

# Sustainability Handbook for Resilient Fashion Business 2023

Inspirational sustainability guides

We will remember 2022 as the year in which at BCome we sharpened our senses to pay special attention to the needs of the fashion industry. The last few months have not been easy for those who work in this sector and the conversations have been extensive.

# Why a Sustainability Handbook for Resilient Fashion Business?

The reflections of Ecoalf, Mr Marvis, Refurbed, The Animals Observatory, Tropicfeel or Mammut, among other many brands, were collected in our report the Sustainable fashion leadership calls for sustainability.

However, beyond listening to the direct concerns of our customers, we wanted to delve even deeper into those needs that, without being verbalized, we detected as possible hurdles to the prosperity of the sector.

Big names in fashion such as Adolfo Dominguez or Filippa K have witnessed the expansion of our product features. The development of the Circular Economy Indicators, the display of traceability on the platform, the implementation of our Fashion Impact Calculator or the refinement of our Eco-Scoring are just some of the updates that have been born with the aim of democratizing the application of holistic sustainability to all companies in the textile industry. Because the transformation of fashion will only be possible through collective action.

This Sustainability Handbook for Resilient Fashion Business aims to ensure that whatever your business is, recognize sustainability as its greatest quality to gain resilience. At BCome we keep our commitment to make sustainability easier for your business and now more than ever, it's time to knock down the barriers.

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Resilience means to have the ability to recover from and adapt to potentially damaging incidents. A truly resilient fashion business should advocate for behaviour that is aligned with a shared vision and purpose. Being able not only to absorb, adapt and respond to change, but also to become an industry leader.

2023 will be a period of great changes for the fashion industry. The geopolitical tensions, the persistent problems in the textile supply chain and the absence of a deadline to start the economic recovery after the pandemic increase the concern of the fashion industry in a scenario of great uncertainty.

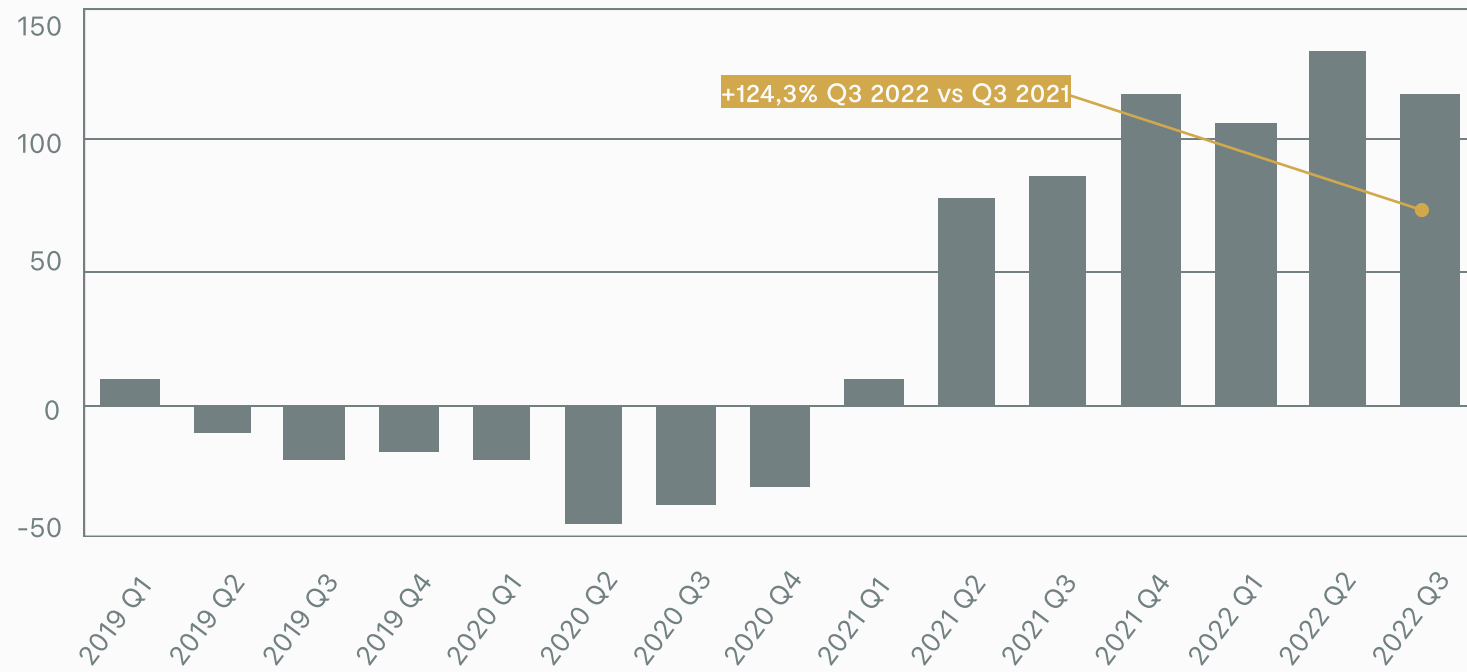
At BCome we believe that every crisis presents a great opportunity and 2023 could be the starting point of one of the great transformations that the fashion industry is about to experience.

This Sustainability Handbook for Resilient Fashion Business seeks to become a guide to address the challenges that may arise during the coming months with the aim of turning them into innovation opportunities to grow and evolve at a crucial time for most fashion businesses.

The war in Ukraine, China's strict lockdown, the devastating floods in Pakistan, in addition to the deepening crisis in supply chains and the inflation as a permanent challenge, have become great disruptors for textile companies in 2022.

2022 should have been the beginning of the end of the crisis caused by Covid-19 pandemic, but the succession of a series of catastrophic events has led to a period of great instability in the fashion industry.

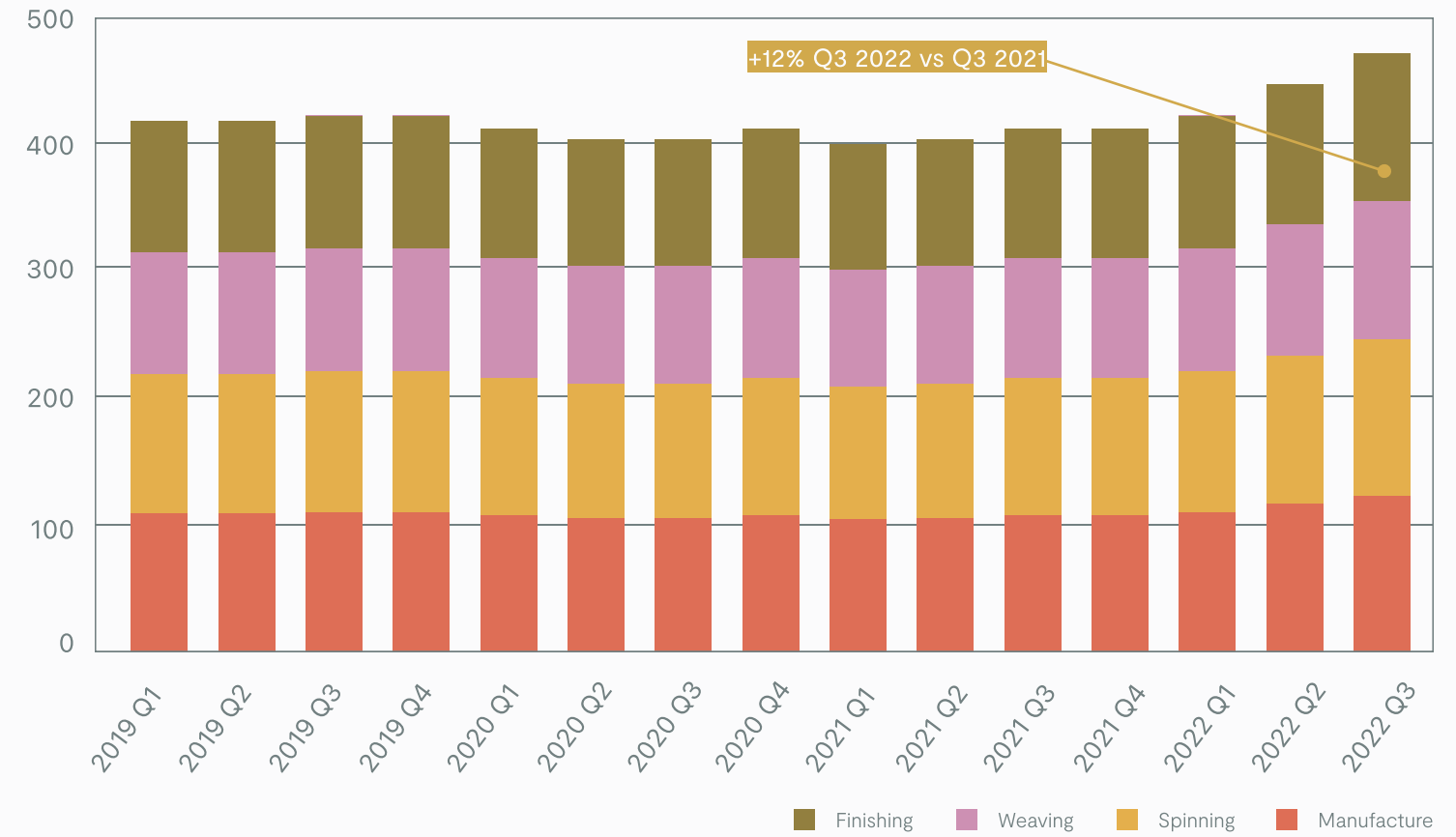




Data source: Statistical Office of the European Union (Eurostat)

## EU Producer energy prices and percentage of change vs the same period

European energy prices peaked in 2022. The rise started in 2021 in response to the Covid-19 pandemic and increasing international demand. The Russian invasion of Ukraine and the climate conditions made it worse.



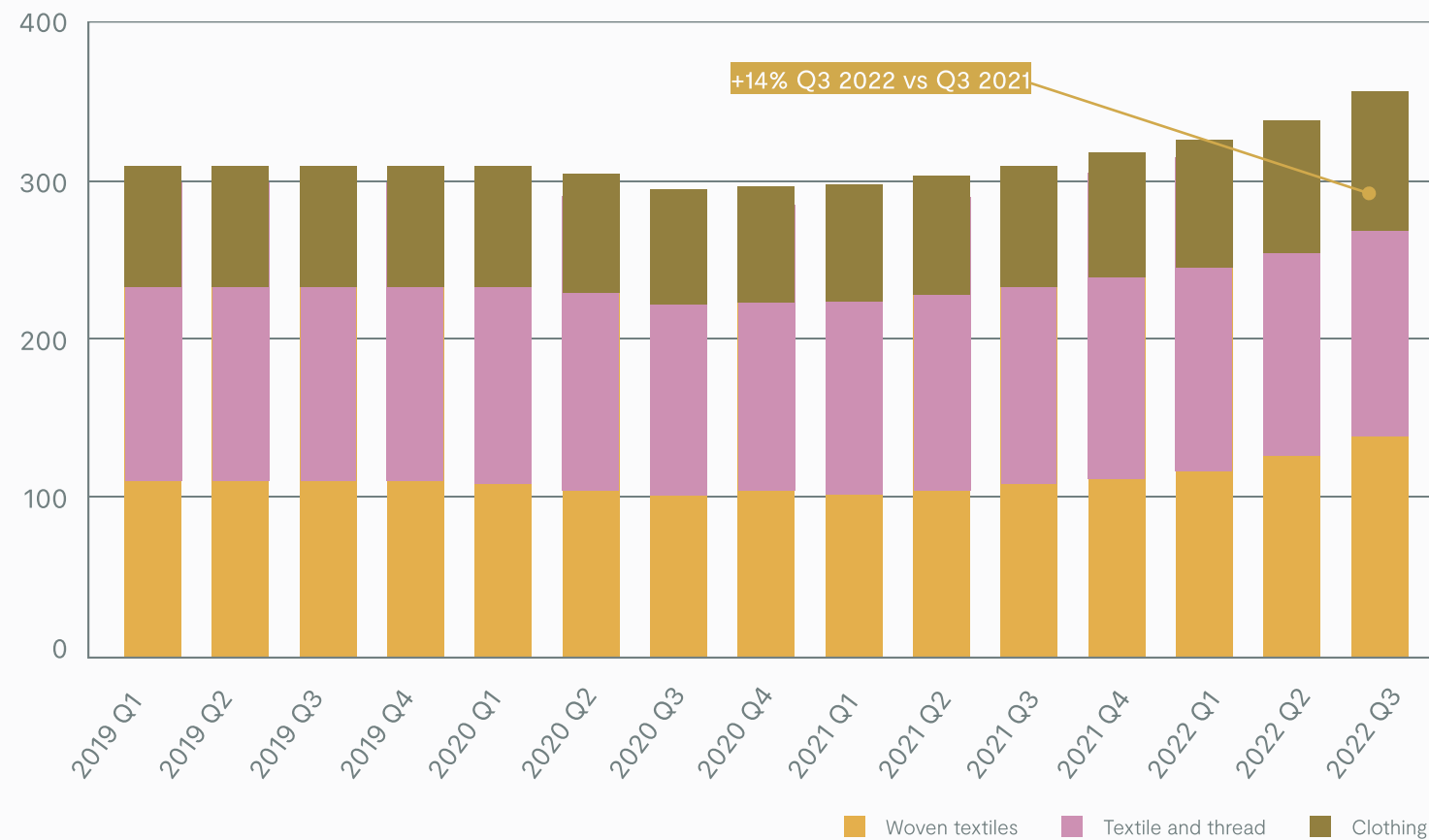
Data source: Statistical Office of the European Union (Eurostat)

## EU Producer prices in the textile industry

The cost of energy has impacted producer prices in the textile industry, which have grown since the first quarter of 2022. Being the preparation and spinning of fibers the most noticeable growth followed by weaving of textiles.

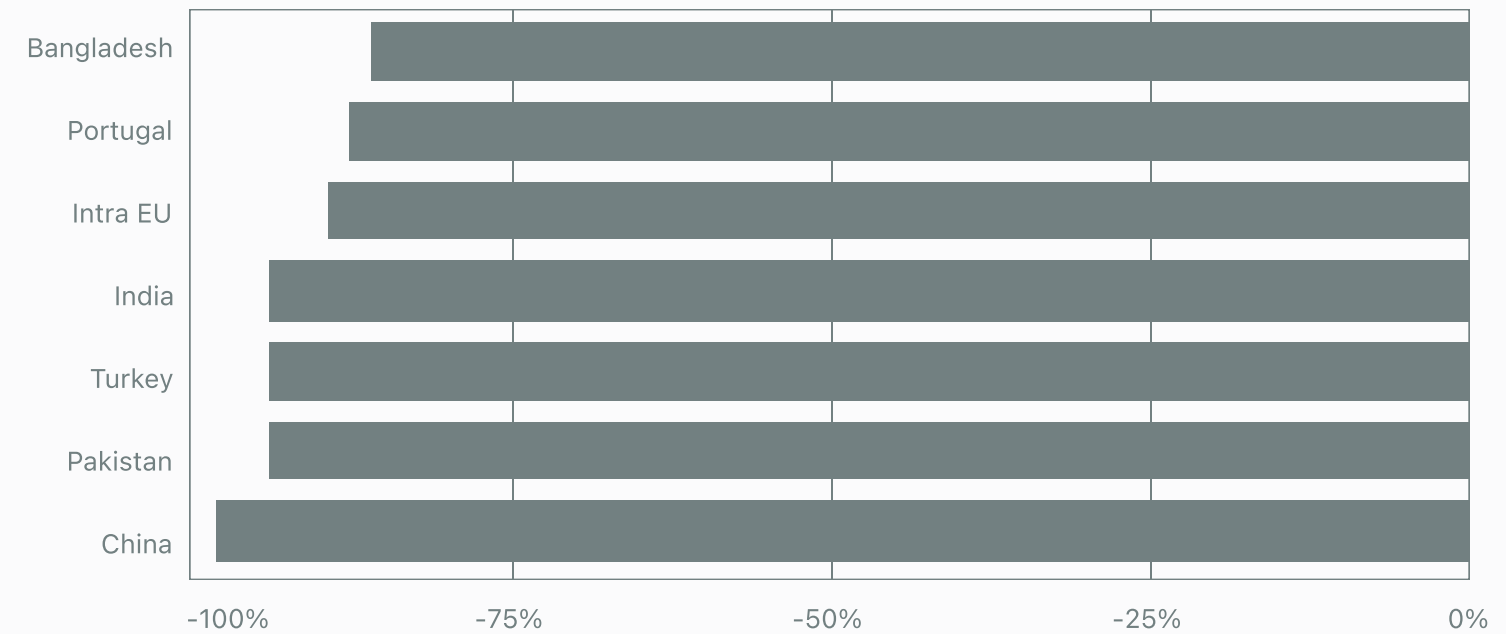
## EU Import prices in the textile industry

The increase in the price of imports in the textile industry began from the third quarter of 2021. The constant disruptions in the supply chain and the shortage of raw materials have caused the highest growth during the second quarter of 2022. Being textile yarn and thread imports the ones that have experienced the greatest increase.



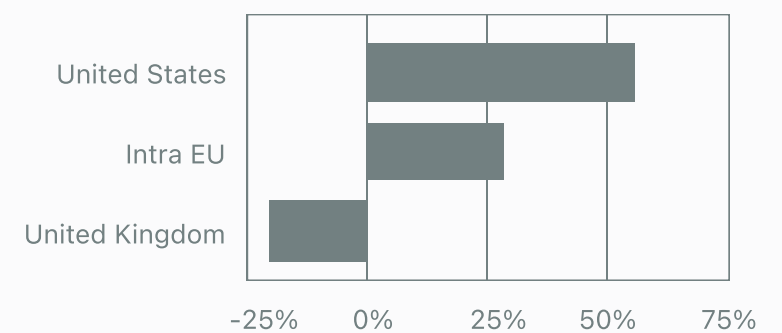
Data source: Statistical Office of the European Union (Eurostat)

## EU Clothing and textile imports: percentage change Q3 2022 vs Q3 2021



Data source: Statistical Office of the European Union (Eurostat)

## EU Clothing and textile exports: percentage change Q3 2022 vs Q3 2021

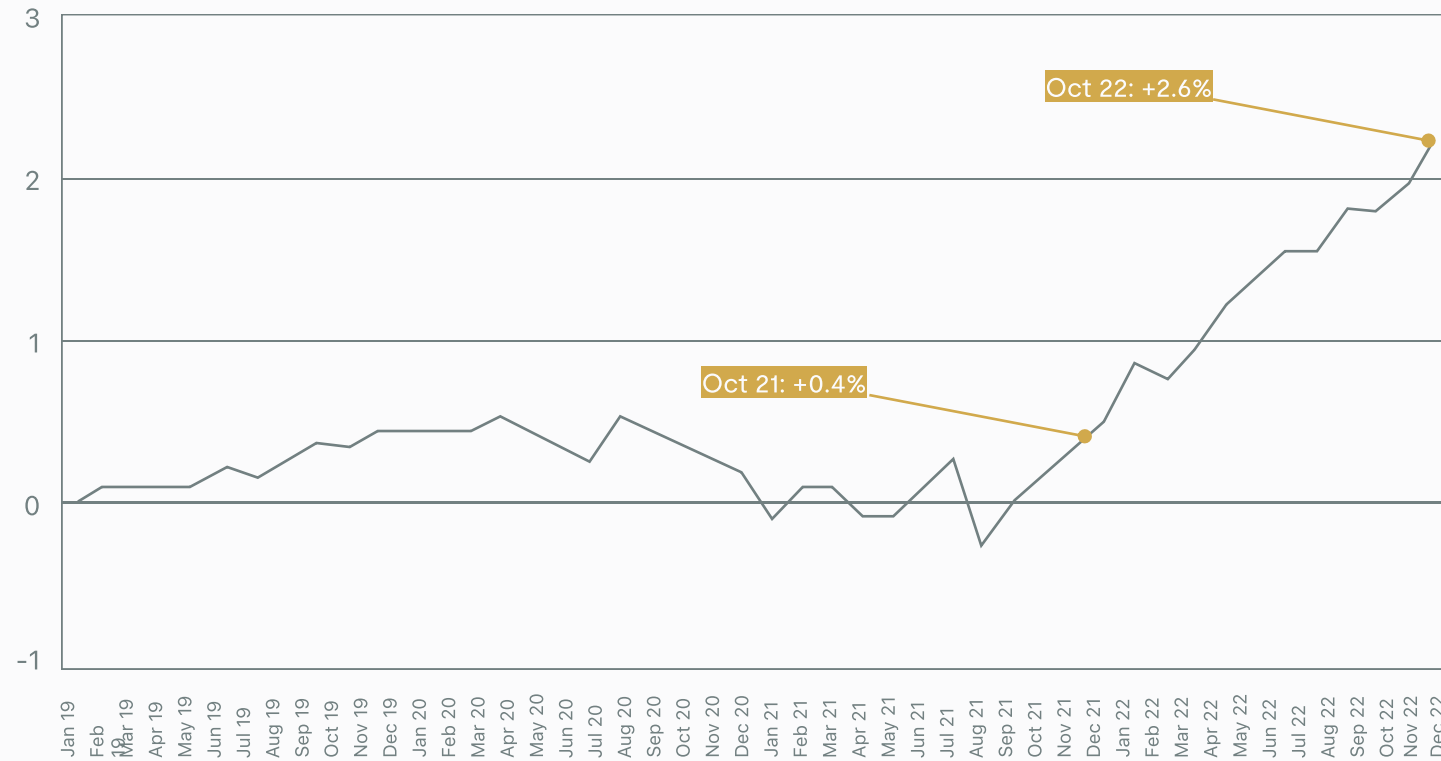


Data source: Statistical Office of the European Union (Eurostat)

Inflation, ongoing supply chain issues, China's strict lockdown, among many others concerns, have reduced imports of clothing and textiles into Europe. Exports remain a little more optimistic, however, due to the impending recession in the UK, exports to one of the main target markets of the EU have decreased.

## HICP. EU Consumer prices of clothing: 12-month average rate of change

The overall rise in costs in the textile industry translates into higher consumer prices. European consumers are now paying 2.6% more than they did a year ago.



Data source: Statistical Office of the European Union (Eurostat)

Businesses that want to thrive in this scenario will need to have a more flexible approach to change, putting collaboration, transparency, and constant learning into practice.

Producer prices in the EU textile industry have increased by 12% compared to the same period last year, this together with a 14% increase in import prices have pushed up the price of clothing by 2,6% year-to-year.

The uncertainty that has prevailed this year has put the fashion industry to the test. Added to the usual challenges are the demands of the current situation, which forces to transform the conventional work model of the textile industry through innovation.

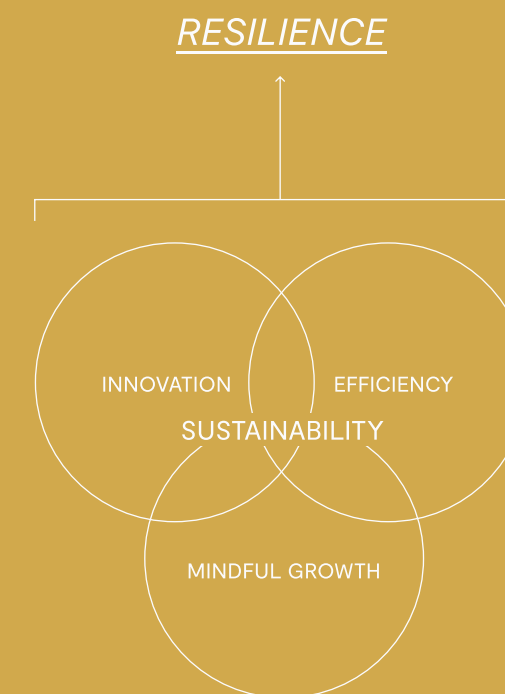
Businesses that want to thrive in this scenario will need to have a more flexible approach to change, putting collaboration, transparency, and constant learning into practice.

Supply shortage:	Sourcing from alternative regions
Deep energy crisis:	Optimizing energy consumption at retail and warehouses
Closure of textile factories:	Transfer of production to other countries
Manufacturing price increase:	Adjusting product design: materials, packaging or features
Increased freight costs:	Shared transport with other retailers
Difficulty in forecasting demand:	Buying as close to the season as possible
Lack of new stock in retail:	Launch of resale markets
Demand decrease:	Keeping stock very tight

The usual pressure of the fashion industry to offer a new collection season after season invites to avoid risk and approach things as it has always been done. But the current challenges are not the same as always:

In a challenging market with high energy costs and rising global inflation, fashion companies will need to improve efficiencies throughout the supply chain to ensure the best value for both business and consumers if they want to be resilient for the next 12 months.

Against this background, industry leaders embrace sustainability as a transformative system. In the latest BoF-McKinsey survey for *The State of Fashion report 2023*, 16% of fashion companies rated sustainability as an opportunity, suggesting that any challenge can be overcome by the benefits associated with improving their company's impact on the environment and society. Sustainability goes from being a nice-to-have to a must-to-have.



16% of fashion companies rate sustainability as an opportunity, suggesting that any challenge can be overcome by the benefits associated with improving their company's impact on the environment and society.

Learning how to practice transparency in fashion.

# HOFF

From impact blindness to sustainable mindset. HOFF has taken a big step towards sustainability in recent years. Committed to leaving a footprint on the journey and not on the environment, the Spanish footwear company has been working with BCome since 2021, evaluating its collections to guarantee transparency and bring it to its final customer.



Claudia Cañas Mas,  
CMO at HOFF

After 5 years on the market, what pushed HOFF to trace its collections and measure its impact?

C. We decided to take this step to improve in everything we do. Tracing our products implies sustainability and responsibility. And we believe that being an emerging brand like HOFF, sustainability is no longer an option but an obligation.

What challenges was HOFF seeking to overcome through sustainability?

C. Our main challenge was to be more transparent with our customers. At HOFF we defend that being sustainable goes beyond caring for the environment and a better use of our raw materials. We think that we must also offer full transparency of the impact of our products to our community. After all, it isn't a question of a choice, of wanting to be sustainable or not, over the years brands will have to be, both by regulation and by the consumer.

**“It isn't a question of a choice, of wanting to be sustainable or not, over the years brands will have to be, both by regulation and by the consumer”**

With more than 100 references evaluated by BCome, what are the benefits that tracing and discovering the impact behind the products has brought the brand?

C. The work developed together with BCome has allowed us to be aware of the role HOFF plays in its production. Through this data, we have been able to make important decisions in the transport of our items, as well as the use of materials in our products. An example of this is METRO, one of our most recent silhouettes, whose soles are made from fibers from recycled tires.

**“Through data, we have been able to make important decisions in the transport of our items, as well as the use of materials in our products”**

Have you noticed a change in consumer behavior after integrating sustainability data into your e-commerce? What has been the response of your community to this transparency exercise?

C. We are in an initial phase in which the information on traceability that we offer in our products has not yet gained prominence, however we are confident that, after launching our own sustainability landing page, the interaction with this information and the interest shown by the public will increase.

What are the sustainability challenges that HOFF has set for 2023?

C. Regarding the creation of the product, we continue working so that the next collections include a greater volume of recycled materials and more sustainable practices. Meanwhile, and with a view to next year, HOFF is developing its action plan to achieve the B Corp certificate, which will involve cross-departmental participation.



# ASKET

From waste to circular fashion.



August Bard Bringéus  
Co Founder of ASKET

ASKET arose from the need to find high-quality, well-fitting clothing at a fair price. Since 2015, the Swedish brand has been setting an example to brands all over the world about how to be not just responsible, but forward-thinking, through its timeless collections of clothing. With its permanent collection close to being completed in the next few years, it's time for its Revival Program to take off.

ASKET has been sharing sustainability insights with its community since 2015. How do you think transparency has impacted consumer awareness over the years?

A. Transparency has impacted consumer awareness vastly. But of course, there's always a gap between awareness and knowledge and what you actually do as a consumer. We launched full traceability back in 2017, at the start of the industry talking about this concept. Now everyone talks about traceability and of course, in that sense, consumers are also more aware about the complexities of a product. They know that there's more behind what they buy than just that "made in" label. We've also seen that the industry in general is becoming a lot more aware of the necessity to talk about this. So, sharing our sustainability insights has vastly increased the awareness of the complexity of creating the products that we otherwise take for granted.

What benefits do you think that being so educational with your clients on sustainability issues has brought to ASKET?

A. For us, transparency is necessary to educate. First of all, we're a primarily online company, we're promising high quality, craftsmanship and a great fit. So transparency and education for us is a way to actually explain the product, if you can't touch and feel the quality, but you can see the images and videos of how our products are being created in our factories in Portugal, in Italy, it's like a proxy for quality. You see how that product is complex, you see the craftsmanship. You see that there's a smile on the seamstresses faces, and it's a clean facility. That creates an understanding for the product, which also then serves as a digital proxy for quality, which is otherwise something that you need to touch to understand. It creates trust and authenticity. More than ever, you want to act and interact with trustworthy, authentic people, organizations, brands, in general. So, transparency in education is, of course, a way to create authentic relationships. And that goes beyond just reporting. And lastly, transparency is also a way to self govern your business and self regulate.

Sometimes when we post traceability information, customers ask us about specific steps. For example, some years ago we posted information about the traceability of one of our garments, and someone noted the fact that the organic cotton came from a very criticized region due to forced labor. So that comment forced the internal discussion about where we had sourced that cotton two years before. Internally, we sat down and we looked through everything. Okay, are we still sourcing cotton from here? No, we actually changed one year ago.

**“Transparency is also self-regulation. If you educate your customers, and you also attract educated customers, it's also a means of self-regulation”**

During 2021 you launched The Revival Program, could you explain what it consists of and what challenges were you looking to overcome with this initiative?

A. ASKET's promise is to create only meaningful essentials. We're building a permanent collection of zero-compromise pieces, made under full transparency and with lifecycle responsibility. So the Revival Program is the extension of this lifecycle responsibility. It means that when we sell an item, our responsibility can't end there. We need to help our customers make the most out of that product. Educate them in terms of how they can care for it. So the Revival Program has been created to take back products that people no longer want or need. We take them back and in exchange customers get a small reward, which is always lower than the secondhand value of the product, because we don't want to incentivize our community to send back things and buy new stuff. We collect the garments, and take them to a factory in Gothenburg on the west coast of Sweden, where we wash everything, we fix it, we mend it. And then we sell these items second-hand during resale events. We had one event in spring, a pop up in Stockholm and on Black Friday, we removed all of the inventory from our store and only sold second-hand clothing during that weekend, which was super cool. So far, we've collected 2000 used items in like one year and a half. And now we're collecting hundreds of items per month. 80% of them are resellable and the remaining 20%, we will either remake so as to make more unique products or recycle. Right now we already have a lot of garments that are made from 100% recycled wool, both post consumer and pre consumer recycled wool. Long term if we have wool sweaters that are coming back that can't be repaired, we could collect them and our facilities in Italy could mechanically recycle them. So we could actually create our wool coat from our own old items. That's still sort of in the planning, right now we're just doing the resale. And then, the last worst option would be downcycling, which of course means that you're not

leaving the loop.

**“The idea of the Revival Program is that all products get maximum value extraction basically from the resources that were consumed.”**

How has this program impacted the production volume of your main collections?

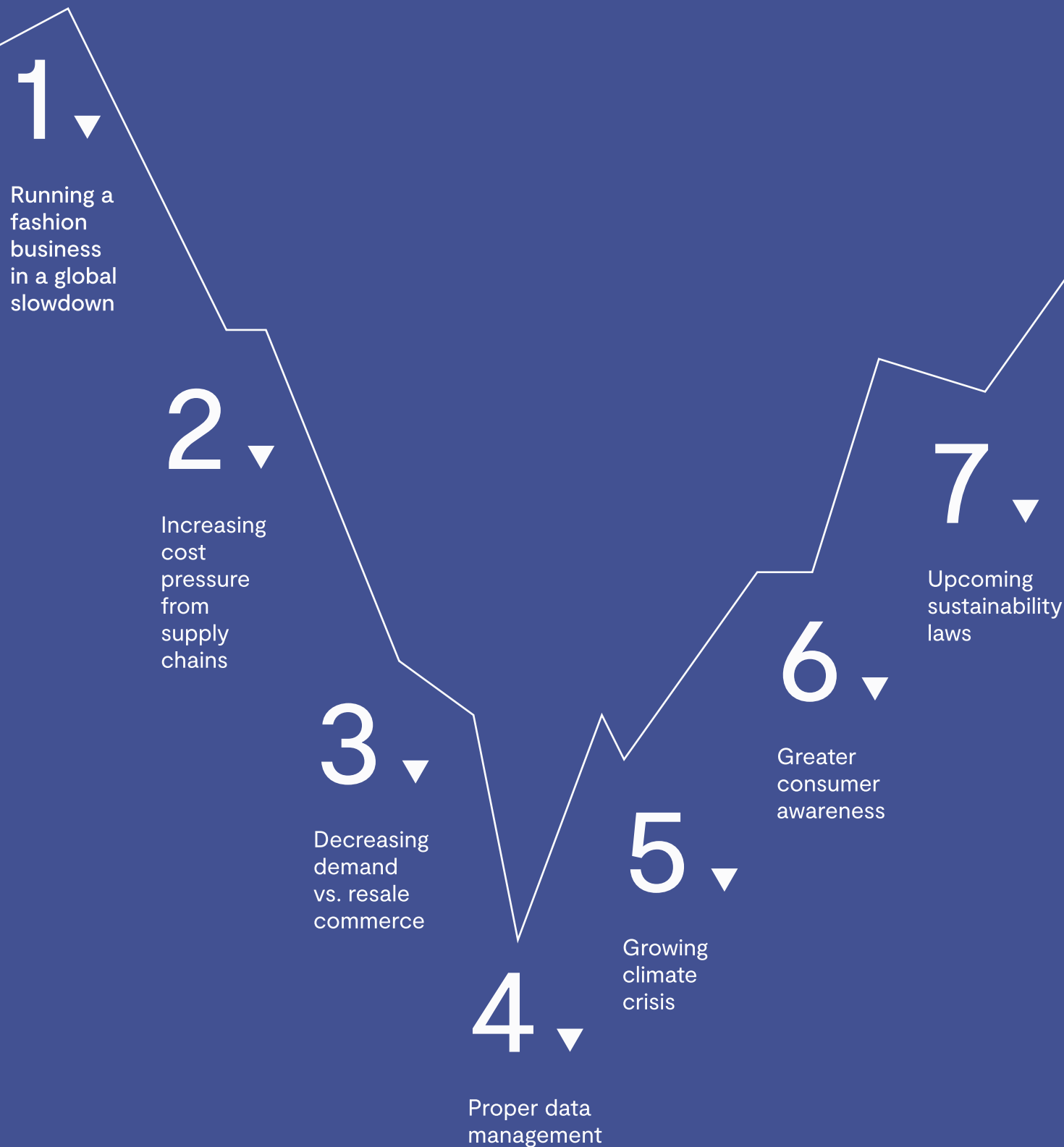
A. Not yet, the collection volumes are still too small. We had about 100,000 orders this year, and the Revival Program has meant around 500 orders. In the long term, it should scale. And eventually, supply is going to be the biggest constraint because we know demand for second-hand items is very big. If we picture a world where we have reached our ultimate size, where we don't want to become bigger, we should definitely try to see a replacement of virgin products for second-hand products.

What are the circularity challenges that ASKET has set for 2023?

On the one hand, there is the need to scale the Revival Program and make it more available and more convenient, so that we can actually take responsibility for the products that come back. On the other hand, we also still need to create blueprints for how we deconstruct the products that can't be sold second-hand.

So it's both, scaling the Revival Program and defining the blueprints, or as I like to call them 'reverse tech packs'. When you create a garment, you have a tech pack for how it is put together. We want our team to have reverse techniques. That should be very possible because we have a permanent collection, we don't have any seasonal fashion, all items are created forever. In 2025, our menswear collection will be finished and from 2030 we won't add more products in the women's collection. From then on we can either spend all of our time deconstructing these products or we must have a plan before we are of course in an optimal position. Like I said, we're in an almost unique position to work as circular as possible, at least in the fashion industry.

The fashion industry faces 2023 full of challenges that will define the future of the sector for years to come:



# 1 Running a fashion business in a global slowdown

“Do a comprehensive assessment of all business risks, including human capital, outsourcing, supply chain, and customers”

The International Monetary Fund (IMF) points to a global slowdown:

Inflation above forecast levels, especially in Europe and the United States.

Emphasized slowdown in China due to its Zero Covid policy.

Serious economic consequences of the war in Ukraine.

The latest IMF report contemplates an increase in world Gross Domestic Product (GDP) of 2.7% in 2023, the lowest since 2001, except for the global financial crisis and the most intense phase of the pandemic.

Consequences for fashion:

- Generalized impoverishment of the population due to increases in the cost of living.
- Decrease in consumer confidence, an economic indicator that is usually linked to the evolution of fashion sales.
- Increased competition for consumer attention.

Key actions to take in fashion businesses:

- Do a comprehensive assessment of all business risks, including human capital, outsourcing, supply chain, and customers.
- Put into practice a business economic sustainability plan.
- Make strategic investments in technology that can drive efficiency through intelligent supply management and demand forecasting.

## 2 Increasing cost pressure from supply chains

“Invest in traceability technologies to have full visibility of your supply chain in terms of cost and impact and take control over it”

The challenges that have pressured the supply chains of the textile industry in recent years won't cease in 2023.

The consequences of the war, the extreme weather, the threat of a global and political recession are some of the factors that will take over from the supply interruptions already experienced during these two years.

### Consequences for fashion:

- According to the latest [Commodity markets Outlook](#) report from the World Bank, in 2022 the price of cotton has risen by 32%. In 2023 it's estimated that it will only drop 1.7%.
- The output of textile factories has dropped by 40% due to gas supply shortages, [according to the Bangladesh Textile Mills Association \(BTMA\)](#).
- Global shipping disruptions will delay freight traffic until mid-2023. The transport of the same container today costs about 40% more than 2 years ago according to the [Global Container Freight Index](#).

### Key actions to take in fashion businesses:

- Move from natural gas to renewable sources of electricity, such as wind and solar power, to ensure a more predictable energy cost and supply.
- Prepare to apply elastic logistics, scale operations and resources depending on consumer demand and product shortages.
- Invest in traceability technologies to have full visibility of your supply chain in terms of cost and impact and take control over it.

## 3 Decreasing demand vs. resale commerce

“Second hand has a growth forecast of 127% by 2026, which would mean a development 3 times faster than the conventional clothing market”

As a result of the increase in the cost of living, fashion consumption is adjusting. According to the latest report from [Morgan Stanley](#), the second most affected sector is fashion and footwear, where 43% of those surveyed have reduced their spending.

The rise in inflation over the last year has boosted the demand for resale items. According to [the latest study by thredUP](#), the second hand is becoming a global phenomenon with a growth forecast of 127% by 2026, which would mean a development 3 times faster than the conventional clothing market.

### Consequences for fashion:

- In Europe alone, [the HICP inflation rate for clothing and footwear](#) increased by 3.2% in September.
- Multiple jobs could disappear due to store closures and staff reductions as a result of the drop in demand.
- Sharp increase in inventory levels due to a combination of unsold items and backlog of purchases made in late 2022 to ensure supply.

### Key actions to take in fashion businesses:

- Promote timeless designs to reduce the number of collections and references launched during the year.
- Enter the resale market to release stock and approach a more price-sensitive consumer.
- Offer something more than a product to guarantee consumer engagement beyond the sale.

## 4 Proper data management

“The questioning of the accuracy of LCAs as a reliable source of information forces the fashion industry to have tools that provide quality data that guarantee transparency and allow action to be taken”

Given the uncertain situation that the fashion industry will experience during 2023, one of the main challenges for textile companies will be to have exhaustive knowledge of the operation of their business. For this, the collection of information and the efficient management of these data will be essential.

The controversy linked to the Higg Index and the questioning of the accuracy of Life Cycle Assessments as a reliable source of information forces the fashion industry to have tools that provide quality data that guarantee transparency and allow action to be taken.

### Consequences for fashion:

- According to the last [Fashion Transparency Index](#), about 50% of the world's 250 largest fashion brands have limited or no visibility beyond their tier one suppliers.
- Traceability across the remaining supply chain is blocked by manual processes and unreliable data.
- There is a huge lack of standards in the fashion industry, making it difficult for both brands and their suppliers to struggle with data tracking.

### Key actions to take in fashion businesses:

- Invest in traceability technologies that make it easy to collect data from your business's supply chain.
- Put effort into knowing your suppliers well and collaborating with industry bodies to develop sustainability measurement standards under a clear data framework.
- Ensure data quality and accuracy by monitoring robust metrics to assess which areas of the supply chain have the greatest impact and make data-driven decisions.

## 5 Growing climate crisis

“We are facing a critical point for climate change mitigation. The need to limit global warming to 1.5°C implies immediate reductions in carbon emissions from the fashion industry.”

[The Climate Change Performance Index 2023](#) shows how the world remains dependent on fossil fuels. Global greenhouse gas emissions are likely to rise to record levels in 2023 according to forecasts released by the [International Energy Agency](#).

[The last IPCC report](#) makes it clear that we are facing a critical point for climate change mitigation. The need to limit global warming to 1.5°C implies immediate reductions in carbon emissions from the fashion industry.

### Consequences for fashion:

- Climate change will disrupt the availability and quality of raw materials, causing supply shortages.
- Projected increases in temperatures, changes in precipitation patterns, extreme weather events, and reductions in water availability may all can result in reduced crop productivity.
- Workforce productivity in manufacturing could also be significantly affected by rising temperatures.

### Key actions to take in fashion businesses:

- Develop complete traceability of your business supply chain to have direct control over it. From where the raw materials are grown, through the energy used in the factories, to the final product.
- Assess the impact caused by your company through Life Cycle Assessment to detect high environmental risks and prevent it from being transferred to later stages.
- Apply the principles of ecodesign to have control over the global footprint of your products from the beginning.

# 6 Greater consumer awareness

"75% of consumers view sustainability as equally or more important to them than it was last year"

As the fashion consumption is adjusting, consumers have become more conscious when purchasing clothing and footwear, reducing the number of new clothing items bought, fixing clothes, buying second-hand clothes, and choosing brands based on their sustainability and ethical practices.

Despite the expected trend in 2023 to reduce spending on fashion, [The Global Sustainability Study 2022](#) reveals 75% of consumers view sustainability as equally or more important to them than it was last year.

In addition, the study [European Predictions 2023: Environmental Sustainability](#) shows that 50% of European consumers agree that brands tend to greenwash when they communicate their environmental initiatives. The consumer increasingly knows more about sustainability and demands transparency from brands.

## Consequences for fashion:

Many shoppers are seeking products that are ethically and consciously manufactured, not as an addition, but as the norm.

Consumers' growing awareness makes it easier for them to identify when a fashion brand is doing greenwashing.

[14% of consumers don't believe that sustainable products are truly sustainable](#) due to misleading claims.

## Key actions to take in fashion businesses:

- It's no longer enough to look sustainable, make real efforts to create products that are aligned with the values and principles of consumers.
- Communicate transparently to show the truth behind the business and build a strong relationship with the consumer from there.
- Make it easy and understandable to read the sustainable features of your products so that your clients can easily identify them.

# 7 Upcoming sustainability laws

"In the European Commission alone, the environmental directives and regulations adopted in the last 10 years have grown by 50%"

Governments are increasingly requiring textile companies to prove that they operate sustainably and ethically. In the European Commission alone, the environmental directives and regulations adopted in the last 10 years have grown by 50%. 2023 will be a year of great legislative changes.

These are some of the legislative developments that could shape the industry in the coming year:

## EU:

- [Legislative proposal for substantiating green claims made by companies](#)
- [Review of requirements on packaging and packaging waste in the EU](#)
- [New policy framework on bio-based, biodegradable and compostable plastics](#)
- [Measures to reduce the impact of microplastic pollution on the environment](#)
- First set of reporting standards related to the [Corporate Sustainability Reporting Directive](#)
- Germany - [Supply Chain Due Diligence Act](#)
- France - [Climate Impact labels](#)
- Netherlands - [The Extended Producer Responsibility for textiles](#)
- Finland - [Mandatory textile waste sorting](#)

## US:

- [The Fashion Sustainability and Social Accountability \(Fashion\) Act](#) - Currently in Committee
- [The Fashioning Accountability and Building Real Institutional Change \(Fabric\) Act](#) - Introduced to the Senate

## Consequences for fashion:

- Sustainability goes from being a "nice-to-have" to a regulated "must-to-have" in the textile sector.
- Added to the challenge of growing a business is the challenge of complying with established and coming regulations.
- Standardization of the sustainable requirements requested from textile companies.

## Key actions to take in fashion businesses:

- Promote interdepartmental cooperation to comply with legal requirements, finding a balance between ESG criteria and the company's financial goals.
- Get involved as soon as possible in gathering the information required to ease the implementation of the Directives once they come into force.
- Have external support to evaluate all the information requested. Having third-party verification will ensure your accuracy and avoid problems.

There's no doubt that 2023 will require innovation, flexibility and a lot of learning. Resilience will become the most prized business quality. Only fashion companies able to cope with the new scenario will thrive.

At BCome we want to go beyond putting our expertise at the service of your business, we also want to help you transform our knowledge into action. This is your chance to be part of **The Resilient Fashion Manifesto powered by BCome.**

1

### Commitment to creating a shared business vision

- Provide strategic guidance, coherence and clarity in all decision making.
- Periodically review the suitability of corporate strategies.
- Promote innovative ideas to develop business goals.

2

### Having a clear purpose that brings the company together

- Make sure the team's goals are aligned with the purpose of the organization.
- Practice active listening among all members of the company.
- Encourage collective participation in decision-making.

3

### Deep understanding of internal and external business environments

- Prove the ability to think beyond existing organizational boundaries and strategy.
- Assess the changing business context, including legislation and competition.
- Collaborate with stakeholders who share the organization's purpose and vision.

4

### Impactful and encouraging leadership

- Provide circumstance-adaptive leadership.
- Encourage the sharing of lessons learned between departments to promote the adoption of best practices.
- Assign responsibilities at all levels of the company to improve organizational resilience.

5

### Building a resilience-supportive culture

- Define the values within the business that build the organizational culture.
- Involve people at all levels to promote company values.
- Promote creativity and innovation to improve corporate resilience.

6

### Promotion of experience and shared learning

- Enhance the value of information, knowledge and learning.
- Make sure the information is accessible, understandable and appropriate to support the goals of the company.
- Ensure that knowledge is shared with all business stakeholders.

7

### Availability of resources and tools to tackle weaknesses

- Power tools that allow an agile response to changes.
- Develop resources that ease the identification and response to change in a flexible way.
- Train your employees with skills that empower the use of these tools.

8

### Implementation of management systems

- Design management systems that contribute to corporate resilience, from supply chain management to health and safety management.
- Assess how each system contributes to the overall resilience of the company and addresses weaknesses.
- Improve cooperation between systems so that there is coherence in global management.

9

### Support for constant improvement

- Monitor business performance to learn and improve from experience.
- Ensure that performance management indicators respond to changes that impact business goals.
- Show the commitment to improve the activities and abilities of the company.

10

### Ability to think ahead and manage change

- Train business ability to adapt to unexpected events.
- Develop the ability to change without compromising the company's values.
- Prioritize resources that help you be aware of situations that may influence the context of the company.

It's time for commitment, it's time to get involved in the future of your business. At BCome we want to make it easy for your company to build resilience, for this reason, if you sign our manifesto we commit to offer you a free test of our platform so you can try first-hand all the tools you need to boost your business.

Do you want to become a brave brand?  
We walk together on this path!

[Sign the manifesto](#) 



**Anna Cañadell, Co-CEO & Co-Founder at BCome.** Graduated in Architecture, with more than 10 years working in startups. Anna was the founding team of Trip4real, the first startup acquired by Airbnb in Spain. She has more than 5 years of experience developing "ad-hoc" consultancies to retail companies.



**Alba García, Co-CEO & Co-Founder at BCome.** Graduated in Business Sciences, International Business and Fashion Design. Alba is a senior consultant and project manager with more than 10 years of experience in the fashion and retail industry. She has worked for large textile groups like Inditex or Mango.



**Patricia Fernández, CMO at BCome.** For 4 years, she was VP of Marketing and Product at Zyncro, one of the main startups on the international technology scene. Passionate about innovation, Patricia has more than 15 years of experience working with impact B2B startups and scaleups.



**Gema Terol, Head of Content at Bcome.** Graduated in Advertising & PR and trained in sustainable fashion communication through the University of the Arts London. Gema is a fashion writer specialized in digital media with more than 10 years of experience with brands and press.



**María Castellanos, Product Designer at BCome.** With a strong background in journalism and Digital Marketing, María did a 360° turn in her career to become a UX/UI product designer. She is specialized in wireframing, UI Prototyping, and Interaction Design.



**Claudia Cañas Mas, CMO at HOFF.** Marketing specialist with more than 10 years of experience in communication agencies and fashion brands. Before joining HOFF, Claudia has been part of companies such as 21 Buttons or Pronovias.



**August Bard Bringéus, Co-Founder at ASKET.** Together with his partner Jakob Dworsky he founded the brand back in 2015. Graduated in Business and Economics, August has a strong background developing B2B initiatives in companies such as Klarna or Boston Consulting Group.

