it uses 84% “recycled or other more sustainably sourced materials in [its] commercial goods.” (H&M Group, 2022) This includes 23% recycled materials. Its goal is 30% by 2025 and 100% by 2030.

SWOT ANALYSIS

In the 2023-2024 New York legislative session, Senate Bill S4746 will mandate that fashion retailers adhere to environmental and social responsibility guidelines in an unprecedented move. This bill could influence other U.S. states to adopt or consider similar legislation, which could affect the current CSR/ESG strategies H&M uses.

MERCHANDISE STRATEGY

Issey Miyake himself is considered by some to have belonged to the “anti-fashion” genre of the industry in that he was “anti-trend” and focused more on the art of design than what would be more profitable. He referred to his designs as “clothing” instead of “fashion.” While H&M may not be an obvious collaborator for the Issey Miyake brand, their individual strengths and philosophies have the potential to bridge a sustainability gap between the mass and luxury markets where both can build better together.

LAUNCH PLAN

H&M’s past high-low collaborations have been highly successful. The H&M x Mugler collection sold out in one hour and saw a queue around the block outside its London store. Many people buy larger quantities to resell on eBay and other resale websites for higher prices.

The goal is to minimize packaging waste and unnecessary emissions from half-filled distribution trucks.

SCALING PLAN

Among Pantone’s SS24 color forecast are Lemon Drop 12-0736, a zesty yellow, Mushroom 14-1305, a bright, earthy taupe, Watercress 17-0220, a peppery green, and Desert Flower 15-1435, a warm, salmony pink. These colors are the basis for two EConvertible colorway expansions between the January-July 2024 run. The second expansion will include patterns. All colors and patterns can be achieved through natural dyeing/patternmaking methods with lesser environmental impacts.

In 2019, H&M launched a clothing rental service at a flagship store in Stockholm, allowing customers to rent select looks from the Conscious Collection. H&M debuted ONE/SECOND/SUIT, its first rental service in the U.S. for men’s suits. H&M also owns Sellpy, an online secondhand fashion platform that is fast-growing in Europe.

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