DIGI-GRENT Project

Good practice - Template

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1 Introduction

1.1 Good practice definition

Good practice is a method or technique that has been generally accepted as superior to any alternatives. It has been proven to work well and produce good results[1].

1.2 Good practice criteria

The following set of criteria will help you to determine whether a practice Is a 'good practice':

- ***Effective and successful***
  A good practice has proven its strategic relevance as the most effective way to achieve a specific objective; it has been successfully adopted and has had a positive impact on individuals and/or communities.
- ***Digitally-driven or digitally-enabled***
  A good practice that uses technology (digital means) in order to ensure its operations, innovation or collaboration.
- ***Environmentally, economically and socially sustainable***
  A good practice meets current needs, in particular the essential ones of the world's poorest, without compromising the ability to address future needs.
- ***Technically feasible***
  Technical feasibility is the basis of a good practice. It must be easy to learn and implement.
- ***Inherently participatory***
  Participatory approaches are essential, as they support a joint sense of ownership of decisions and actions.
- ***Replicable and adaptable***
  A good practice should have the potential for replication and should therefore be adaptable to similar objectives in varying situations.
- ***Reducing disaster/crisis risks, if applicable***
  A good practice contributes to disaster/crisis risk reduction for resilience.

[1] Nash, J. and Ehrenfeld, J., (1997), "Codes of environmental management practice: assessing their potential as a tool for change." Annual Review of Energy and the Environment 22, pp. 487-535; Bretschneider, S., Marc-Aurele, F.J., Jr., and Wu, J. (2005), "Best Practices" Research: A methodological guide for the perplexed, Journal of Public Administration Research and Theory , (15) 2, pp. 307-323.

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2 Good practice description

IFLOW will be focusing on an eco-friendly digital business model. The overall idea of the current good practice is based on services. The aim is to create a digital and neuroscience agency which will be offering data and feedback on brands digital campaigns regarding sustainability. At a first point, iFLOW will assist brands to create customized campaigns about sustainability. Before setting the digital campaigns, social media posts and website content will be tested through neuroscience devices. The testing can be done to campaigns that have been already on air through digital channels. In this case, iFLOW will be advising brands on what they should alter on the content of their campaigns, what should be improved or what should be kept as is.

Testings will be conducted through neuroscience tools such as Electroencephalography (EEG) and Eye - tracking with the aim to understand consumers' emotions (Silberstein and Nield, 2008) and visual attention towards company's campaigns about sustainability (Wedel and Pieters, 2000).

Problem

As the fashion industry is the second global polluter after the oil industry, many fashion brands had to move their strategies towards "slow fashion" – or sustainable fashion which aims to mitigate the environmental and social damage. In the last two decades, the issue of sustainability in the fashion industry has received significant attention, both from the consumers' side and the fashion influencers' side. However, customers are not aware of sustainability in fashion industry and even when they are, they do not know much about sustainable brands.

Solution

Research shows that the main reasons for not purchasing sustainable fashion items are low awareness for sustainable fashion, negative views, the relationship between high price and quality of sustainable clothing, industry availability, transparency, as well as other social structure factors (Fashion Revolution Index, 2016; Promoting Sustainable Consumption: Good Practices in OECD Countries, 2008). As a solution

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iFLOW will help sustainable (fashion) brands to create more effective campaigns which will rise consumers awareness towards sustainability.

Technology

A digital and neuroscience agency that will assist brands to create customized campaigns about sustainability based on the neuroscience feedback.

Market Size

At the moment globally exists 40 – 50 sustainable fashion brands. However, big fashion companies (such as INDITEX, H&M, Levi's, Marks & Spencer etc.) even though are not 100% sustainable have input sustainability in their strategy.

Competition

- Yet, there are no digital influencer marketing agencies, focusing on sustainable (fashion) brands. There is lack of market + risk.

2.1 Objective

Our first aim is to raise awareness towards sustainability. Whereas, the second aim of this good practice is to stay committed to sustainability and give back as a company. This is going to be achieved by the objective of using neuro technology and the data that comes from experiments and testing in order to help companies create effective digital campaigns towards sustainability.

At the same time our company is determined to contribute to environmental causes. IFLOW will be teaming up with other organizations on causes that are already active and running, or new ones that will be initiated by our company. These activities will not be regionally limited but will focus on environmental projects that are taking place all over the world. Answering to global activities that are already active will help

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iFLOW to assist on important issues regarding the planet's safety. Of course, maintaining an alertness on local environmental issues or eco-friendly actions that can be communicated to our social environment (recycling, energy resources, etc.), is an essential part of our company's mission.

The area chosen for the good practice is going to be CSR Business and digital – neuro marketing advertising. The good practice is recommended for all brands that wish to create digital marketing campaigns that focus on sustainability in eco-friendly consuming. These brands care about CRS and want to widely disseminate their actions towards sustainability with the aim to raise awareness.

2.1 Introduction

There is an increasing literature evidence claiming that the fashion industry is one of the biggest markets at a global scale (expected to reach the tremendous value of 2.1 Trillion USD by 2025) and which poses ethical dilemmas in relation to its social and environmental impact (Ciasullo et al, 2017; Henninger et al., 2017; Lundblad and Davies, 2016; McNeill and Moore, 2015; Shen et al., 2014; Fletcher, 2010). In response to such dilemma, several authors (McNeill and Moore, 2015; Lo et al., 2012; Chan & Wong, 2012; Gam and Banning, 2011; de Brito et al., 2008) highlight that through the era where society evolves in a very fast pace the fashion industry is considered as a key economic contributor (Henninger et al., 2017).

Furthermore, ICT (Information and Communication Technology) provides these kinds of tools that companies can adopt in order to reduce the footprint of their activity. More specifically, ICT offers hardware and software tools that can be used for maintaining daily work tasks and needs in order for businesses to operate in a more eco-friendly way. (Hilty & Aebischer, 2015) Many meetings are now planned and executed through video-conferencing and use internet and applications as Skype· (Hilty & Aebischer, 2015; Andreopoulou, 2012) many companies reduce the use of paper and use digital documents instead. Terms used for such operations are green ICT or green IT. The core benefit of such practices is both the reduction of the energy consumed and of CO2 that is released. (Radu, 2016) At the same the time, increasing "green consumerism" will have a great impact on the profit of companies that produce in a sustainable way or assist a sustainable way of living for the consumers. (Viswanathan and Varghese, 2018; Saari et al. 2017)

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As an eco-friendly startup, iFLOW fundamentally understands the necessity of operating in an environmental and sustainable way. At the same time, our goal is to assist all these companies that wish to communicate sustainable products to their potential customers or run campaigns that aim to inform the public on environmental issues and green consuming. The neuro technology and the data provided by iFLOW can help brands to increase the results of their digital campaign and create more awareness on sustainability through digital advertising. It is also a good practice for those companies that desire to give back to the planet not only as a way of operating but with extra activity that answers to urgent or long term environmental causes.

2.2 Actors and Stakeholders

Our target group will consist of companies that aim at sustainable policies and want to start campaigns based on digital marketing techniques by which they desire to raise awareness or conversions, always combined with sustainability. These companies might be initially committed to sustainability (such as any company that produces sustainable products in an eco-friendly way), or they could be companies that decide to upgrade certain parts of their policy and turn towards sustainability. All of our customers will have one thing in common: their campaigns will be promoting sustainability and eco-friendly activity.

The size of the companies that can benefit from iFLOW services could vary from small/medium companies to startups or much larger established corporations. Our future customers will have the chance to review their campaigns after launching them using our company's advising. IFLOW will let them know how potential users react to their digital campaigns. Even more, these brands can co-operate with our company in order to create these digital campaigns from scratch.

The neuro technique used in order to conduct the experiments and gather data can be purchased by different manufacturing businesses. When it comes to the EEG equipment, suppliers can be top companies such as: *Neuroscan*, *Brain Products* or *Biosemi.* The Eye-tracking device can be purchased by a number of companies: *Tobii, SMI, EyeLink*. The prices and possible sustainability of the equipment are factors to be taken into consideration. IFLOW will not be in need of further assistance on maintaining their services

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when it comes to the actual equipment. Our company's IT team will be working closely with the person who is responsible for operating the system and gathering data by offering the expertise and assistance.

2.3 Methodological approach

The key value proposition of this start-up is based on creating and evaluating digital campaigns through neuroscience experiments. Based on several authors (Douglas Van Praet, 2012; Gerald Zaltman, 2003) a lot of attempts have been made in order to promote CSR and sustainability to consumers. Colaferro and Crescitelli (2014) and Popescu and Iosim (2012) claim that the application of neuroscience in marketing is called "neuromarketing" and by applying neuromarketing to marketing campaigns can enhance the effectiveness and the quality of advertising campaigns. In addition, Falk et al. (2012) highlight that consumer neuroscience provides a better understanding on consumers' behaviour (emotions, attention, perceptions, etc.) and assists the development of better and more motivating campaigns towards sustainability (Martin and Morich, 2011).

The aim of this start-up is to maximize consumers' awareness towards sustainability. In order to measure that, we are going to receive feedback from digital reports (pay per click, SEO, social media engagement, etc.) and feedback from the neuroscience experiments. According to several authors (Day et. al., 2017; (Fitzgerald and Callard, 2015), the combination of EEG and Eye-tracking techniques provide integrated results and a holistic picture to cognitive and behavioral analyses towards digital campaigns about sustainability. Consumers' emotional arousal will be measured through the EEG device (Silberstein and Nield, 2008), whereas consumers' visual attention will be measured through Eye – tracking device (Wedel and Pieters, 2000). EGG measures neurons reactions (behaviour, emotions) while being exposed to different stimuli of sustainability (images, text, videos, website) (Harris et al., 2018). EEG has the strong advantage detecting rapid changes of the brain's activities, meaning that it can measure within milliseconds the change of brain's cognitive functions such as attention, perception, decision making, motivation etc. (Day et. al., 2017). On the other hand, Eye – tracking is a biometric tool which will measure the movements of the eye and mostly consumers' visual attention towards digital visuals.

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2.4 Validation

Process validation is defined as the collection and evaluation of data, from the process design stage through commercial production, which establishes scientific evidence that a process is capable of consistently delivering quality product (FDA, P.V., 2008). Process validation involves a series of activities taking place over the life cycle of the product and process. This guidance describes process validation activities in three stages.

• Stage 1 – Process Design: The commercial manufacturing process is defined during this stage based on knowledge gained through development and scale-up activities. At first point the start-up will evaluate results through a trial period. Meaning that we will reach business that they already run digital campaigns about sustainability and we are going to provide free trial measures and neuroscience data about these campaigns. If businesses are satisfied then will collaborate further with them.

• Stage 2 – Process Qualification: During this stage, the process design is evaluated to determine if the process is capable of reproducible commercial manufacturing. After having established a collaboration with the company/business then we will offer a larger list of services. For instance, measurements/date trough EEG and Eye-tracking experiments, creating digital campaigns and provide neuroscience experiments so we will measure success or failure before the campaign gets available to public.

• Stage 3 – Continued Process Verification: Ongoing assurance is gained during routine production that the process remains in a state of control. IFLOW will provide digital marketing and neuroscience services to our customers offering discounts to those customers who choose more services from the provided service list. Last, the overall validation will be done through a comparison on the collected digital and neuroscience data. This will give the opportunity to the businesses to create digital campaigns that are more effective on increasing consumers awareness towards sustainability.

2.5 Results/outputs

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IFLOW can create or reform digital campaigns for various companies through this kind of digital and neuro techniques. This will help our customers understand how users that fit the description of their defined target group, will possibly react to their advertising content. The reactions will be gathered as data which will be later used by companies in order to evaluate their campaigns. Ultimately, the end result of our consultancy is the creation of more effective digital campaigns.

At the same time, this method can have different applications and benefits. For example, many companies might want to achieve specific emotional reactions to their potential users-recipients and therefore, look for the right content to achieve it. Also, many companies might decide to test not only one but multiple campaigns each time. This will help them produce different promotional material and later on examine it through the eyes of the same users. Hence the above, brands can compare and even combine more attributes and visuals. When a company wants to co-operate with iFLOW in order built a campaign from scratch, it will have the benefit to achieve better results with less effort and in many cases quicker. This is because the campaign is going to be created based in the neuro method and will be tested before it initially made public.

While having the goal to raise awareness for sustainability, iFLOW will be able to review and improve the visual and advertising techniques used in order to achieve this. The trends of advertising keep changing as also the technology adapted by users. Our company must stay updated to all the new digital advertising features and techniques and our customers need to keep an open mind when it comes to innovation.
The digital marketing campaigns are directed towards users who will be ultimately shaping different opinions towards sustainability and the specific products or causes promoted. In order to maximize the benefits for all parties involved, as also for the general benefit of engaging in an eco-friendly lifestyle, we should be open to hear and examine those opinions or comments and ultimately engage to the customers' needs. Electronic word-of-mouth is a great way for companies to check the feedback and reactions of people who purchased their products or of users who could be their next customer.

2.6 Impact

When it comes to the services of iFLOW towards potential customers (B2B), the benefits of our digital testings and optimization can bring great collaborations, help our company built a strong name and experience an expansion in the market. More specifically, effective digital campaigns can lead to satisfied

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customers who achieved their objectives using iFLOW's method. Our company can benefit from positive word-of-mouth within the market, watch its reputation rise and possibly see an increase of leads. Since, a core part our vision is the raise of awareness in sustainability, every successful action taken in order to achieve this will have a general impact on the increase of the users that are familiar with sustainability and eco-friendly products and companies as it could result to an increase of the green consumers.

Objectives such as awareness (in our case always aiming at sustainability) can be measured in a number of ways. Generally, when creating or optimizing a digital campaign, companies can examine the results through Google Analytics. This way, they can look for metrics like bounce rate, how long a user stayed in a particular page or whether they made a defined type of conversion. When it comes to the digital activity of our company , the metrics used will be the same. Since, for example iFLOW aims to participate or initiate different environmental causes, it will be creating an updated blog within its website. Through Google Analytics or social media metrics we can check the number of users that visited our website or other indicators depending on our objectives at the time. Metrics like this can help companies check the effectiveness of their activity that ultimately will

Companies that can get inspired by our policy can also vastly contribute to the environment. Our policy for sustainability aims at reducing the the pollution of the environment. The company will not only be operating in a sustainable way that ads to the reduction of the corporate footprint but it will also be keeping up with innovation . Green computing and the act of manufacturing newer and more sustainable ICT equipment is growing. IFLOW will be evolving though the use of even more eco-friendly equipment and increase the sustainable component of the company.

2.7 Success factors

Through digital marketing professionals aim to create campaigns, gather data, optimize websites, adopt e-commerce techniques and generally achieve objectives of the marketing activity company. The act of knowing possible users' reactions to an amount of visual and textual content will help brands identify preferences and emotions behind them. It will allow them to get a direct view of the psychological reaction of a user. Users are the potential customers, they are the ones that campaigns are aiming to reach.

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Companies might also wish to create particular emotional results to their users/audience. More specifically, while living in a sustainable way can help reduce the pollution of our planet, getting extra data on how to create campaigns that are more effective through detecting emotions and reactions can increase the persuasion of the campaigns.

2.8 Constraints

Some of the main constraints that a new born start-up may face are the following: money resourcing, neglecting marketing/sales, lack of planning, finding the right people, time management, weak co-founders, scaling up, competitors, lack of mentoring and poor management. Also, to be more specific iFLOW might face some initial boundaries regarding the neuroscience experiments, due to the fact that the members of the team do not have a long-time experience on the design of neuroscience experiments. For instance, based on Day et. al. (2017) Eye-tracking might not detect successfully all human eyes if the participant/consumer is wearing contact lenses or glasses. So, neuroscience experiments might provide erroneous results if the simulation is not properly set or conducted (Aarts et al., 2014).

In order to overcome this obstacles and limitations the team members of iFLOW should attend courses/seminars or workshops on digital marketing, neuromarketing and management. Also, not all members of the team can be appropriate for all job positions. Meaning that from the very beginning the team members should split the responsibilities based on each member's knowledge and background. Last, the team should be agile and easily adaptable to new challenges and market alterations.

2.9 Lessons learned

Innovation is a key. The act of applying marketing and advertising techniques in a digital world can be benefited and enhanced by the co-operation of different scientific fields. The neuro testing experiments are a clear example of science and computing technology combined in order to assist the digital marketer to deliver better results. Using this kind of tools when trying to raise awareness on a matter or simply advertise will help companies reach their audience and possibly meets their objectives. This way, all of the parties

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involved (business, advertising, customers), can have their needs met and enjoy the benefits. As habitats of these planet, everyone will reap the rewards of protecting our larger "home". Businesses that operate digitally and responsibly can very well deliver services and products that meet the demands of the market and simultaneously assure the reduction of their footprint. Remaining alerted and responsive to environmental implications noted in our planet will only benefit the living conditions of all world's population.

2.10 Sustainability

On an institutional level the main elements needed for the practice to be sustainable is an overall stable taxation system and a secure democratically political system. The technology is constantly developing. Even though our start – up will be operating with current and latest technology certainly changes and adaptation will be made. On a social, environmental and economic

2.11 Related website(s) / resources

Hilty L.M. and Aebischer B., (2015). ICT for Sustainability: An Emerging Research Field. In: Hilty L., Aebischer B. (eds) *ICT Innovations for Sustainability. Advances in Intelligent Systems and Computing*, *Zurich.* Switzerland: Springer, Cham, 3-36.

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Viswanathan, L. and Varghese, G., (2018). Greening of business: A step towards sustainability. *Journal of Public Affairs*. **18**(2), 1-6.

Zacharoula, S.A., (2012). Green Informatics: ICT for Green and Sustainability. *Agrárinformatika / Agricultural Informatics.* **3**(2), 1-8.

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