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MODULE 7

Marketing, Communication, and Collaboration for Sustainable Innovation



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Lesson Plan

Module purpose: This module equips VET providers and trainers to deliver practical learning on marketing, communication, and collaboration for sustainable innovation in fashion. Trainers will guide learners to develop evidence-based sustainability messages, recognise and avoid greenwashing, select suitable communication channels, engage stakeholders, and build partnerships that support sustainable practices.

Element	Description
EQF Level	Level 5
Estimated Learning Time	6–8 hours
Target Groups	VET learners, SMEs, women entrepreneurs
Training Methodology	Blended learning, workshops, case studies and collaborative learning
Assessment	Reflection activity, presentations and practical exercises

Learning Outcomes

Knowledge

- **Understand sustainability communication and storytelling concepts.**
- **Recognise the importance of collaboration and innovation ecosystems.**

Skills

- **Develop sustainability communication ideas.**
- **Identify collaboration opportunities within fashion and leather sectors.**

Responsibility & Autonomy

- **Promote authentic sustainability communication.**
- **Encourage collaborative and innovation-oriented approaches.**



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Module 7 – Lesson Plan Table

Digital marketing: social media, visual content and green campaigns | Funding opportunities and EU programmes for sustainable fashion | Avoiding greenwashing and building consumer trust through transparent communication

**Module 7 – Unit 1: Communicating sustainability – storytelling and authenticity	EQF 5	2 hours**			
Topics and Sub-topics / Learning activities	**Duration**	**Training methods used**	**Materials used**	**Suggestions for implementation**
Module Introduction: Overview of sustainability communication and collaborative innovation.	15 min	Interactive discussion	PPT presentation	Introduce the importance of transparency, storytelling and partnership.
Topic 1: Communicating Sustainability – Storytelling and Authenticity: Transparency, storytelling, consumer trust and greenwashing.	30 min	Case-based learning and discussion	PPT, Fashion Revolution resources, videos	Discuss how brands communicate sustainability and analyse examples of authentic and misleading communication.
Topic 2: Collaboration, Partnerships and Cluster-Based Innovation ecosystems, stakeholder engagement and collaborative sustainability	30 min	Collaborative learning	Stakeholder maps, examples of clusters and EU projects	Learners identify key actors involved in sustainable innovation ecosystems.

Practical Activity: Create a sustainability communication concept and collaboration proposal.	30 min	Workshop activity	Templates, paper or digital tools	Learners work in groups and present short sustainability communication and partnership idea.
Assessment and Wrap-Up	15 min	Reflection and peer feedback	Short reflection questions	Discuss how communication and collaboration can support sustainability transition.

Module 7 – Unit 2: Digital marketing: social media, visual content and green campaigns | EQF 5 | 2 hours				
Topics and Sub-topics / Learning activities	**Duration**	**Training methods used**	**Materials used**	**Suggestions for implementation**
Ice-breaking activity: "Scroll and judge". Learners are shown 5 real social media posts from fashion brands. They must decide in 30 seconds each: does this feel authentic or performative?	10 min	Peer discussion, critical thinking	Printed or projected social media screenshots	The trainer collects reactions and introduces the idea that digital communication can either build or erode trust. Links directly to the unit theme.
Pre-assessment: 3–4 closed questions on social media platforms and their audiences, visual content formats, and what makes a green campaign credible. True or False: A fashion brand that posts frequently about	10 min	True-False / Multiple Choice Quiz	Mentimeter, Kahoot or printed quiz	Short discussion after the quiz. Surface assumptions about the relationship between digital visibility and actual sustainability performance.

sustainability is necessarily more sustainable than one that posts rarely.				
Topic 1: Social media platforms and fashion audiences' Sub-topics include the platform overview (Instagram, TikTok, Pinterest, LinkedIn), audience profiles, content formats (Reels, Stories, carousels, short video), algorithm logic and organic reach, paid vs organic strategies for SMEs.	20 min	Interactive lecture with live examples	PPT, screenshots of brand profiles across platforms	Focus on platforms accessible to small businesses with limited budgets. Discuss how algorithm changes affect reach and why consistency matters more than volume.
Topic 2: Visual content for sustainable fashion Sub-topics: visual storytelling principles, behind-the-scenes content, material and process transparency, photography and video on a low budget, user-generated content, AI image tools for small brands.	20 min	Lecture with visual examples and tool demonstration	PPT, examples of lo-fi vs polished brand content, Canva or similar tool demo	Show that authentic, low-budget content often performs better than polished campaigns for sustainable brands. Discuss how to document the production process visually.
Topic 3: Planning and running a green campaign Sub-topic: campaign objectives and KPIs, message framing for sustainability, content calendar, community engagement, measuring impact, avoiding common pitfalls.	20 min	Lecture with case examples	PPT, sample content calendar template, green campaign examples	Use real examples of successful small-brand green campaigns. Discuss what made them work: specificity, consistency, community involvement.

Practical activity Sustainability Awareness Campaign Design for a Fashion Brand (see dedicated section)	30 min	Design, group work	Campaign brief worksheet, content calendar template, platform reference cards	Groups develop a mini green campaign for a small fashion brand profile: topic, message, slogan, platform, 3 content ideas, one partnership. Trainer checks that claims are specific and verifiable.
Wrap-up One post, one message, one action. Each learner drafts a single social media caption for their campaign in 2 minutes and shares it with the group.	10 min	Rapid creative exercise, peer feedback	Whiteboard or shared digital board	Trainer highlights the captions that are most specific and authentic. Link to next unit on funding and EU programmes.
Module 7 – Unit 3: Collaboration, partnerships, and cluster-based innovation | EQF 5 | 2 hours				
Topics and Sub-topics / Learning activities	**Duration**	**Training methods used**	**Materials used**	**Suggestions for implementation**
Ice-breaking Activity: "Who is involved?" Learners are presented with a sustainability challenge in the fashion industry and asked to identify all stakeholders involved in solving it.	10 min	Group discussion, brainstorming	Stakeholder cards, whiteboard	Introduce the concept of innovation ecosystems and the importance of collaboration.
Pre-assessment: Short discussion and quiz on partnerships, clusters, innovation ecosystems and	10 min	Discussion quiz	Mentimeter, Kahoot or printed quiz	Assess learners' prior understanding of collaborative innovation.

collaborative sustainability initiatives.				
Topic 1: Understanding Innovation Ecosystems. Sub-topics: innovation ecosystems, key stakeholders, sustainability, challenges, collaborative problem-solving, value chain cooperation.	20 min	Interactive lecture	PPT, screenshots of brand profiles across platforms	Focus on platforms accessible to small businesses with limited budgets. Discuss how algorithm changes affect reach and why consistency matters more than volume.
Topic 2: Collaboration and Stakeholder Engagement. Sub-topics: SMEs, VET providers, research centres, public authorities, NGOs and industry associations.	20 min	Collaborative learning	Stakeholder maps, case examples	Learners identify relationships between stakeholders and discuss collaboration opportunities.
Topic 3: Cluster-Based Innovation and European Cooperation. Sub-topics: cluster organisations, Leather Cluster Barcelona, European projects, Erasmus+, Horizon Europe, Interreg and international cooperation.	20 min	Lecture with case examples	PPT, project examples, cluster case studies	Present how clusters facilitate innovation, sustainability and access to European opportunities.
Practical Activity: Sustainability Collaboration Mapping. Learners create a stakeholder and partnership map for sustainable fashion or leather initative.	30 min	Workshop activity	Stakeholder mapping templates, paper or digital tools	Learners develop a collaboration strategy and identify potential partners.

Wrap-Up: One challenge, one partner, one solution. Larners reflect on how collaboration can support sustainability transitions.	10 min	Reflection and peer feedback	Reflection questions	Connect collaboration and partnerships with sustainable innovation and competitiveness.
Module 7 – Unit 4: Funding Opportunities and EU Programmes for Sustainable Fashion | EQF 5 | 1 hour and 30 minutes				
Topics and Sub-topics / Learning activities	**Duration**	**Training methods used**	**Materials used**	**Suggestions for implementation**
Ice-breaking Activity: "Where Would You Apply?" Learners are presented with different sustainability project ideas (f.e. digital marketing, circular fashion, skills development, innovation) and asked to match them with the type of European funding programme that could support them.	10 min	Group discussion and brainstorming	Project idea cards, whiteboard	Introduce the concept of European funding and encourage learners to think about how different sustainability initiatives can be supported through collaboration and funding opportunities.
Pre-assessment: Short discussion and quiz on European funding programmes, project partnerships and innovation initiatives.	10 min	Discussion and quiz	Mentimeter, Kahoot or printed quiz	Assess learners' previous knowledge of European programmes and collaborative project development.
Topic 1: Overview of European Funding Opportunities. Sub-topics: European Green Deal, Erasmus+, Horizon Europe, Interreg, LIFE	20 min	Interactive lecture	PPT presentation, programme factsheets, European commission websites	Present the objectives of the main EU programmes and explain which types of organisations and projects are eligible for each programme.

Programme and funding opportunities for sustainable fashion, textile and leather sectors.				
Topic 2: Building Successful Collaborative Projects. Sub-topics: partnerships development, identifying project needs, consortium building, project objectives, expected impact and stakeholder engagement.	20 min	Lecture with discussion	PPT, examples of successful EU projects, project templates	Explain the key elements of a successful European proposal and highlight the importance of international collaboration and complementary expertise.
Practical Activity: “Design Your European Project”. Learners work in small groups to develop a simple project idea addressing a sustainability challenge, identify suitable partners and select the most appropriate European funding programme.	20 min	Workshop activity	Project concept template, programme summaries, flipchart or digital collaboration tools	Encourage learners to justify their choice of funding programme and explain the added value of their proposed partnership.
Wrap – Up: “One Challenge – One Opportunity “ Learners reflect on how European cooperation and funding can accelerate sustainability, innovation and competitiveness within the fashion, textile and leather sectors.	10 min	Reflection and peer feedback	Reflection questions	Reinforce the importance of European collaboration as a driver of innovation, sustainability, and skills development.

Module 7 – Unit 5: Avoiding greenwashing and building consumer trust through transparent communication | EQF 5 | 2 hours				
Topics and Sub-topics / Learning activities	**Duration**	**Training methods used**	**Materials used**	**Suggestions for implementation**
Ice-breaking activity “Greenwash or genuine? “Learners are shown 5 real sustainability claims from fashion brands (e.g. "conscious collection", "planet-friendly", "made with recycled materials"). They vote: credible, unclear or greenwashing.	10 min	Peer discussion, critical thinking	PPT or printed claim cards, Mentimeter for live voting	The trainer reveals the context behind each claim after the vote. The aim is to show that greenwashing is often not intentional dishonesty but a lack of specificity and evidence. Links to the EU Green Claims Directive.
Pre-assessment: 3–4 closed questions on: definition of greenwashing, EU Green Claims Directive, difference between a vague and a specific sustainability claim. True or False: Using the word 'sustainable' in a product description is always legally acceptable in the EU.	10 min	True-False / Multiple Choice Quiz	Mentimeter, Kahoot or printed quiz	Short discussion after the quiz. Surface assumptions about what is legally and ethically acceptable in sustainability communication.
Topic 1: What is greenwashing and why it matters. Sub-topics: definition and types of greenwashing (vague claims, misleading imagery, irrelevant claims, hidden trade-offs, false	20 min	Interactive lecture with case examples	PPT with real brand examples (anonymised where appropriate)	Use examples from both large brands and small businesses. Stress that greenwashing can happen unintentionally and that the solution is evidence and specificity, not silence.

labels), real brand examples, reputational and legal risks, consumer trust erosion.				
Topic 2: EU regulatory framework on green claims. Sub-topics: EU Green Claims Directive, Empowering Consumers Directive, substantiation requirements, prohibited practices, enforcement and penalties, timeline for compliance.	20 min	Guided lecture with regulatory overview	PPT, simplified Green Claims Directive summary, prohibited claims list	Frame the regulation as a level playing field — it protects brands that communicate honestly and penalises those that don't. Discuss what 'substantiation' means in practice for a small brand.
Topic 3: Building transparent and credible communication. Sub-topics: claim substantiation principles, specific vs vague claims, use of certifications and labels, transparency tools (product pages, QR codes, Digital Product Passport), storytelling with evidence.	20 min	Problem-based learning, claim rewriting exercise	PPT, claim rewriting worksheet, examples of transparent brand communication	Learners rewrite 5 weak claims into stronger, specific ones. Example: replace 'eco-friendly jacket' with 'jacket made with 70% recycled polyester, certified GRS, repair service available for 3 years'.
Topic 4: Consumer trust as a business asset. Sub-topics: trust-building through consistency, community engagement, co-creation with customers, handling mistakes transparently, long-term brand reputation.	15 min	Discussion, case analysis	PPT, examples of brands that recovered trust after a greenwashing accusation	Discuss how trust is built over time and lost quickly. Show examples of brands that have handled sustainability mistakes well and those that have not.

Practical activity: Sustainability Claim Audit for a Small Fashion Brand(see dedicated section)	30 min	Analysis + Design, individual or pairs	Brand communication audit worksheet, claim rewriting guide, EU prohibited claims reference	Learners receive a fictional small brand's website copy and social media captions. They identify greenwashing risks, rewrite problematic claims, and propose one transparency tool the brand could implement.
Wrap-up: One claim, one fix, one commitment. Each learner identifies one claim they currently use or have seen, proposes a more specific version, and states one transparency action they would take.	10 min	Reflective summary, peer sharing	Whiteboard or shared digital board	Trainer collects the improved claims and highlights the most effective rewrites. Close the module by connecting transparent communication to the broader themes of Modules 3 and 6.

Case Study: MODA SOSTENIBLE BARCELONA

Country: **Spain-Barcelona**

Link: https://www.modasosteniblebcn.org/

Main Content including the following:

Background

Moda Sostenible Barcelona is a non-profit association founded in 2013 to promote a more ethical and environmentally responsible fashion industry. Based in Barcelona, the organisation brings together designers, suppliers, workshops, distributors, journalists, and citizens committed to transforming the fashion sector through sustainability, collaboration, and social responsibility.

The association works to raise awareness about sustainable fashion while supporting ethical production and consumption practices. It also organises events and initiatives such as the Barcelona Ethical Fashion Fest (BEFF), Re-Barcelona, and Fashion Revolution activities, creating a platform for collaboration and knowledge exchange within the sustainable fashion community.

The Challenge

Moda Sostenible Barcelona was created in response to the environmental and social impacts of the conventional fashion industry, including pollution, textile waste, overconsumption, and labour exploitation linked to fast fashion. The association also identified a lack of visibility, collaboration, and public awareness around sustainable fashion initiatives. Many professionals and organisations working toward ethical fashion were disconnected and lacked a common platform to share knowledge, connect stakeholders, and promote alternative production and consumption models.

Its main challenge was therefore to help drive a transition toward a more transparent, ethical, and sustainable fashion industry through education, collaboration, and collective action.

Actions Taken

- **Step 1 – Building a collaborative sustainable fashion network**

Moda sostenible created a platform that connects designers, suppliers, workshops, distributor, journalists and citizens committed to ethical and sustainable fashion. This network encourages collaboration, knowledge exchange and collective action across the fashion value chain

- **Step 2 – Raising awareness and promoting education**

The association developed activities and initiatives to raise public awareness of the fashion industry's environmental and social impacts. Through educational actions, campaigns, and events, it promotes more responsible production and consumption practices.

- **Step 3 – Organising events and industry initiatives**

Moda Sostenible Barcelona became a pioneer in organising sustainable fashion events such as the Barcelona Ethical Fashion Fest (BEFF), later transformed into Re-Barcelona, as well as the Sustainable Fashion Forum and Fashion Revolution activities in Barcelona. These events create visibility for sustainable fashion initiatives and facilitate dialogue between industry stakeholders.

- **Step 4 – Supporting sustainable fashion professionals and initiatives**

The association supports designers and organisations working in sustainable fashion by creating opportunities for networking, collaboration, and visibility.

Results

Environmental and Social Impact

Moda Sostenible Barcelona has contributed to increasing awareness of the environmental and social impacts of the fashion industry by promoting sustainable and ethical alternatives to conventional fashion models. The organisation has also helped strengthen the collaboration between different stakeholders in the sustainable fashion ecosystem, fostering a more connected and conscious fashion community.

Business impact

Moda Sostenible has promoted networking opportunities and visibility for sustainable fashion initiatives and therefore supported the growth and recognition of ethical fashion projects and professionals.

Educational and Awareness Impact

The association has played an important role in educating both industry professionals and consumers about the importance of transparency, ethical production, and environmental responsibility in fashion. In addition, it actively promotes environmental awareness from an early age by working with the Sustainable Development Goals (SDGs) of the UN 2030 Agenda and integrating the principles of the “Full de Ruta de la Economia Circular a Catalunya (FRECC) 2023–2025,” which places special emphasis on reaching primary schools. Through its initiatives, the association fosters dialogue, awareness, and collective action aimed at transforming the fashion industry toward more sustainable and responsible models.

Key Takeaways

- The association demonstrates that collective actions and networking are essential to accelerate the transition toward a more ethical and sustainable fashion industry.

- The initiative shows that combining education, networking, and public engagement can contribute to systemic change in the fashion industry toward more responsible and transparent models.
- Events and initiatives like BEFF, Re-Barcelona, and Fashion Revolution play a key role in increasing visibility, fostering dialogue, and positioning Barcelona as a hub for sustainable fashion innovation.

Discussion Questions

- In what ways can events such as BEFF, Re-Barcelona, and Fashion Revolution influence industry practices and consumer awareness?
- Could collaborative sustainability networks become a key success factor for SMEs in the future fashion industry?
- Can transparency become a tool for small businesses, women-led enterprises to differentiate themselves and compete more effectively in the fashion market?

Case Study: Igualadina de Depuració I Recuperació

Country: **Spain-Barcelona**

Link: https://idr.cat/en/

Main Content including the following:

Background

Igualadina de Depuració I Recuperació (IDR) is a pioneering wastewater treatment and resource recovery facility created through the collective effort of the leather tanning industry in Igualada, Catalonia. The facility was established by a group of tanneries that recognised the need to address the environmental challenges with leather manufacturing while ensuring the long-term competitiveness of the sector.

The leather industry has historically played a key role in the economy development of Igualada. However, tanning processes require significant water consumption and generate wastewater containing organic matter, salts and chemical compounds that must be properly treated before being released into the environment.

To address these challenges, local tanneries collaborated to create a shared wastewater treatment infrastructure capable of serving the entire leather cluster. Through collaborative cooperation and environmental innovation within the European leather sector.

The Challenge

Leather production is resource-intensive and requires effective water management and environmental protection measures. Individual tanneries often face significant financial and technical barriers when attempting to implement advanced wastewater systems independently.

At the same time, rising environmental regulations, stakeholder expectations, and sustainability requirements put additional pressure on companies to reduce their environmental footprint and improve resource efficiency.

The main challenge was therefore to develop a collective solution capable of:

- Improving wastewater treatment performance.
- Reducing environmental impacts.
- Supporting compliance with environmental regulations.
- Maintaining the competitiveness of local tanneries.
- Strengthening cooperation within the leather industry ecosystem.

Actions Taken

- **Step 1 – Creating a Collaborative Industry Initiative**

  Local tanneries joined forces to establish a shared environmental infrastructure capable of addressing common wastewater treatment challenges. This collaborative approach enabled participating companies to pool resources, expertise, and investment capacity.

- **Step 2 – Developing Advanced Wastewater Treatment Infrastructure**

  IDR implemented specialised treatment systems designed to process wastewater generated by tanning operations. The facility continuously improved its technological capabilities to meet increasingly demanding environmental standards.

- **Step 3 – Promoting Resource Efficiency and Environmental Responsibility**

  The organisation adopted strategies aimed at improving water management, reducing pollution, and promoting more sustainable industrial practices throughout the leather value chain.

- **Step 4 – Strengthening Cluster – Based Cooperation**

  The initiative became a central component of the local leather ecosystem, encouraging cooperation between companies, industry associations, public authorities, and research organisations working toward common sustainability goals.

Results

Environmental Impact

IDR has significantly improved wastewater management within the Iguala leather cluster, reducing environmental impacts associated with tanning operations and supporting more responsible water use practices.

The initiative has contributed to:

- Improved water quality management
- Reduced pollution levels
- Enhanced environmental compliance
- Greater resource efficiency

Business impact

By sharing infrastructure and operational costs, participating companies have benefited from economies of scale and increased competitiveness. The collaborative model has enabled SMEs to access advanced environmental solutions that would have been difficult to implement individually.

Innovation and Collaboration Impact

IDR demonstrates how industrial cooperation can create shared value for businesses and society. The initiative has strengthened collaboration among local stakeholders while positioning Igualada as a reference point for sustainable leather production and industrial symbiosis.

Key Takeaways

- Collaboration between companies can generate solutions to environmental challenges that are difficult to address individually.
- Shared infrastructure can improve both sustainability performance and economic competitiveness.
- Cluster-based approaches facilitate innovation, knowledge exchange, and resource efficiency.
- Long-term sustainability transitions require cooperation between industry, public authorities, and other stakeholders.
- Environmental responsibility can become a driver of industrial resilience and regional development.

Discussion Questions

- Why was collaboration essential to the success of the IDR initiative?
- What advantages do shared environmental infrastructures transitions within traditional manufacturing sectors?
- Could similar collaborative models be applied to other environmental challenges within the fashion, textile, or leather industries?
- How does the IDR example demonstrate the relationship between sustainability, competitiveness, and innovation

Best Practice

Title: Brava Fabrics: Transparent & Impact-Driven Fashion Consumption Model

Type: Business Practice/Educational Approach

☐ Business practice ☐ Technological solution ☐ Educational approach ☐ Policy

Content (Executive Snapshot):

Brava Fabrics is a Barcelona-based fashion brand recognised for its strong commitment to transparency in the fashion industry. The company openly shares detailed information about the origin of each garment, including production facilities and material sourcing. It provides detailed sustainability information at material and product level, including quantified environmental indicators and transparent sourcing data, enabling consumers to better understand the environmental implications of their purchasing decisions. Through its communication strategy and transparency tools, Brava Fabrics has raised consumer awareness of ethical fashion, positioning itself as a reference point for sustainable fashion communication in Spain.

The Challenge Addressed

The fashion industry is characterised by low transparency, limited consumer awareness of production impacts, and high levels of overconsumption. This creates a gap between consumer purchasing behaviour and the environmental and social consequences of fashion production.

Innovation & Added Value

- Increased consumer empowerment through access to clear, product-level information on materials, origin, and production.
- Reduction of information asymmetry between brands and consumers in the fashion industry.
- Support for conscious purchasing decisions, enabling users to evaluate environmental and ethical impact before buying.
- Encouragement of reduced overconsumption by emphasizing durability, transparency, and responsible design.
- Strengthened brand trust and credibility through verifiable sustainability claims rather than generic messaging.
- Improved product longevity mindset, shifting consumer focus from quantity to quality.

Tools

- Environmental impact assessment calculator

Practical Activity

Activity Title: Sustainability Awareness Campaign Design for a Fashion Brand

Type: Design/Other

☐ Hands-on ☐ AI-based ☐ Analysis ☐ Design ☐ Simulation ☐ Other

Activity Objective:

Learners develop a sustainability awareness campaign that educates consumers about responsible fashion consumption and encourages sustainable behaviours through effective communication.

Tasks.

- Select a sustainability topic (e.g., textile waste, circular fashion, sustainable materials, garment care, overconsumption).
- Define the target audience.
- Develop a campaign message and slogan.
- Present the campaign strategy and expected impact.
- Propose channels and partnerships to maximise campaign reach and impact.

After the completion of this activity, you will be able to:

- Foster a positive emotional connection between consumers and sustainable fashion practices, increasing empathy towards environmental and social impacts of the fashion industry.
- Develop the ability to translate sustainability concepts into clear, engaging, and consumer-oriented communication content.
- Enhance consumer awareness of the benefits of sustainable fashion choices, including durability, ethical production, and environmental impact reduction.
- Strengthen critical thinking in identifying effective channels and partnerships to amplify sustainability messages across different audiences.

Total time: 15-20 minutes