



**FAIR:**

# A NETWORK APPROACH TO SUSTAINABILITY, INNOVATION AND COMPETITIVENESS

**AUTHORS**

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## ABSTRACT

# WHICH IS THE BEST WAY FORWARD: TO STAY ON COURSE AND FOCUS ON IMPROVEMENTS OR FORGE AHEAD WITH A MORE AMBITIOUS GROWTH PLAN?

The Fashion Alliance to Innovate Responsibly (FAIR) is a Peruvian association that brings together sustainable fashion brands and textile manufacturers in favour of sustainable development within the fashion and textile sector in Peru. On October 20<sup>th</sup> 2020, in the middle of the Covid-19 pandemic, FAIR's CEO Rizal Bragagnini was chairing the network's annual meeting virtually.

After providing an overview of the mission of the alliance and of the activities completed and in progress, it came time to discuss the future strategy of the alliance with the members. While the mission of FAIR alliance was clear, the strategy was not. Given the many challenges the industry was facing in recent years, specifically in relation to the economy, sustainability and animal welfare, Rizal knew this was not going to be an easy discussion. Pressure was mounting from various stakeholders, and many members held different points of views and ideas concerning the way forward for the alliance. From Rizal's perspective, there were really only two paths to be considered for the future of the network – to stay the course and focus on improvements, deferring any major strategy decisions for another year; or forge ahead with more ambitious growth plans.

The question that remained to be answered was - which was the best way forward.

This case is for educational purposes and is not intended to illustrate either effective or ineffective management of an organisational situation. The situations and circumstances described may have been dramatised or modified for instructional purposes and may not accurately reflect actual events.

## AUTHORS

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#### Biography

Paolo teaches Strategy, Consulting and Sustainability at UCL School of Management where he is also a member of the School's senior management team.

Before UCL, Paolo spent six years at Imperial College London where he is still a Visiting Professor. Paolo's research on corporate sustainability is internationally recognised and his books internally appreciated. Outside of the academy, Paolo has significant consultancy experience in the fields of strategy, education, and sustainability. Today, he advises influential organisations in the UK, Italy, US, Canada and India.

His projects, quotes and opinions have been featured over 200 times in media outlets like The Financial Times, Forbes, Sole 24 Ore, Sky News, Mediaset and CNN. In 2018, Paolo was chosen by influential website Poets & Quants as one of the world's top 40 business school professors under the age of 40. In 2021, Paolo was indicated by Italian's leading business daily Sole 24 Ore as the most influential Italian under the age of 40.

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#### Biography

Andres is a Peruvian professional with a background in business and sustainable development – currently based in London, UK. Today, Andres is an Associate at the World Business Council for Sustainable Development and is an MSc Candidate at UCL (Environment and Sustainable Development).