



# UNIVERSITY OF HOHENHEIM

Akademisches Auslandsamt | Referat Sprachenzentrum (AA4)

Matriculation  
number:

*Please fold*

Last name:

First name:

Business English and Intercultural Communication, UNICert III, C1

July 2024

Topic:

***The Challenges of The Business of Fast Fashion***

➤ **Situation or scenario**

You are part of an international university project team researching "***The Business of Fast Fashion***". You are responsible for gathering information, as your goal is to create a university campaign to increase awareness of fast fashion, its impact on the climate and also the business behind fast fashion

➤ **Tasks and goals**

Listening: Watch a video introducing the lies that sell fast fashion and answer your groups' questions about your insight obtained.

Reading: Gather information from both texts and answer your groups' questions about the research you have done.

Writing: Create your university campaign. Outline your ideas of how the campaign should be conducted. The campaign must contain a two-page blog entry where you have to inform and reach out to the community for a specific call of action. You will submit your outline and blog entry to your international project team, who will decide if the campaign will be a success.

Speaking: Present your campaign to your project team and be prepared to discuss and answer questions.

LISTENING	READING	WRITING	SPEAKING	TOTAL
Introduction of topic 45 min 25 points	Development of topic 45 min 25 points	Campaign blog entry 120 min 25 points	Presentation 30 min 25 points	Exam 4 hours 100 points

Examiner's signatures :

Karyn Weston

2<sup>nd</sup> Examiner Jill Reay

**For Examiner's Use Only**  
**Overall**

Grading scheme

○ 25 Punkte –Skala pro Fertigkeit

Zwischen	25	und	25	die Note	<b>1,0</b>	Sehr gut
	24		24		<b>1,3</b>	
	22		23		<b>1,7</b>	Gut
	21		21		<b>2,0</b>	
	20		20		<b>2,3</b>	
	19		19		<b>2,7</b>	Befriedigend
	17		18		<b>3,0</b>	
	16		16		<b>3,3</b>	
	15		15		<b>3,7</b>	Ausreichend
	13		14		<b>4,0</b>	
	10		12		<b>5,0</b>	Nicht ausreichend
	11		0			

○ 100 Punkte – Skala

Zwischen	96	und	100	die Note	<b>1,0</b>	Sehr gut
	91		95		<b>1,3</b>	
	86		90		<b>1,7</b>	Gut
	81		85		<b>2,0</b>	
	76		80		<b>2,3</b>	
	71		75		<b>2,7</b>	Befriedigend
	66		70		<b>3,0</b>	
	61		65		<b>3,3</b>	
	56		60		<b>3,7</b>	Ausreichend
	50		55		<b>4,0</b>	
	41		49		<b>5,0</b>	Nicht ausreichend
	40		40			
	25		32			
	16		24			
	8		15			
	0		7			



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<b>LISTENING</b>				
Introduction of topic  45 min  25 points				

Examiner's signatures :

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2<sup>nd</sup> Examiner



## LISTENING COMPREHENSION QUESTIONS *(full sentences):*

For your research, you write down the following for yourself *(full sentences)*

1. What was the impact of the viral TikToks featuring influencers invited to Shein? (2)

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2. Why are fast fashion companies like Shein and Temu still profitable despite negative publicity? (2)

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3. What are the two prices associated with items bought online, according to the video? (2)

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4. How much clothing waste is generated annually, and where does it end up? (1)

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5. What percentage of major fashion brands disclose their supplier list and the number of workers paid a living wage? (2)

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6. Why is labor considered a significant part of the cost in fashion production? (1)

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7. How does the rise of e-commerce affect fast fashion brands like H&M and Zara? (2)

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8. How many styles does Shein produce annually compared to traditional fast fashion brands? (1)

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9. What are some strategies consumers can use to resist the fast fashion consumption cycle? (3)

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10. What is the impact of influencers and the phenomenon of 'hauling' on fast fashion consumption? (2)

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11. What role does transparency play in the fast fashion industry, and how can consumers respond? (3)

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12. What specific controversies and criticisms has Shein faced regarding its labor practices and environmental impact? (3)

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13. In your opinion, how do fast fashion companies utilize "greenwashing" tactics to mislead consumers about their environmental impact? (1)

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Total \_\_\_\_\_ /25

MUSTER



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	<b>READING</b>			
	Development of topic			
	45 min			
	25%			

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## McKinsey Explainers

### What is fast fashion?

Fast fashion retailers have sped up their production processes, getting new styles to customers at a record pace—and creating significant environmental and social challenges.

Fashion is fun. If you've ever seen a makeover montage in an '80s movie, you're well familiar. Trying on, buying, and keeping clothes to reflect our various moods fulfills complex human needs for comfort and individual expression—as well as for consumption.

Fashion is also serious business. In 2023, the global industry was estimated to be worth \$1.7 trillion. And more than 300 million people all over the world work on clothes, somewhere along the value chain. From 2000 to 2014, clothing production doubled and the number of garments purchased per capita increased by about 60 percent. This is due, in part, to the rise of fast fashion.

Fast fashion retailers move, well, faster than their traditional counterparts. This means that they compress production cycles and turn out up-to-the-minute designs, enabling shoppers to not only expand their wardrobes but also refresh them quickly—and cheaply. And shoppers, it turns out, love a new look: according to the recent The State of Fashion 2024 report, published by Business of Fashion and McKinsey, 40 percent of US consumers and 26 percent of UK consumers have shopped at fast fashion giants Shein or Temu in the past 12 months. If you include other fast fashion retailers, the number would likely be much larger.

For all the growth it generates, the fast fashion industry is also responsible for considerable waste. Fast fashion consumers are quick to throw clothes away: some estimates suggest that consumers treat the lowest-priced garments as nearly disposable, discarding them after only seven wears. For every five garments produced, the equivalent of three end up in a landfill or are incinerated each year. And total greenhouse gas emissions from textiles production clock in at 1.2 billion tons a year—that's more emissions than those emitted by all international flights and maritime ships combined.

Reports also indicate that some clothing factory workers are underpaid and exposed to unsafe workplace conditions.

The true costs of fast fashion are coming into focus, especially for millennials and Gen Z. Young people are becoming more mindful of sustainability with respect to how they consume. They're also keenly aware that the fashion industry is a major contributor to global warming. And they're walking the talk too: half of Gen Z shoppers in China, according to a recent survey about sustainable consumption, said they aimed to buy less fast fashion.

**What is ultrafast fashion?** If fast fashion retailers speed up traditional product cycles, ultrafast fashion moves even faster. Back in the 1990s, the Spanish retailer Zara was one of the first fast fashion retailers to break the mold, offering hundreds of new items per week. As of 2023, the Chinese ultrafast fashion retailer Shein consistently churns out up to 10,000 new designs a day. And Shein's products are, on average, significantly less expensive relative to the company's more established fast fashion counterparts: Shein's average SKU price is \$14, compared with \$26 at fast fashion retailer H&M and \$34 at Zara.

Shein grew dramatically during the pandemic. Due in part to a surge in online sales and digital adoption rates, the company more than doubled its market share in the United States during that time; it's now the second-most-popular shopping website among America's Gen Z (after Amazon). In a 2022 funding round, Shein's value was set at \$100 billion (in 2023, it reportedly dropped to \$66 billion, likely in anticipation of increased regulation).

**How are fast fashion companies evolving the business model?** Ultralow prices are critical to the success of the fast fashion business model, as are condensed turnaround times. Upstart fast fashion retailers such as Shein and Temu are updating the model in the following ways:

- Agile, scalable manufacturer-to-consumer supply chains. Some next-generation fast fashion companies have developed large networks of suppliers who often manufacture exclusively for these companies.
- Data-driven product design and testing. Shein, for instance, uses demand-driven trend modeling to design and select its products. This includes a range of data inputs from current trends to viral products to customer perception.
- Loyal and growing customer bases. These are fed by affiliate marketing influencer programs and organic social community building, which lower customer acquisition costs.
- High app adoption rates and engagement tactics. Companies have gamified their app experiences, allowing customers to earn loyalty points by setting up accounts, leaving reviews, watching live streams, and more.
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**How are fast fashion organizations addressing sustainability concerns in their C-suites?** One way fashion companies, fast and otherwise, are preparing for the sustainability challenges ahead is by restructuring their C-suites. According to McKinsey's State of Fashion 2024 report, the C-suite teams at almost all of Europe's 25 biggest fashion companies include at least one executive with environmental, social, and governance experience. These executives oversee a series of sustainability strategies, from shrinking their companies' carbon footprints to reducing waste to improving labor relations.

The brands that execute sustainability strategies most successfully incorporate sustainability components into existing roles rather than create entirely new ones. For example, the UK-based fast fashion retailer Primark put Michelle McEttrick, the company's first chief customer officer, in charge of leading sustainability strategy. And success as a sustainability executive can open doors to the top job, as in the case of Helena Helmersson, who was appointed CEO of H&M in 2020 after serving as the company's head of sustainability.

**How can the textile industry make business models more sustainable?** Many fast fashion players are considering how to make their business models more circular, in response to climate pressures and a quickly evolving regulatory landscape. In a circular model of value creation, resources are deployed over and over. Conversely, a traditional linear model begins with extraction and concludes with end-of-life disposal, with the expectation that consumers will discard goods and buy more.

Here are a few ways in which fashion companies can work toward complying with changing regulations.

- Improved traceability. Achieving full supply chain visibility across all tiers of manufacturing will be a critical enabler for regulatory compliance. Advances in blockchain and other technologies may help companies to enable more transparent and efficient monitoring. Brands such as Brooks Sports and Renfro Brands have deployed TrusTrace's digital traceability platform to achieve traceability at scale.
- Sourcing and production. Upstream supply chain activities account for the majority of carbon emissions in the apparel industry, so in the future there may be a sharper focus on decarbonizing the production of materials and garments. Brands may increasingly shift to new suppliers or join strategic alliances. The luxury retail brand Hermès, for example, has partnered with start-up MycoWorks to secure access to its engineered mycelium (a network of fungal threads that can be used to produce a product similar to leather).

- Design. A new emphasis on longevity and durability may demand fresh attention to design details such as stitching and seams. Materials that cannot be separated in recycling may be avoided in the future, meaning designers might have to think more creatively about their design choices.
- End-of-life waste. New business models are coming to the fore to minimize production and waste. Resale continues to grow through brand partnerships with secondhand marketplaces, such as the RealReal and Vestiaire Collective. There is also an opportunity to accelerate closed-loop recycling, a process whereby a product can be used and then turned into a new product many times over. Stockholm-based Renewcell is ramping up the world's first at-scale fiber-to-fiber recycling factory and is already working with global brands including H&M and Levi's. As global business reckons with increasing climate pressures and a changing regulatory environment, the fashion companies that cut new patterns for sustainability are the ones most likely to excel in the future.

## QUESTIONS

1. How has the fast fashion industry impacted global clothing production and consumer behavior over the past two decades?

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2. What are some of the environmental challenges associated with the fast fashion industry?

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3. How are millennials and Gen Z influencing the sustainability practices in the fashion industry?

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4. What strategies are next-generation fast fashion companies like Shein and Temu using to maintain their competitive edge?

5. What measures are being taken by fast fashion companies to address sustainability in their business models?

TOTAL: \_\_\_\_\_/20

Articles referenced:

"The State of Fashion 2024: Finding pockets of growth as uncertainty reigns," November 29, 2023, Anita Balchandani, David Barrelet, Achim Berg, Gemma D'Auria, Felix Rölkens, and Ewa Starzynska  
<https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion>

"Great merchandising never goes out of fashion," March 15, 2023, David Barrelet, Matthew Chapman, Erik Eklöw, Julia Huang, Felix Rölkens, and Hannah Yankelevich <https://www.mckinsey.com/industries/retail/our-insights/great-merchandising-never-goes-out-of-fashion>

"The State of Fashion 2023: Holding onto growth as global clouds gather," November 29, 2022, Imran Amed, Sarah André, Anita Balchandani, Achim Berg, and Felix Rölkens <https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion-archive#section-header-2023>

"In search of fashion's sustainability seekers," June 28, 2022, Elisa Albella, Anita Balchandani, Nic Cornbleet, and Libbi Lee <https://www.mckinsey.com/industries/retail/our-insights/in-search-of-fashions-sustainability-seekers>

"State of Fashion 2022: An uneven recovery and new frontiers," May 2, 2022, Imran Amed, Achim Berg, Anita Balchandani, Pamela Brown, Hannah Crump, Amanda Dargan, Saskia Hedrich, Jakob Ekeløf Jensen, Leila Le Merle, Felix Rölkens, Michael Straub, and Robb Young <https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion-archive#section-header-2022>

"Is luxury resale the future of fashion?," December 14, 2020, Miriam Lobis  
<https://www.mckinsey.com/industries/retail/our-insights/is-luxury-resale-the-future-of-fashion>

"Refashioning clothing's environmental impact," July 25, 2019, Clarisse Magnin-Mallez and Saskia Hedrich  
<https://www.mckinsey.com/capabilities/sustainability/our-insights/sustainability-blog/refashioning-clothings-environmental-impact>

## **The State of Fashion 2024: Finding pockets of growth as uncertainty reigns**

Fashion companies will face economic headwinds, technology shifts, and an evolving competitive landscape in 2024. However, shifting consumer priorities will continue to offer opportunities.

Storm clouds are gathering, but the experience of recent years shows how the fashion industry may ride out the challenges ahead. In 2022, the industry again showed its resilience, almost equaling the record economic profit of 2021, the McKinsey Global Fashion Index shows. Echoing the pattern of the previous year, the luxury sector outperformed, with a 36 percent rise in economic profit that offset weakness in other segments. Yet even the non-luxury sector was ahead of its long-term average. Strong margin performance meant the industry in 2022 achieved more than double the economic profit than in all years between 2011 and 2020, except for one.

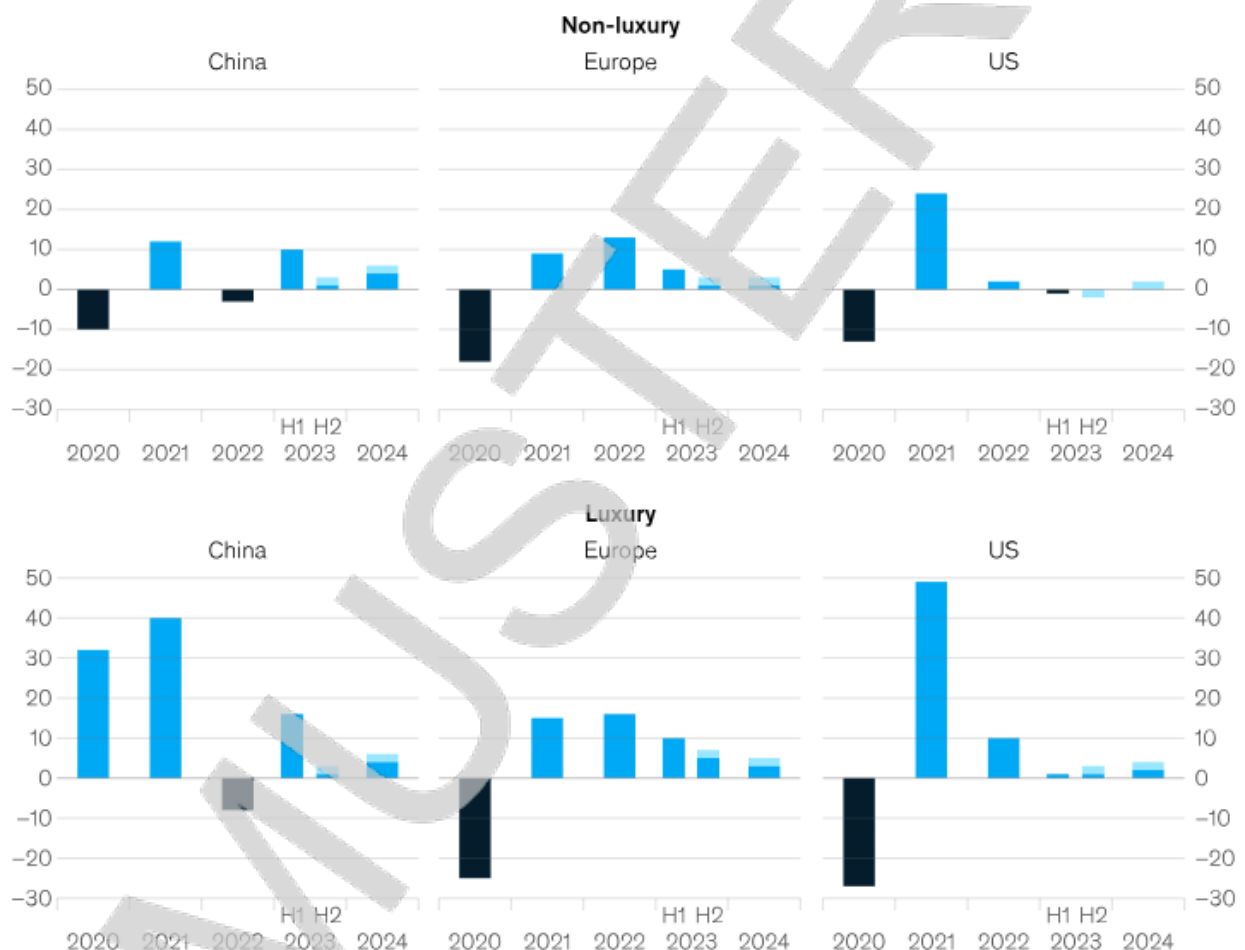
In 2023, the industry faced challenges that were both persistent and deepening. On a regional basis, Europe and the United States saw slow growth throughout the year, while China's initially strong performance faded in the second half. Though the luxury segment initially fared well, it too began to feel the effects of weaker demand in the latter part of the year, leading to slowing sales and uneven performance.

Looking toward 2024, the most prominent sentiment among fashion industry leaders is uncertainty, reflecting the prospect of subdued economic growth, persistent inflation, and weak consumer confidence. Against this backdrop, businesses will be challenged to identify pockets of value and unlock new drivers of performance.

According to McKinsey's analysis of fashion forecasts, the global industry will post top-line growth of 2 to 4 percent in 2024 (exhibit), with regional and country-level variations. Once again, the luxury segment is expected to generate the biggest share of economic profit. However, even there, companies will be challenged by the tough economic environment. The segment is forecast to grow globally by 3 to 5 percent, compared with 5 to 7 percent in 2023, as consumers rein in spending after a postpandemic surge. European and Chinese growth is set to slow, while US growth is expected to pick up after a relatively weak 2023, reflecting the slightly more optimistic outlook there.

### Slower but normalized growth is anticipated across regions in 2024

Year-over-year growth in fashion retail sales, %



Beyond luxury, growth of 2 to 4 percent is predicted for the year ahead, in line with the probable outcome in 2023. The European market will likely expand by just 1 to 3 percent, compared with 5 percent in the first half of 2023 and 1 to 3 percent in the second half. Slumping consumer confidence and declining household savings are expected to be the most probable causes of restrained spending. In the United States, nonluxury sector growth of 0 to 2 percent is forecast. And China is expected to be similarly challenged amid 4 to 6 percent growth, which is a slight uptick from the end of 2023 but slow when considered on a historical basis.

These are just some of the findings from **The State of Fashion 2024**, published by the Business of Fashion (BoF) and McKinsey. The eighth report in the annual series discusses the major themes shaping the fashion economy and assesses the industry's potential responses. Reflecting in-depth research and many conversations with industry leaders, it reveals the key trends that could shape the fashion landscape in the year ahead.

## Uncertainty in the face of headwinds

With conflicts in Europe and the Middle East and strained international relations elsewhere, geopolitics is the number-one concern for fashion industry executives going into 2024, followed by economic volatility and inflation. Some 62 percent of executives in this year's survey, conducted in September, cite geopolitical instability as the top risk to growth. Economic volatility is cited by 55 percent and inflation is mentioned by 51 percent (compared with 78 percent last year). The global average headline rate of inflation is predicted to moderate to 5.8 percent—still high on a historical basis—from 6.9 percent in 2023.<sup>1</sup>

Against a challenging economic backdrop, executive views of the industry's prospects are more divided than in any year since the launch of the BoF-McKinsey Executive Survey in 2017. While 26 percent of survey respondents say they expect conditions to improve year on year, 37 percent see them remaining the same and 38 percent think they will worsen.

Uncertainty within the industry reflects the broader economic situation, albeit with regional divergence. Going into 2024, pressure on household incomes is expected to dampen demand for apparel and prompt trading down across categories. Still, there are geographic outliers that may offer comfort. One is India, where consumer confidence hit a four-year high in September 2023.<sup>2</sup> India-based executives are more optimistic than those in Western countries, with 85 percent of respondents to McKinsey's Global Economics Intelligence survey saying that conditions have improved in the past six months.<sup>3</sup> China's economy is facing challenges, but the country's consumers show a higher intent to shop for fashion in 2024 than consumers in both the United States and Europe.

## Ten themes for 2024

To prepare for challenges and be alert to opportunities, leading fashion companies will likely prioritize contingency planning for the coming year. A key theme will be companies keeping a firm grip on costs and inventories while driving growth by precisely managing prices. Brands and suppliers can expect an increasingly competitive environment. But they will also have opportunities, with consumers discovering new styles, tastes, and priorities—all presenting routes to value creation. As previously done, this year's report highlights ten emerging themes that will be high on leadership agendas.

- Global economy:
  - **Fragmented future.** In 2024, the global economic outlook will continue to be unsettled, as financial, geopolitical, and other challenges weigh on consumer confidence. Fashion markets in China, Europe, and the United States will likely face headwinds, some of which reflect individual regional dynamics. Suppliers, brands, and retailers may need to bolster contingency planning and manage for uncertainty.
  - **Climate urgency.** The frequency and intensity of extreme weather-related events in 2023 mean the climate crisis is an even more urgent priority than in previous years. With physical and transition risks rising across continents, the industry must not delay in tackling emissions and building resilience into supply chains.
- Consumer shifts:
  - **Vacation mode.** Consumers are gearing up for the biggest year of travel since before the pandemic. But a shift in values means expectations are evolving, even as shopping remains a priority. Brands and retailers should refresh distribution and category strategies to reflect the new reality.
  - **The new face of influence.** It's time for brand marketers to update their influencer playbooks, as a new guard of creative personalities wins fans. Working with opinion

- leaders in 2024 will require a different type of partnership, an emphasis on video, and a willingness to loosen the reins on creative control.
- **Outdoors reinvented.** Technical outdoor clothing and “gorpcore” are in demand as consumers embrace healthier lifestyles. In 2024, more outdoor brands are expected to launch lifestyle collections. At the same time, lifestyle brands will likely embed technical elements into collections, blurring the lines between functionality and style.
  - Fashion system:
    - **Generative AI’s creative crossroads.** After generative AI’s (gen AI) breakout year in 2023, more use cases are emerging across the industry. Capturing value will require fashion players to look beyond automation and explore gen AI’s potential to enhance the work of human creatives.
    - **Fast fashion’s power play.** Fast-fashion competition is set to be fiercer than ever. Challengers, led by Shein and Temu, are bringing new tactics on price, customer experience, and speed. Success for disruptors and incumbents could hinge on adapting to new consumer preferences while navigating the regulatory agenda.
    - **All eyes on brand.** Brand marketing is expected to be back in the spotlight as the fashion industry manages a switch away from performance marketing. Brands may benefit from forging emotional connections with consumers as marketers rewrite playbooks to emphasise long-term brand building.
    - **Sustainability rules.** The era of fashion industry self-regulation is drawing to a close. Across jurisdictions, new rules will have significant effects on both consumers and fashion players. Brands and manufacturers may consider revamping business models to align with the changes ahead.
    - **Bullwhip snaps back.** Shifts in consumer demand have created a “bullwhip effect,” by which order volatility reverberates unpredictably through supply chains. Suppliers will likely face pressure as brands and retailers focus on transparency and strategic partnerships.

### Looking ahead

As the industry continues to be challenged by geopolitical and economic headwinds, fashion leaders in 2024 will look to strike a careful balance between managing uncertainty and seizing opportunities. With cost-saving tactics mostly exhausted, companies may focus on growing sales, underpinned by new pricing and promotion strategies. Across the industry, net intent to raise prices is more than 50 percent, according to the BoF–McKinsey Executive Survey. At the same time, reduced cost pressures could provide a potential boost to performance.

As climate change brings increasingly extreme weather events and global temperatures rise, the coming year is likely to mark a heightened industry focus on environmental, social, and governance issues. Our survey shows that the topic is seen as both the number-one priority and number-one challenge for industry executives. The most successful companies will find a balance between sustainability initiatives, risk management, and commercial imperatives.

In an uncertain world, consumer discretionary spend will be weighted toward trusted categories and brands. Hard luxury goods—jewelry, watches, and leather—will likely be in demand, reflecting their potential investment value in tough economic times. Consumers are expected to travel more and continue spending more time outdoors. And they prefer emotional connections and authenticity over celebrity endorsements.

All told, executives are bracing for a strategically complex year ahead. To counter uncertainty, leading companies will prepare for a range of outcomes. The most successful will become more



resilient, better equipped to manage the challenges, and ready to accelerate when the storm clouds begin to clear.

#### QUESTIONS

**1. What are the main challenges that fashion companies are expected to face in 2024?**

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**2. How did the fashion industry perform in 2022 and 2023, and what are the expectations for 2024?**

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**3. What strategies are fashion companies likely to adopt to manage uncertainty and seize opportunities in 2024?**

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**4. How is the consumer landscape expected to shift in 2024, and what opportunities does this present for fashion companies?**

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**5. What role will sustainability play in the fashion industry in 2024, and how are companies expected to respond?**

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[The State of Fashion 2024 report | McKinsey](#)

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		<b>WRITING</b>		
		Campaign outline & blog entry  120 min  25 points		

Examiner's signatures :

Karyn Weston

2<sup>nd</sup> Examiner Jill Reay

## WRITING

Writing: Create your blog entry for your university campaign. The campaign must contain a two – three page blog entry where you have to inform the community about what fast fashion is as well as the the current situation and its impact on society, and the environment. Reach out to the community for a specific call of action. You will submit your blog entry to your project team as part of the university campaign.

Topic: ***The Challenges of the Business of Fast Fashion***

**Online Resources:** “The State of Fashion 2024: Finding pockets of growth as uncertainty reigns,” November 29, 2023, Anita Balchandani, David Barrelet, Achim Berg, Gemma D’Auria, Felix Rölkens, and Ewa Starzynska  
<https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion>

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“State of Fashion 2022: An uneven recovery and new frontiers,” May 2, 2022, Imran Amed, Achim Berg, Anita Balchandani, Pamela Brown, Hannah Crump, Amanda Dargan, Saskia Hedrich, Jakob Ekeløf Jensen, Leila Le Merle, Felix Rölkens, Michael Straub, and Robb Young <https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion-archive#section-header-2022>

“Is luxury resale the future of fashion?,” December 14, 2020, Miriam Lobis  
<https://www.mckinsey.com/industries/retail/our-insights/is-luxury-resale-the-future-of-fashion>

“Refashioning clothing’s environmental impact,” July 25, 2019, Clarisse Magnin-Mallez and Saskia Hedrich  
<https://www.mckinsey.com/capabilities/sustainability/our-insights/sustainability-blog/refashioning-clothings-environmental-impact>

### University Campaign Blog Entry

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UNIVERSITY OF  
HOHENHEIM

Akademisches Auslandsamt | Referat Sprachenzentrum (AA4)

Matriculation  
number:

*Please fold*

Last name:

First name:

Business English and Intercultural Communication, UNICert III, C1

July 2024

Topic: *The Challenges of The Business of Fast Fashion*

➤ Situation or scenario

You are part of an international university project team researching "*The Business of Fast Fashion*". You are responsible for gathering information, as your goal is to create a university campaign to increase awareness of fast fashion, its impact on the climate and also the business behind fast fashion

➤ Tasks and goals

Listening: Watch a video introducing the lies that sell fast fashion and answer your groups' questions about your insight obtained.

Reading: Gather information from both texts and answer your groups' questions about the research you have done.

Writing: Create your university campaign. Outline your ideas of how the campaign should be conducted. The campaign must contain a two-page blog entry where you have to inform and reach out to the community for a specific call of action. You will submit your outline and blog entry to your international project team, who will decide if the campaign will be a success.

Speaking: Present your campaign to your project team and be prepared to discuss and answer questions.

			<b>SPEAKING</b>	
			Presentation 30 min 25 %	

Examiner's signatures :

Karyn Weston

2<sup>nd</sup> Examiner Jill Reay



## SPEAKING

Campaign:

**Present your campaign to your project team.** How are you going to increase the awareness of your university peers and faculty staff about the effects **fast fashion**. What is the goal of your campaign and what is your call of action? Make sure your campaign raises the awareness of fast fashion today and what fast fashion is, as well as the impact on business, society and the environment. Your campaign presentation will be held for the deciding professors of the project team. The presentation must be 25 minutes using ppt and must include proper references. Be prepared to answer questions and or discuss your ideas at the end of your presentation. This section of the test covers 25% of the overall exam grade.

<p>Feel free to incorporate the material used in this exam:</p> <p style="text-align: center;"><b>Topic: <i>The Challenges of the Business of Fast Fashion</i></b></p>
<p><b>The lies that sell fast fashion:</b> <a href="https://www.youtube.com/watch?v=VaS-iVwaOLw">https://www.youtube.com/watch?v=VaS-iVwaOLw</a></p>
<p><b>Reading Resources:</b> "The State of Fashion 2024: Finding pockets of growth as uncertainty reigns," November 29, 2023, Anita Balchandani, David Barrelet, Achim Berg, Gemma D'Auria, Felix Rölkens, and Ewa Starzynska <a href="https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion">https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion</a></p>
<p>"Great merchandising never goes out of fashion," March 15, 2023, David Barrelet, Matthew Chapman, Erik Eklöv, Julia Huang, Felix Rölkens, and Hannah Yankelevich <a href="https://www.mckinsey.com/industries/retail/our-insights/great-merchandising-never-goes-out-of-fashion">https://www.mckinsey.com/industries/retail/our-insights/great-merchandising-never-goes-out-of-fashion</a></p>
<p>"The State of Fashion 2023: Holding onto growth as global clouds gather," November 29, 2022, Imran Amed, Sarah André, Anita Balchandani, Achim Berg, and Felix Rölkens <a href="https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion-archive#section-header-2023">https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion-archive#section-header-2023</a></p>
<p>"In search of fashion's sustainability seekers," June 28, 2022, Elisa Albella, Anita Balchandani, Nic Cornbleet, and Libbi Lee <a href="https://www.mckinsey.com/industries/retail/our-insights/in-search-of-fashions-sustainability-seekers">https://www.mckinsey.com/industries/retail/our-insights/in-search-of-fashions-sustainability-seekers</a></p>
<p>"State of Fashion 2022: An uneven recovery and new frontiers," May 2, 2022, Imran Amed, Achim Berg, Anita Balchandani, Pamela Brown, Hannah Crump, Amanda Dargan, Saskia Hedrich, Jakob Ekeløf Jensen, Leila Le Merle, Felix Rölkens, Michael Straub, and Robb Young <a href="https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion-archive#section-header-2022">https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion-archive#section-header-2022</a></p>
<p>"Is luxury resale the future of fashion?," December 14, 2020, Miriam Lobis <a href="https://www.mckinsey.com/industries/retail/our-insights/is-luxury-resale-the-future-of-fashion">https://www.mckinsey.com/industries/retail/our-insights/is-luxury-resale-the-future-of-fashion</a></p>
<p>"Refashioning clothing's environmental impact," July 25, 2019, Clarisse Magnin-Mallez and Saskia Hedrich <a href="https://www.mckinsey.com/capabilities/sustainability/our-insights/sustainability-blog/refashioning-clothings-environmental-impact">https://www.mckinsey.com/capabilities/sustainability/our-insights/sustainability-blog/refashioning-clothings-environmental-impact</a></p>

PLEASE NOTE: you must **return** this form to the examiners **before** you present your campaign.

Name:

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Title of campaign:

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