

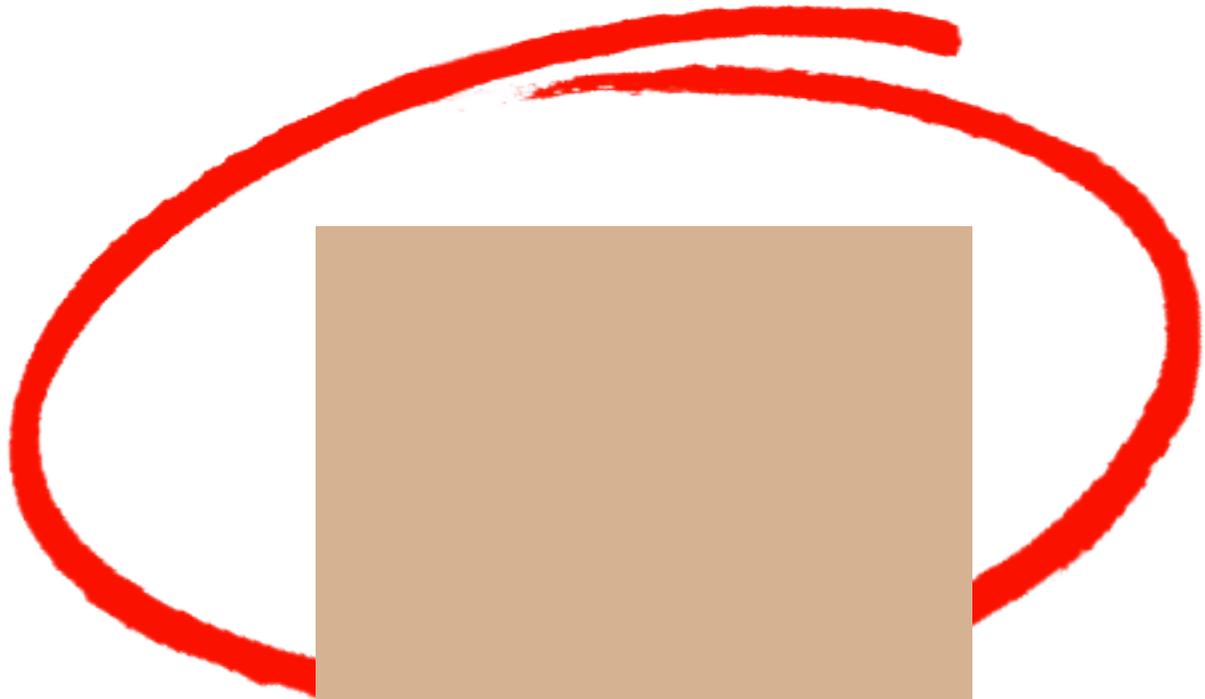


EVERLANE

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ABOUT EVERLANE



Everlane – a sustainable fashion company that launched in 2010 with a concept that was previously unheard of in the fashion world. Its founder and CEO Michael Preysmen aimed to open the e-commerce retail store and give the customer a full breakdown of the costs it takes to make the products they were purchasing, including that of Everlane's markup (Robinson, 2017). On top of that, the founder placed the utmost importance on being completely transparent and thus openly showcases every part of its supply chain including the manufacturers and their stories. The company began after Preysman, a computer engineering and economics major at Carnegie Mellon got a job at a New York private-equity firm where he began to study the retail industry and got hooked on branding and design (Robinson, 2017). He realized that it didn't take a genius to recognize that the cost of making clothes didn't match that of their price point "The markups were all over the map and quite extravagant." Thus as a son of two software engineers growing up at the height of Silicon Valley in Sunnyvale, California, he believed the internet had the solution (Robinson, 2017). Following in the footsteps of e-commerce websites such as Warby Parker, he created Everlane which began by selling one product, a basic sustainable t-shirt retailing for \$15 (Robinson, 2017). The brand was able to cut costs by working with factories directly instead of dealing with middlemen and thus became one of the first affordable yet sustainable retailers. Today Everlane sells wardrobe basics such as t-shirts, jeans, cardigans, loafers and simple accessories that are high quality; tailor fit and most importantly ethically made. Its products can be found online and (much to the dismay of the CEO who swore he would rather shut Everlane down than open a physical store) at one of its two brick and mortar locations in New York and LA (Fast Company, 2019). Yet, what made the company successful was that since its opening Everlane has had a unique business model as unlike traditional retailers where product is released each season, Everlane releases small batches of product throughout the year. "Traditional brands launch a ton of stuff, and then they look at what sold and what didn't. We look at it much more on a product-level basis," said Preysman (Robinson, 2017). Most consumers don't buy new wardrobes at one given time but instead, add pieces as they require them, therefore, having this strategy allows the brand to focus on exactly what the consumer wants instead of getting product out on time. Thus the brand "gathers feedback from customer surveys, return shipments, and in-person "fit clinics" to make products better." (Robinson, 2017) This, therefore, explains the brand's choice not to delve into the \$40 billion global denim market right away (SEGRAN, 2018). Instead of launching the product immediately the brand decided not only to perfect its design but also delayed the release of the product until Everlane's head of product, Kim Smith could find a factory that suited the eco-standards Everlane

prides itself with abiding by (SEGRAN, 2018). Everlane is a brand for the consumer but also one that strives to be for the good of the planet.





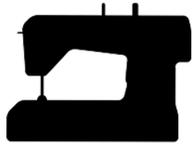
Cotton Harvested and Processed



Cotton Spun Into Yarn



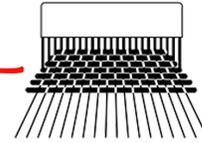
Rope Dying of Yarn in Japan



Fabric shipped to Saitex International Dong Nai Co. Ltd in Vietnam and Jeans are Assembled & Sewed



Japanese Denim Cut



Threads Woven Into Fabric by Vintage Shuttle Looms to Create Japanese Denim



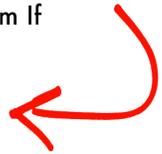
Hardware Added to Jeans



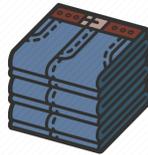
Washing



Distressing of Denim If Needed



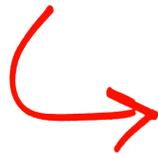
Sent to Customer



Sent to Everlane Distribution Center or Store



Pressed Embroidered & Labeled



Denim recieved by Customer



THE SUPPLY CHAIN

Mens: The Slim Fit Jean

Transparent Pricing

We believe customers have the right to know what their products cost to make.



Transparent Pricing

We believe customers have the right to know what their products cost to make.



Womens: The '90s Cheeky Straight Jean



A woman with curly brown hair is shown from the waist up, wearing a white t-shirt and blue denim jeans. She is posing with her right arm raised, hand near her head, and looking towards the camera. The background is a solid brown color. A large, dark blue geometric shape, resembling a triangle or a large 'L' shape, is overlaid on the left side of the image. A white rectangular box is centered in the lower half of the image, containing the word 'TRANSPARENCY' in black, uppercase, sans-serif font.

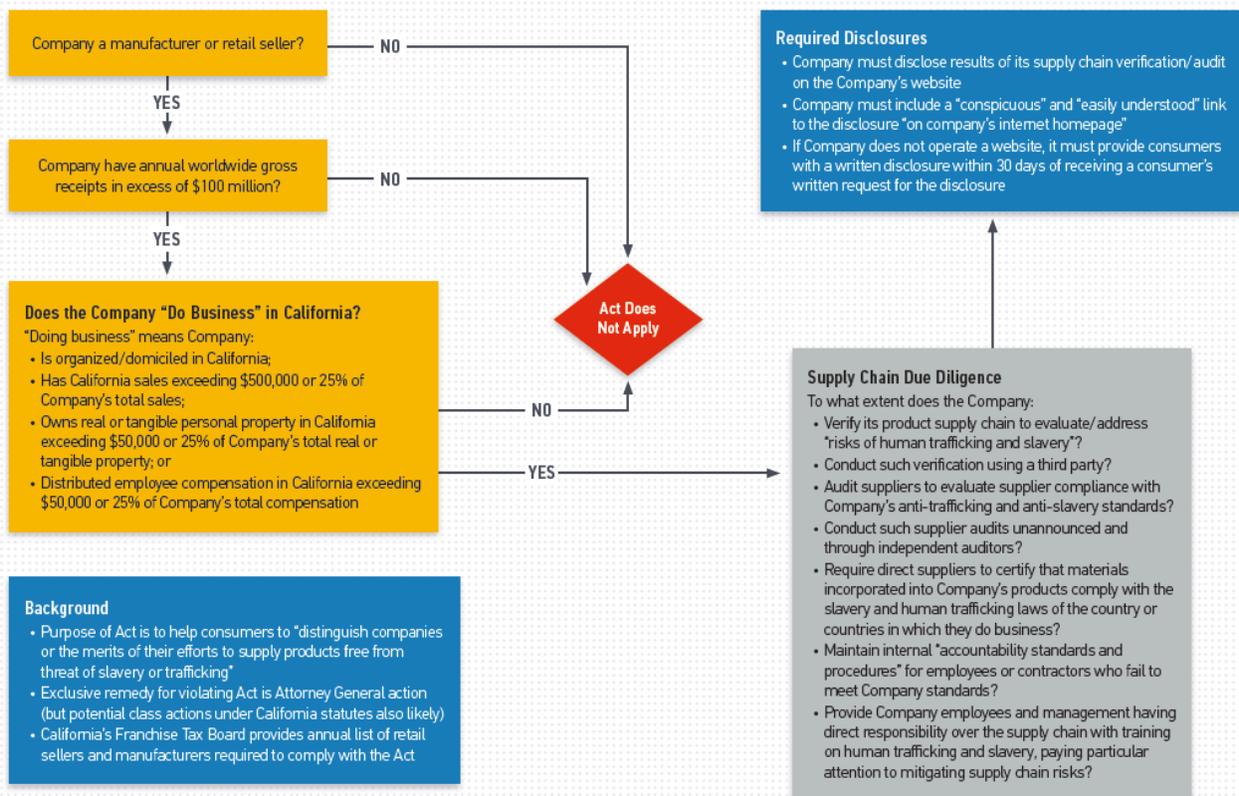
TRANSPARENCY

Radical Transparency- a phrase that is seen over and over again on the Everlane website. It is one of the brand's core values as they believe that each and every one of their consumers deserve to know the true cost of their products "From materials to labor to transportation," and then they offer them to you "Minus the traditional retail markup." (Everlane, 2019) On every piece of apparel on their website, you can see the breakdown of cost in a simple easy to read way with sleek graphics as well as a comparison of pricing between their price and similar pieces sold in a traditional retail form. This allows the consumer to know exactly what they are paying for and how much profit the company is making on each item. Moreover, Everlane takes it a step further by giving the consumer not only the names of manufacturers and where each fabric is coming from but also a map to show exactly where they are located, a few basic facts about the factory, imagery and even how Everlane came to know about them (Everlane, 2019). For example within the denim category there is an entire webpage dedicated to how the brands denim is made and information on the brands manufacturer, Saitex. The consumer can track every single aspect of the supply chain on one website with just a few clicks.

Moreover, the company follows the "California Supply Chain Transparency Act," and follows five basic steps in order "to ensure that human trafficking and slavery do not exist anywhere in [their] supply chain." The first, Verification. All retail sellers or manufacturers must disclose what verification they use to address the risk of human trafficking and slavery as well as if a third party did not conduct this verification (Everlane, 2019). They also go through yearly audits that "Focus on assessing working and living conditions of the workers," and that "all records are available, valid, and verified." They also share their own Vendor Code of Conduct with all their suppliers, and it is required that it is displayed in all factories. Moreover, the company also completes full assessments on the vendor including company profiles so that Everlane can evaluate beginning a new relationship (Everlane, 2019). Secondly, Everlane requires that all retail suppliers and manufacturers submit to audits that must specify if the "verification was not an independent, unannounced audit." These audits are completed annually, and undisclosed audits are imposed quarterly (Everlane, 2019). However, if the company is not up to code, they are given corrective action plans to improve. Moreover, certification is required to ensure "All materials incorporated into the product comply with the laws regarding slavery and human trafficking of the country or countries in which they are doing business." (Everlane, 2019) Fourthly, all retail suppliers and manufacturers are internally accountable as they must abide by "Everlane's core values—The ethical choice is the right choice and everyone can and should make a difference." This means that the company tries to make the factories believe in what they are saying, not just simply follow (Everlane, 2019). Everlane also has a zero-tolerance policy for any mishaps or labor

noncompliances in the supply chain and therefore have the right to terminate the relationship immediately if found (Everlane, 2019). Finally, Everlane uses training through sending its compliance teams to seminars In regards to labor and human rights issues and the Product and Supply Chain teams are required to participate in CA. SB657 compliance training which revolves around mitigating, preventing and recognizing forced labor and human trafficking violations (Everlane, 2019).

Breaking Down the California Transparency in Supply Chains Act



This chart was prepared by Perkins Coie Partner T. Markus Funk (MFunk@perkinscoie.com). Markus retains the copyright to this chart.



A photograph of a person from the chest down to the waist, wearing a plain white t-shirt and blue denim jeans. The person's hands are on their hips. A white rectangular box is centered over the t-shirt, containing the text 'MARKETING OF SUSTAINABILITY'. The background is a solid brown color, and the image is framed by a blue border.

**MARKETING OF
SUSTAINABILITY**

Everlane's entire marketing strategy is based on the fact that they are one of the world's most sustainable retail brands. At the end of 2016 the company had revenue of \$100 million, which was double of the previous year (Spera, 2019). The company has grown significantly primarily because of its mission of being radically transparent as mentioned previously. The concept of being radically transparent not only shows the consumer that they care more about producing ethically made clothing for the masses than profit as they showcase the true cost of each product at each level of the supply chain but also showcases the fact that sustainability isn't this complex unattainable concept for the everyday consumer. After conducting a poll, it was concluded that 81% of people surveyed wanted to know more about where and how their denim was made. By showcasing exactly how much every part of the supply chain costs not only are they ensuring the trust of the consumer within the brand but also showing them that other companies have the ability to do this yet they simply don't. This encourages loyalty to the brand while also promoting a more sustainable shopping experience for the average consumer.

Furthermore, even though the brand is at a lower price point with \$68 sustainable jeans and \$22 ethically produced t-shirts, it is still at a higher price point than fast fashion. Therefore in order to promote a sustainable lifestyle Everlane has introduced an Afterpay strategy in which the consumer can pay for their clothing in 4 installments every two weeks without interest (Cagle, 2019). In the poll conducted it was found that 65% of people surveyed were more likely to buy sustainable denim that was at a higher price point than fast fashion if they could use Afterpay. This is because although 74% of people surveyed care if their denim is sustainable, they often can't afford the higher price points. By introducing Afterpay, it encourages a broader market to choose sustainability over price because the price is canceled out as a deciding factor.

The brand also markets sustainability by promoting reducing consumption. Unlike fast fashion brands, Everlane is not actively trying to sell its consumer hundreds upon hundreds of products. In fact instead, it aims to produce "quality" products that are "designed to last." Even at its mid-range price point, the company tries to use the highest quality fabrics and manufacturing techniques such as Japanese denim that doesn't stretch easily, "Grade-A cashmere sweaters, Italian shoes, and Peruvian Pima tees." Each item is built to last the consumer for years and thus even though they are a business and businesses inherently have a goal to make a profit that is not their primary aim. This not only encourages the consumer to buy from the brand as they don't feel bombarded with promotional propaganda designed to convince the consumer to buy as much as possible but, also makes the brand feel more like a friend concerned about if the consumer actually feels great about what they are buying. This again promotes trust in the brand but also promotes sustainability through lower consumption.

Furthermore, the brand focuses on creating timeless pieces rather than what's on trend as trends often cycle out quickly and thus products are thrown away. According to a recent study by the Ellen McArthur Foundation, one garbage truck of textiles is wasted every second and the Copenhagen Fashion Summit recently reported that fashion alone is the reason for 92 million tons of solid waste being dumped into landfills every year (Dory, 2018). Thus by creating pieces that will never go out of style while also having a great fit, the brand promotes lower consumption rates by merely choosing to sell products that people want to keep.

Additionally, the brand promotes sustainability through events such as "Choose what you pay." The brand describes it as "It's not a sale—it's better." Throughout these sale events the brand allows for consumers to pay a low, medium, or high price point for its products all of which are lower than the original cost; for example if a consumer chooses to buy the Women's Modern Boyfriend Jean that initially costs \$68 they can choose to pay \$48, \$55 or \$62. If they select the lowest price Everlane makes 10% of profit which goes into covering development and shipping, and if they choose the higher price points it helps to pay for the companies' overheads and is invested into growing further. This concept promotes sustainability by not only lowering the price of sustainable items, so that is more affordable for the average consumer but also by putting the decision into their hands. The consumer has the choice to help further grow this sustainable, ethical brand or not to; it places responsibility onto the consumer and makes them think about their purchasing habits and how they want to spend their money.

As well as this sustainable products have had a reputation in the past of being boring and not aesthetically pleasing yet Everlane has abolished that myth. Jana Ivanov a 20-year-old Everlane consumer states "I was in search of a sustainable clothing company for a long time and every time I found one it was ridiculously hippy...and it was cool to see [Everlane] have modern styles." (Mills, 2017) Although the company features simple, clean, basic products that are designed to last the test of time instead of being trendy, it actually conforms to a style currently all over social media, which is often used as a marker of millennial tastes (Mills, 2017). By curating a clean website that showcases neutral tones and beautifully diverse models with aesthetically appealing photography to highlight their product, they have been able to market sustainability as being fashion forward. This, therefore, encourages millennials and other consumers alike to disregard the idea that choosing eco-conscious and ethical retail, therefore, means they can't be fashionable and feel good in what they are wearing.





**ENVIRONMENTAL
IMPACT**

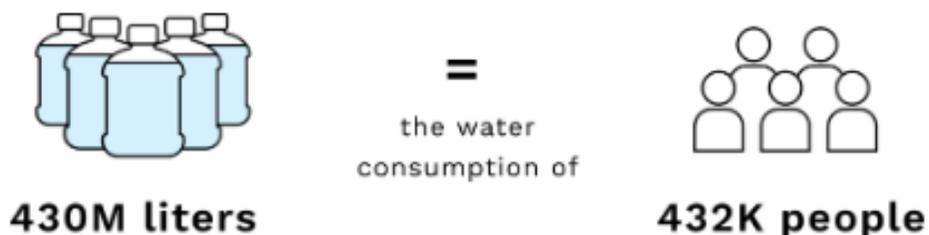
According to Preysman, denim production is a “dirty business.” (McCormack, 2017) Through traditional denim production, a single pair of jeans can produce up to 44 pounds of carbon dioxide and contaminate 10000 liters of water with toxic dyes and chemicals that often end up in waterways (McCormack, 2017). In a 2010 study, Greenpeace tested the outflows of water near dyeing and finishing facilities in the most popular denim producing cities in Asia, one of which is the Chinese province of Xintang where 300 million pairs of jeans are made annually (Webber, 2018). Throughout their surveys, Greenpeace found five heavy metals cadmium, chromium, mercury, lead, and copper in 17 out of 21 water and sediment samples (Webber, 2018). Campaigners in China later found manganese, in nearby rivers, which is often associated with brain damage (Webber, 2018). The waterways in the area are said to “smell putrid and unbearable, and any skin contact results in itching and even festering.” According to the report which showcases satellite imagery of dark indigo run off into the Pearl River “Though villagers once fished and drank water from the river, now they dare do neither of these things and must pay for tap water.” (McCormack, 2017) These chemicals, however, aren’t only affecting communities with high levels of denim production such as Bangladesh, India and China as the runoff is eventually transported into North American oceans, the atmosphere and many different levels of the food chain (Webber, 2018).

As a result, in 2015, Everlane embarked on its journey to find “The worlds cleanest denim factory.” According to Preysman, it took two years for the company to find a manufacturing facility with the right eco-credentials, but they eventually found Saitex, a LEED-certified denim factory in Bien Hoa, Vietnam who “Set incredibly high standards by recycling 98 percent of their water to a drinkable state, air-drying the denim, and turning the excess denim waste into bricks made for affordable housing,” (McCormack, 2017). The company’s president, Saanjeev Bahl who is also one of the directors for the Sustainable Apparel Coalition was appalled by the fashion industry’s levels of pollution and thus has been working to create better alternatives within apparel factory production. The factories unique closed system allows for only 0.4 liters of water to be lost due to natural evaporation after recycling per jean, and the water that is produced is so clean it is drinkable (Everlane, 2019). It does this by using incredibly efficient jet washing machines compared to traditional “Belly,” machines that waste up to 1,500 liters of water per pair of jeans. As well as this they use harvested rainwater to minimize water consumption and separate contaminants through a 5 step filtration process (McCormack, 2017). Moreover, the company uses renewable energy sources such as solar power which has allowed for Saitex to reduce its energy consumption by 5.3 million kilowatts per year, and reduce CO2 emissions by nearly 80% (Everlane, 2019). It also air dries most of its jeans after the cut, sew, and washing processes before being completely drying them in commercial dryers.

However, Everlane didn't merely focus on how to reduce environmental impact within production. The company understands that consumption is a massive problem in the fashion industry. On average women will only wear a piece of clothing seven times before throwing it away (Morgan, 2015) and thus Everlane is "not big on trends." Instead they "want you to wear [their] pieces for years, even decades, which is high quality and also happens to be on trend. The fabric has little stretch and therefore doesn't become baggy or lose its shape as quickly. Therefore this is an attempt to prevent consumers from feeling the need to buy an excess of product as in 2013 the U.S. Environmental Protection Agency reported a rise in textile waste to 15.13 million tons (McCormack, 2017). Preysman comments "What we're seeing now is a move back to a more authentic, original fabric that Japanese denim provides. We believe it gets better with wear." (McCormack, 2017)

98% recycled water

1.5 liters, that's how much water we use today at SAITEX versus the industry standard of 80 liters per jean. Thanks to our closed water system, and jet washing, each year we are able to save 430 million liters of water – equal to the annual water consumption of 432,000 people.



4



GIVING BACK

"We believe we can all make a difference" is Everlane's Mission statement, so it is no surprise that this attitude not only extends to "Exceptional quality," "Ethical factories," and "Radical transparency," but also to its ability to impact the world socially. In 2017 Everlane launched its 100% Human Collection and has since raised \$225,000 for the American Civil Liberties Union, an organization that has been defending the rights of Americans since 1920. The collection came after a time of social unease, political tensions and a presidential election that showcased the large division of ideas between American citizens. As a result, the brand strayed from its usual classic, minimalist designs to create a collection consisting of sweatshirts, t-shirts and muscle tanks with a bold graphic print saying "100% human." According to the collections mission statement "It's true: We don't always agree. Different politics. Different priorities. But it doesn't mean we have to be divided. This year, let's celebrate being 100% human; we think two things matter most now—protecting those rights and remembering that we are more the same than we are different." For every 100%, Human piece sold \$5 are donated to the cause.

Moreover, Everlane tends to use its Black Friday sale to help give back to the world it operates in. Throughout 2012 & 2013 the company shut down its online store to protest the idea of overconsumption. They asked its customers to "Skip Black Friday with Us," (Everlane , 2013) to encourage "Thoughtful consumption," and stick with their ideals of offering "Long lasting products with lower markets," instead of being like "Most brands," who "Keep prices artificially high." (Everlane , 2013) In 2014 the brand adapted its technique and used the American shopping holiday to raise money to beautify its silk factory in Hangzhou, China through creating a new tradition- The Black Friday Fund (Wolf, 2014). The fund was a promise that every year the brand will donate all of its profits to one of its factories. In 2014 workers in Everlane's silk factory requested that all donations go into improving employees work lives by "Greening their recreation area and installing a basketball hoop." The project aims to close the distance between brand, manufacturer and consumer.

Furthermore, In 2018 the brand decided to save the planet through its Black Friday deal by donating \$13 for every order placed (Gonzalez, 2018) to the Surfrider Foundation, who conducts beach cleanups across the United States. For every \$13 given, one pound of plastic is cleaned up off the beach (Gonzalez, 2018). The initiative aimed to raise \$260,000 and came after Everlanes commitment to remove all Virgin Plastic from their supply chain by 2021. The brand seeks to further combat the issue of plastic waste through its newest collection named "Renew" made of entirely recycled plastic bottles. Surfrider CEO Chad Nelsen said "Everlane is going beyond identifying and eliminating sources of plastic within their own production process by supporting Surfrider's efforts to get littered plastic off our beaches before it

enters the ocean. We are honored to play a role in making Everlane's Black Friday campaign a way to clean our ocean, waves, and beaches."

EVERLANE

Skip Black Friday With Us

We started Everlane to offer lasting products with lower markups. Most brands keep prices artificially high, then use sales to create a false sense of value. Because we want to encourage thoughtful consumption, we took today off.

Are you with us? Take the pledge.

Visit everlane.com to take the pledge.

EVERLANE

WOMEN · MEN · ABOUT · GET \$25



Greetings from the Everlane Team—

Today marks the beginning of a new tradition for us: The Black Friday Fund.

For the past two years we've chosen to shut down the site on Black Friday in an effort to encourage more thoughtful consumption. But we've always felt we could do more. So this year, we're trying something new.

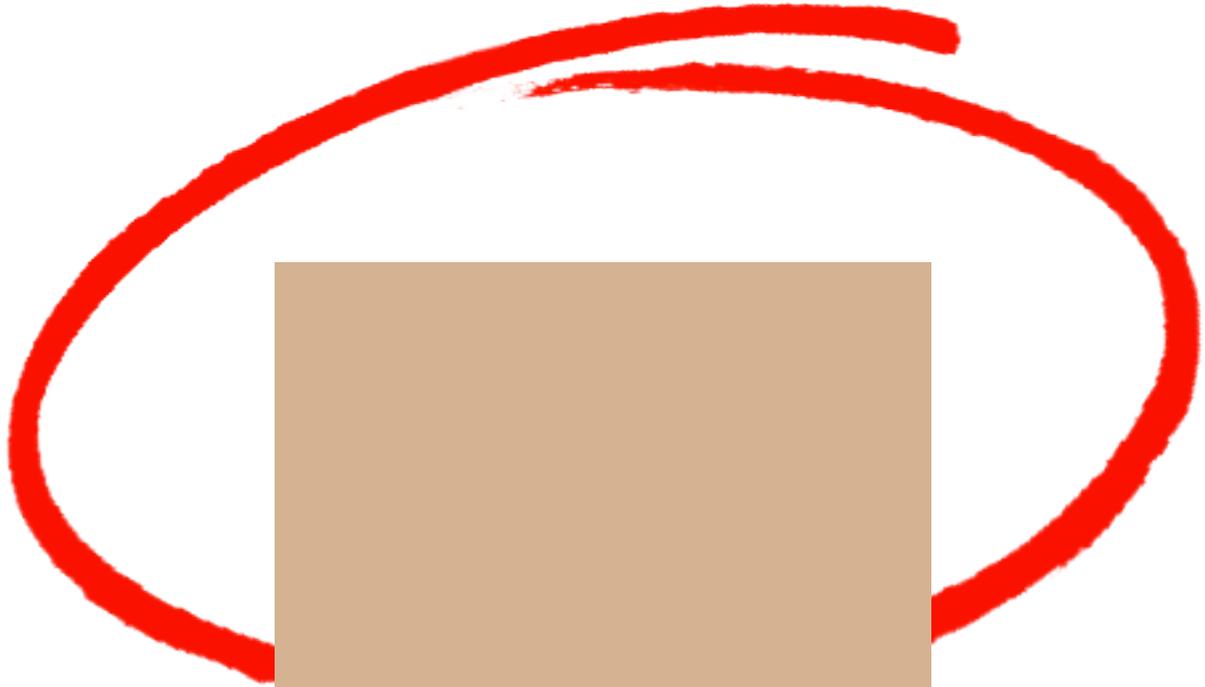
When you shop today all profits will go towards improving our factory in Hangzhou, China, where we make our silk and button-downs. With the proceeds, we plan to build an outdoor recreation area for the 320 workers who live there.

Our goal is \$30,000. Let's get it done together.

Thanks,

MICHAEL PREYSMAN
Everlane Founder & CEO

LEARN MORE



RECOMMENDATIONS



Although Everlane is a highly ethical and sustainable company that is seemingly the poster child for the future of eco-conscious retail, no company is perfect, and thus even they have room to grow and improve. Firstly, the brand has limited sizing, especially in regards to its jeans, as most of the women's collection only range in size from 23-33 (waist: 25 1/2"-37") and the men's collection ranges from 28-40 (waist: 29 1/4"- 41 1/4") This eliminates a large consumer base by disregarding the plus-size community as a potential customer. In the USA alone the average waist size for a woman is 33"-35" (PEEKE, 2010) and the average for a man is 39" (HAMBLIN, 2013) therefore Everlane only sells to a consumer that is of average waist size and below. This is an area of concern not only because the company is eliminating a significant source of profit and preventing a large demographic of people from being taught about the importance of sustainability through Everlane but also shows the brand, a supposedly socially conscious company, to be lagging far behind in the body positivity movement. In a time where brands are trying to become more inclusive such as J Crew (MCCALL, 2018) and Madewell (Petrarca, 2018) increasing its size range as well as adding in new curvier denim lines, Everlane is still adhering to the smaller consumer. Therefore I believe by increasing their size range they could not only promote the concept of sustainability further but also reach a broader consumer base.

Furthermore, Everlane could also adopt the concept of having a repair facility similar to that of "The Levis Tailor Shop," (Levis, 2019) where the company not only repairs old clothing but also will reinvent pieces and even tailor just purchased items. They also release Youtube videos so that the consumer can fix their clothing themselves if they are unable to get to one of their locations. This concept would work well for Everlane as they already try to and produce long-lasting clothing and encourage their customers to reduce their consumption thus, by having their own in house repair store this would allow consumers to get an even longer use-life of their products. Furthermore, as the company sells relatively simple pieces they could also offer customization at their repair shop, not only would this go along with the trend of personalizing retail goods but would also convince the consumer of the brand's products further as they could get them adapted to suit their individual needs. This could be the world's first ever sustainable repair and customization store extension and thus would also be good for the brand's publicity.

Overall Everlane embodies the concept of the retail industry striving to be better and focus on not only profits but also their impact on the world. They are part of a movement that aims to educate the public on the importance of reducing consumption and shopping not only based on price and aesthetic but also on how their clothing was sourced and produced. Everlane has seen tremendous growth since its creation, and I believe it will continue to do so as it rapidly becomes a leader in the sustainable retail market.



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