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## **Global Mamas: confronting the challenges of marketing fair trade apparel to female millennials**

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**Abstract:** This case presents to students the challenges that Global Mamas, a fair trade non-profit organisation, is experiencing in marketing its products to female millennials. Research has indicated that female millennials have a significant interest in purchasing fair trade products; however, there are a number of concerns that have prevented fair trade products from gaining mainstream acceptance among this consumer group. First, the case defines fair trade and discusses the growing niche market surrounding it. Second, Global Mamas is introduced and its current marketing, production, and distribution strategies are examined, as well as the current challenges Global Mamas is facing in capturing the attention and gaining the loyalty of this growing niche market. Students will be able to explain the foundational principles of fair trade and develop potential marketing strategies intended for the industry's niche market, addressing concerns they have regarding fair trade products and labelling procedures.

**Keywords:** fair trade; female millennial; social media; marketing strategies.

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## 1 Introduction

Throughout the past decade, there has been an increase in awareness among western consumers regarding the production of textile and apparel products in developing countries and the importance of fair trade practices (Ladhari and Tchegnna, 2015). A majority of the production for western textile and apparel markets occurs in South Asia, predominately China, Vietnam, Bangladesh, and India, as these countries possess competitive export-dominated manufacturing industries, resulting in low costs for US retailers, and ultimately, consumers (The Economist Intelligence Unit, 2016; Bain, 2015). In the USA, which is home to the world's largest textiles and apparel market, 97% (\$126 billion) of purchased products are imported (Freund, 2015; American Apparel & Footwear Association, 2015). Strong and consistent consumer demand and the rapid pace of fast fashion have largely contributed to the nature of this industry, as well as political factors, such as the Trans Pacific Partnership Agreement, which has allowed for increased usage of Asian manufacturers by US brands (Pookulangara and Shephard, 2013; Freund, 2015). While this current playing field has provided benefits in terms of high profit margins and low-cost products, it also permits exploitation, long work hours with low pay, endangerment of employees, and child labour (Rashid and Byun, 2018).

With more consumers aware of current mainstream production practices and desiring transparency and higher quality products, a niche market for fair trade has been growing, giving retailers the opportunity to develop more socially responsible practices, and non-governmental organizations (NGOs) the opportunity to further educate the public and hold manufacturers and retailers accountable (McNeill and Moore, 2015). According to the World Fair Trade Organization (2018), fair trade requires a partnership based on transparency, accountability and respect between the producer and the retailer. The core goal of fair trade is to provide marginalised workers with fair wages, safe working conditions free of discrimination, and ongoing relationships with buyers in developed countries that will lead to financial security and economic growth (Ladhari and Tchegnna, 2015). Paralleling the development of fair trade standards, a code of conduct was developed in the 90's to combat employee abuses and poor labour conditions primarily in developing countries. Originally focusing on multinational corporations, over the past two decades there has been growing acceptance throughout the textile and apparel industry to ensure company compliance of the code of conduct throughout the entire supply chain due to growing pressure from consumers and other stakeholders (Mamic, 2004).

The fair trade movement originated in 1946 with Edna Ruth Byler, a Mennonite Central Committee volunteer, who established Ten Thousand Villages, the first and largest fair trade organisation in North America (Fair Trade Federation, n.d.). During Byler's travels to Puerto Rico, she met women who produced high quality linen needlework and lace yet lived in poverty despite their talent. To assist these women, Byler brought their products to a Mennonite conference in Switzerland to sell to participants (Reiboldt and Mallers, 2014). She later expanded her market to the USA and founded Ten Thousand Villages in 1972 as a fair trade retailer (Witkowski, 2005). SERRV International, established by the Church of the Brethren in 1949, also contributed to the start of the fair trade movement, by importing wooden clocks made by refugees in Germany to Maryland to be sold throughout the USA (Wolfer and del Pilar 2008).

Throughout the 1980s, the fair trade movement expanded significantly with the establishment of the first global fair trade network, the International Fair Trade

Association, now known as the World Fair Trade Organization (WFTO). This network served as a forum for the exchange of information and resources with the goal of improving the livelihood of disadvantaged producers around the world (Fair Trade Federation, n.d.). The first fair trade network in North America, the Fair Trade Federation (FTF), was later founded in 1994 (Fair Trade Resource Network, n.d.).

In the late 1990s, Fairtrade Labelling Organizations International (FLO) was created with the primary purpose of developing fair trade product certification standards. The US sector of FLO, TransFair USA, now known as Fair Trade USA, began in 1999 with fair trade certified coffee (Fair Trade Resource Network, n.d.). Throughout the 2000s, certified fair trade products grew to include apparel, sporting goods, toys, and additional food items, such as tea, chocolate, and sugar (Fair Trade Federation, n.d.). It was in 2013 that Fair Trade USA set standards specific to the apparel industry by establishing a rigorous certification system for the production, sourcing, and purchasing of apparel and home goods (Fair Trade USA, 2017). Their model is intended to empower workers and to add value across the supply chain. WFTO and FTF have also developed global fair trade principles by which organisations are measured, with certification being awarded to those who consistently integrate the principles into their business practices (Reiboldt and Mallers, 2014). By 2017, WFTO had certified 326 fair trading organisations worldwide (World Fair Trade Organization, 2017).

**Table 1** USA' fair trade industry summary (2016)

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- Estimated \$6 billion in sales of Fair Trade Certified™ products
  - 66% growth in fair trade apparel and home goods sales
  - 1,200 mainstream brands and/or retailers offer fair trade products
  - 238 US-based fair trading organisations are certified by FTF
  - 67% of consumers are aware of Fair Trade Certified™ seal (73% of millennials)
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*Sources:* Rice (2017) and Fair Trade Federation (2018)

Many fair trade advocates trust that the approach of WFTO and FTF provides a more holistic guarantee of fair trade than FLO because it monitors an organisation's business practices and standards while considering the unique characteristics and needs of the local community in which production occurs (Dergousoff, 2009). There has also been recent controversy within the fair trade industry regarding Fair Trade USA, which resigned from FLO in 2011, and its certification of products manufactured by large-scale factories and plantations (Rands and Rands, 2018). Within the last decade, corporations have begun participating in the fair trade movement, due to increased pressure from advocates and consumers and interest in a growing niche market. However, corporations, by nature, have opposing values to non-profit fair trade organisations and artisan cooperatives, as their profit margins take precedent. Therefore, corporations typically strive to gain certification of their existing products and manufacturers and supply only what the market demands. This rules out fair trade factories and artisan cooperatives entirely, and does not permit growth of the fair trade market beyond what is immediately profitable (Reed, 2015).

## **2 The fair trade consumer**

Fair trade consumers comprise a niche market that bases purchase decisions on personal values and a sense of moral obligation over traditional factors, such as price or convenience (Ladhari and Tchegnna, 2015). These consumers are highly aware of the social and environmental implications of their consumption and believe that their purchase decisions can have a positive effect on the industry and its workers, and the world as a whole. Safe working conditions and poverty alleviation are among their top concerns. Therefore, these consumers prioritise fair trade apparel products and tend to avoid fast fashion retailers (McNeill and Moore, 2015).

Fair trade consumers are more likely to embrace the concepts of the slow fashion movement, which is similar to that of the ‘slow food’ movement that started in Italy in the 1980s as a protest to mass-produced fast food (Ertekin and Atik, 2015). The movement aims to achieve transparent manufacturing processes and sustainable consumption habits with the production of higher quality products and smaller product lines in regional facilities that provide humane working conditions (Pookulangara and Shephard, 2013). It encourages consumers to purchase fewer products, use products for a longer time period, and choose responsible disposal methods, such as textile and apparel recycling (Jung and Jin, 2014). Therefore, fair trade consumers are loyal to brands and retailers that employ socially responsible and sustainable business practices and that are transparent in regards to their production processes. They want as much information as possible about the origins of a product, as this knowledge adds value to the product and consumption experience (Hwang et al., 2015). With this added value, these consumers strive to use their apparel products for longer periods of time to reduce their overall consumption in order to help lessen the demand for apparel products and reduce waste (Ertekin and Atik, 2015; McNeill and Moore, 2015). While social values are the most important factor for fair trade consumers, they still value traditional product characteristics and desire fair trade apparel that is fashion-forward, trendy, and of high quality. Fair trade consumers use apparel as a means to express their personal identities and values and want unique products that tell a story by encompassing ethnic features of their country of origin (Lee et al., 2015).

It is this aesthetic component that has prevented fair trade from becoming mainstream. There is a preconceived notion among consumers that fair trade apparel products are not widely socially accepted, aesthetically pleasing or relevant in terms of current trends. For consumers who are interested but hesitant to buy fair trade apparel products, aesthetic appeal and trendiness are highly important factors in gaining their attention and loyalty, as apparel is commonly used as a means of self-expression and peer acceptance (Lee et al., 2015).

## **3 The millennial consumer**

Previous academic and market research have indicated that the dominant demographic within the niche market of fair trade consumers is female millennials (Hwang et al., 2015; Morgan Stanley, 2016). The millennial generation, born between 1982 and 2000, is the largest in the USA, with a population of nearly 85 million people (United States Census Bureau, 2015). It is a multicultural generation, as about 45% of its population consists of African, Asian, and Hispanic Americans, making millennials more diverse than the

generations before them (Frey, 2018). Millennials are the first generation of digital natives, having had access to technology their entire lives (Bolton et al., 2013). A top priority for millennials is self-expression, often communicated through personal appearance and social media (US Chamber of Chamber Foundation, 2012). Many millennials, especially racial minorities, feel strong connections to their cultural heritage and countries from which they or their ancestors originated (Jones, 2017). Almost half of millennials also adapt attributes from various other cultures that they find suitable to their personal identities and lifestyles (Sherman, 2017).

Accounting for approximately one trillion dollars of total consumer spending, the millennials are a highly important market for retailers to reach (Chong, 2017). The current retail environment shaped by the internet has given millennials constant access to shopping; they can browse and buy from almost anywhere via smart devices (Bain, 2015). Around 45% of millennials spend over an hour everyday looking at retail websites, with one third making most of their purchases on a computer (Lachman and Brett, 2013; Kestenbaum, 2017). Millennials also frequently use social media networks to gather product information and access consumer reviews; specifically, nearly 75% of Instagram users make apparel purchase decisions based on the site’s content (Arnold, 2017).

**Table 2a** Millennials, fair trade and social media

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- Millennials are more likely to patronise a retailer based on ethical business practices (91% millennials vs. 85% US average)
- Millennials are willing to pay more for products associated with a social cause (70% millennials vs. 60% US average)
- Millennials are more likely to use social media to find ethical product information (18% vs. 12% US average)
- 93% view retailers more positively after learning about ethical business practices
- 33% learn about ethical issues and socially responsible retailers on social media
- 66% engage with others regarding CSR on social media
- Millennials prefer videos to learn about socially responsible retailers

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**Table 2b** The female millennial and fair trade

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- Social responsibility is a top consideration in purchase decisions for females (87% vs. 76% male)
- Females believe their wallets are the most important tool in making a positive impact (64% vs. 54% male)
- Females seek out fair trade products whenever possible (86% vs. 76% male)

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*Source:* Cone Communications LLC (2015)

With the ability to shop from the comfort of their homes at any hour, a majority of female millennials view shopping as a form of entertainment, rather than just as a means of purchase (Bain, 2015). In general, millennials prioritise special emotional experiences over the simple obtainment of material goods (Saaidi, 2016). They prefer to shop brands and retailers with which they can personally identify and that reflect their lifestyles, interests and values (Mahler, 2015). Millennials are also becoming more aware of the ethical implications surrounding fast fashion and are starting to prefer brands and retailers

that openly prioritise social issues, sustainable production, and fair trade principles, and that are transparent in their business practices (Hyllegard et al., 2014). Nearly three quarters of millennials are willing to pay more for these companies' products (Landrum, 2017).

While millennials are eager to support sustainable and socially responsible brands and retailers, they often hesitate to make purchase decisions due to lack of clear information or trust. As they have access to an unlimited supply of information via the internet and social media, millennials are bombarded by marketing messages on a daily basis, and tend to distrust the advertisements they see, especially those pertaining to sustainable or socially responsible products (Chong, 2017). As there is not a single organisation that establishes and regulates fair trade standards within the apparel industry, consumers are often left uncertain or confused when interpreting marketing messages. In particular, general terms such as 'organic' or 'fair trade' are unlikely to persuade millennials, as they feel these terms are overused (Hwang et al., 2015). Instead, they prefer transparent communication from brands and retailers and opportunities to become involved in social causes on a personal level (Chong, 2017).

#### **4 Global Mamas**

Global Mamas is a non-profit fair trade manufacturer and distributor certified by WFTO and FTF. The organisation produces hand-batiked clothing, accessories, and home décor, jewellery and ornaments made of recycled glass beads, accessories made of recycled plastic, and personal care products, such as shea butter and African black soap. Global Mamas contracts with entrepreneurs throughout Ghana to produce batik fabric and completed garments, and directly employs men and women to create jewellery and recycled accessories, develop patterns, conduct quality control procedures, and manage a retail store in Ghana's capital city of Accra.

Global Mamas' products are distributed to over 150 fair trade retailers throughout North America, Europe and Africa, and are also sold on its website and through its annual catalogue (Global Mamas, 2016).

The organisation was founded in 2003 in Cape Coast, Ghana by six Ghanaian women, who worked as entrepreneurial batikers and seamstresses, and two US women who had served in the USA Peace Corps in Ghana, Kristin Johnson and Renae Adam (Westhoff, 2007). Johnson and Adam's primary goal was to introduce their Ghanaian business partners to a wider and higher paying market in the USA, as the demand for their textile products was limited within their native communities. Their original distribution method involved consumer-hosted parties where products were purchased by guests. In 2005, the Ghanaian founders achieved 40% revenue on their products, and one year later, realised their first significant milestone, with gross sales reaching 1,000,000,000 Ghana cedis (\$100,000) (Westhoff, 2007; Global Mamas, n.d.a.). Over the next ten years, Global Mamas expanded its distribution to include about 150 retailer partners, totalling nearly 400 stores within 24 countries (Global Mamas, n.d.a). In 2016, Global Mamas achieved \$905,600 in gross sales (Global Mamas, 2016).

Today, Global Mamas' network includes about 600 producers from several different communities throughout Ghana (Global Mamas, n.d.b). At each of Global Mamas' locations, one to two employees work as general managers, overseeing the design, production, and quality control processes, assigning orders to producers, and preparing

completed orders for shipment. In addition, Global Mamas hosts international volunteers and interns to assist with business development, financial management, product design, information technology, marketing, and various training workshops, including health management and women's empowerment (Global Mamas, n.d.c).

#### 4.1 Mission

Global Mamas' core mission is to create prosperity for its Ghanaian producers and their families by providing opportunities for them to achieve financial success and fulfilment in their careers. This in turn expands the producers' abilities to maintain good health and wellbeing, enjoy personal happiness, and provide for their children's educational and health-related needs (Global Mamas, n.d.b). Table 3 outlines the main components that comprise the foundation of the organisation's mission: authentic cultural products, transparency, and fair trade employment.

**Table 3** Global Mamas' mission

<i>Love your product:</i>
<ul style="list-style-type: none"> <li>• Handmade construction using traditional African techniques: batik, glass bead-making, and shea butter production</li> <li>• Unique aesthetic incorporating components inspired by Ghanaian history and culture</li> <li>• Guaranteed high quality with thorough quality control process</li> </ul>
<i>Know your producer:</i>
<ul style="list-style-type: none"> <li>• Direct relationships between founders and producers within the organisation</li> <li>• Digital communication between producers and consumers through website</li> </ul>
<i>Change her life:</i>
<ul style="list-style-type: none"> <li>• Consistent fair wages to provide for business and family expenses</li> <li>• Collaboration between founders and producers in making business decisions</li> <li>• Training to enhance production and business-related skills</li> <li>• Empowerment gained from financial independence</li> </ul>

*Source:* Global Mamas (n.d.b)

Global Mama's business model not only empowers the producers, but also addresses the issues of inclusivity and sustainability. Inclusive business models provide low income individuals with sustainable earnings while including them as employees, producers, and entrepreneurs at various points in the value chain (United Nations Development Program, 2010). Global Mamas puts an emphasis on creating space for local producers to succeed as entrepreneurs and achieve financial independence which ultimately creates healthy, prosperous Ghanaian communities. The organisation is also committed to sustainability and works with the local producers to develop goods that utilise textile scraps so that they are not burnt and to purchase local cotton fabrics whenever possible.

## 4.2 Production

Everything Global Mamas produces is handmade, reinforcing the importance of traditional techniques and artisan skills in ensuring economic success in Ghanaian communities (Global Mamas, n.d.b). Global Mamas' batiks, bold colours, and glass beads possess an aesthetic that is unique to the organisation and that authentically reflects the culture of the producers and the history of Ghana. The quality of the products demonstrates the care that is taken during production and provides western consumers with exclusive statement pieces that communicate Global Mamas' mission and story [A. Grau (Global Mamas) pers. comm., 26 February 2018]. Figure 1 provides examples of Global Mamas' batiked apparel products and recycled glass jewellery.

**Figure 1** Global Mamas' batiks and glass beads (see online version for colours)



*Source:* Global Mamas (n.d.e)

Global Mamas achieves transparency in its supply chain, as the founders and administrative employees personally know and work directly with the producers. Established as a collaboration between US and Ghanaian entrepreneurs, there has been a strong emphasis on building and growing the organisation from the ground-up together, including both founders and producers in business decisions and prosperity creation. It is this long-term commitment that has resulted in Global Mamas' development and expansion [A. Grau (Global Mamas) pers. comm., 26 February 2018]. To enhance transparency, Global Mamas communicates to consumers the producers that created each product and the site at which they work. After purchasing a product, the consumer may be directed to the 'Meet the Mamas' section of the website to learn more about the specific producers that made his or her product.

In addition, Global Mamas shares news stories through its blog called 'prosperity update'. In 2018, the organisation featured stories about its 15-year anniversary and new organic cotton supplier in India, including images of the producers and supplies at work. Annual events and campaigns are also highlighted, such as fashion revolution week, with featured images of the producers holding signs reading, 'I made your clothes [or jewellery]' to create awareness about fair trade and celebrate supply chain transparency. The blog also includes style boards, showcasing ways in which Global Mamas' apparel products can be worn (Global Mamas, 2018).



**Table 4** Global Mamas' competitors

<i>Name</i>	<i>Location</i>	<i>Products</i>	<i>Producer benefits</i>
Aid Through Trade (2018)	Nepal	Women's jewellery	Directly provides skills training; classes that promote physical health (i.e., yoga); retirement funds; healthcare benefits
Indigenous Designs (2017)	Peru	Women's and men's apparel and accessories	Directly provides skills training; production materials; interest-free loans for equipment, education and personal emergencies; classes that promote physical health (i.e., yoga, zumba, dance)
Krochet Kids Intl. (2018)	Uganda, Peru	Women's and men's apparel and accessories, toys	Partner cooperative provides education, mentorship, financial services
Mata Traders (n.d.)	India, Nepal	Women's apparel and accessories	Partner cooperatives provide skills and financial training; education in literacy, computer skills, hygiene, nutrition and parenting; healthcare; paid maternity leave and pensions
Mayamiko (2018)	Malawi	Women's apparel and accessories, home décor, tech accessories	Directly provides skills, business planning and financial training; entrepreneurial mentoring; access to micro-finance grants; education in literacy, math, life skills, economics, accounting and computer skills; certificate after training/education completion
People Tree	India, Bangladesh, Nepal, Kenya	Women's apparel and accessories, jewellery, baby apparel	Partner cooperatives and factories provide skills training and promote traditional skills
Raven + Lily	Ethiopia, Kenya, Morocco, Malaysia, Pakistan, Cambodia, India, Guatemala	Women's apparel and accessories, home décor	Partner cooperatives and factories provide skills training and promote traditional skills

### 4.3 Competitors

Global Mamas' prioritisation of direct, personal relationships distinguishes it from other fair trade apparel manufacturers and retailers. A common strategy in the fair trade industry involves the utilisation of multiple different factories or artisan cooperatives, which are collaboratively owned and operated by all involved producers (Dergousoff, 2009). In this case, it is these cooperatives that determine and provide wages, training, and other benefits, separate from the retailer, which solely distributes the cooperatives' products under a fair trade certification (LeClair, 2002). Therefore, the retail founders

likely do not have personal contact with the producers or directly influence production, operations, or terms of employment.

For example, fair trade retailers Mata Traders, People Tree, and Raven + Lily partner with various artisan cooperatives in the countries where their products are manufactured, which directly employ producers and provide skills training, employment benefits, entrepreneurial mentorship, financial services, and other additional education, typically related to health and hygiene, literacy, and computer skills (see Table 4). People Tree alone partners with at least 15 different artisan cooperatives or fair trade factories within four countries, while Raven + Lily has numerous partnerships within nine different countries (People Tree, 2018; Raven + Lily, 2018). Table 4 presents the competitors of Global Mamas and outlines their products and the benefits that are provided to the producers, specifying whether multiple cooperatives or factories are utilised.

#### *4.4 Distribution strategies*

Global Mamas sells its products in brick-and-mortar retail stores with which it partners, on its website, and in its annual catalogue. The founders network with retailers through trade shows, such as NYNOW and the Windy City Gift Show in Chicago, which exhibit organisations that sell trendy home goods, unique gifts, and handcrafted goods [A. Grau (Global Mamas) pers. comm., 26 February 2018]. Global Mamas does not require that a retailer solely sell fair trade products; its partners also include religious organisations, charities, museums and African grocery stores. The organisation has over 60 partners within the USA, including SERRV International and Ten Thousand Villages (Global Mamas, n.d.d). No more than one retailer or organisation is selected per zip code in order to provide exclusivity to the partners [A. Grau (Global Mamas) pers. comm., 26 February 2018].

While the retailer partners make the decisions regarding visual merchandising, Global Mamas expects that they carry the necessary amount of product in order to create a significant presence within the store, and that all product is placed together to tell the organisation's unique story. Accessories and home goods of similar organisations may also be cross-merchandised with Global Mamas' apparel. Global Mamas' mission is communicated through signage and product hangtags; producers' names are handwritten on the hangtags to create a personal connection with the consumer and enhance transparency [A. Grau (Global Mamas) pers. comm., 26 February 2018].

On Global Mamas' website, consumers are able to shop the current lines of apparel, accessories, home goods and personal care products, as well as clearance items. A brief product description is given for each item, along with a 2D image and one with the product shown on a model. The producers of each product are also identified, with links to the 'Meet the Mamas' section so that the consumer may learn more about the producers and even contact them by email.

Global Mamas' catalogue is sent via mail to subscribed consumers once per year and includes all current lines of product. Similar to the website, short product descriptions are given, as well as 2D images and ones of the product shown on a model or in production, to give consumers a snapshot of the producers' daily work lives. Accessories are shown with apparel to create complete looks and suggestive sell to consumers. Throughout the catalogue, brief explanations are provided for culturally-inspired products to educate consumers and enhance product value.

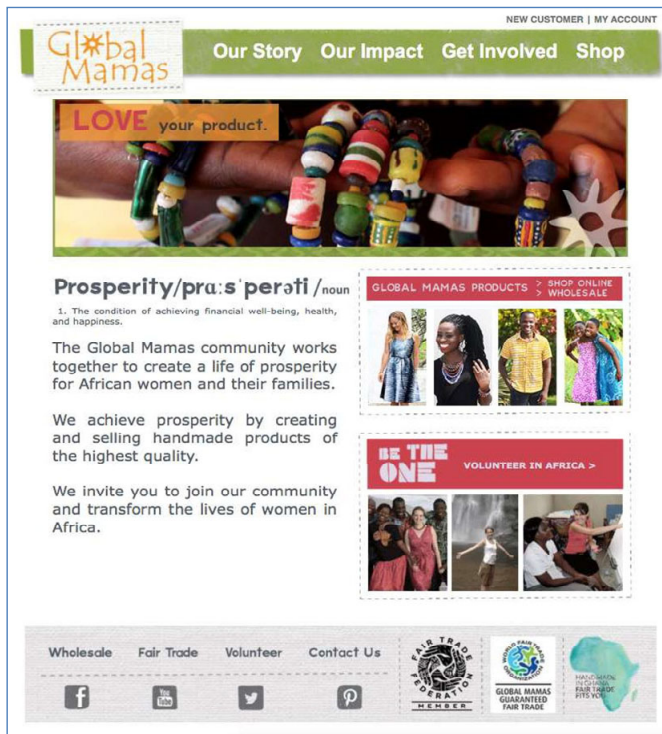
### 4.5 Strategies for creating awareness and marketing products

Global Mamas primarily uses social media such as Facebook and Instagram, to create awareness about its mission and market its products. Both employees and volunteers share content through the organisation’s Facebook and Instagram accounts daily, including information regarding new products, promotional sales, cultural events and interesting facts about the producers. Global Mamas also encourages loyal consumers to contribute to the conversation and provide images of their products in use [A. Grau (Global Mamas) pers. comm., 26 February 2018].

### 4.6 The problem

As the fair trade apparel market is growing, it is becoming increasingly important for fair trade organisations to maintain a competitive advantage and separate themselves from the competition. With large-scale factories and corporations joining the fair trade movement, the meaning of the term ‘fair trade’ is becoming more fluid, as standards set by Fair Trade USA have been eased to extend the market to a larger number of players. As a result, confusion and distrust have been growing among consumers regarding labelling practices (Hwang et al., 2015). Fair trade organisations must also present themselves as fashion retailers in order to gain consumers’ trust, as aesthetics and trends are still considered in fair trade purchase decisions (Lee et al., 2015).

Figure 2 Global Mamas’ website homepage (see online version for colours)



Source: <http://www.globalmamas.org>

According to Alice Grau, a designer at Global Mamas, it has been challenging for the organisation to effectively communicate its superiority with its certification by WFTO and FTF and the direct relationships between its founders and producers, while simultaneously distinguishing itself as a fashion retailer. Global Mamas plans to combat this problem by redesigning the layout and content of its website. Currently, emphasis is placed mostly on the organisation's mission rather than its product, causing visitors to view Global Mamas solely as an artisan cooperative, which may result in initial confusion or disinterest in consumers that do not have prior understanding of the superiority of Global Mamas' certification. Most of the images on the homepage are of the producers at their worksites and volunteers at Global Mamas' offices or at tourist destinations throughout Ghana. There is a small section dedicated to Global Mamas' product, including images of models wearing Global Mamas' apparel and links to the main shopping page. The header at the top of the homepage also displays links to pages with information regarding Global Mamas' mission, founding, social impact and volunteer opportunities, before a link to the main shopping page. While Global Mamas' homepage demonstrates the importance of its mission and support of its volunteers, more emphasis needs to be placed on the product. This will allow Global Mamas to communicate its attention to current fashion trends and gain the trust of consumers who prioritise trendiness and want to support fair trade organisations, but who also may not have extended knowledge of fair trade labelling practices. An image of Global Mamas' current website homepage is provided in Figure 2.

## **5 Academic application of the case study**

The case study is aimed primarily at undergraduate students. The case is appropriate for use in a variety of disciplines including marketing, entrepreneurship, social justice, and apparel courses. The case study should provide students with an understanding of fair trade, non-profit organisations, and the difficulty of these organisations face in marketing and selling their products in a global marketplace.

## **6 Teaching materials**

### *6.1 Learning objectives*

Once students have examined the case study, they should be capable to do the following:

- 1 Define fair trade and explain its foundational principles.
- 2 Recognise the difference between the methods used by WFTO and Fair Trade USA to certify fair trade organisations or products.
- 3 Discuss marketing, production, and distribution strategies of fair trade organisations.
- 4 Explain what it means for a brand, retailer or organisation to be transparent and ways in which this can be accomplished through marketing communications.
- 5 Identify the challenges that Global Mamas, a fair trade non-profit organisation, is experiencing in marketing its products to female millennials.

## 6.2 Assignment

- 1 Develop a marketing strategy targeting female millennials using one of Global Mamas' social media platforms. Consider the target market's shopping behaviours and personal values that influence their purchase decisions. Address issues of hesitation and distrust regarding labelling practices and product trendiness.
  - a Determine which platform would be most appropriate in reaching this target market.
  - b Create the content for the marketing message.
  - c Include any forms of multimedia that will attract attention and effectively communicate the message.
- 2 Develop a marketing strategy that Global Mamas can implement to effectively communicate either:
  - The value of its certification by WFTO and FTF.
  - The importance of the direct relationships between its founders and producers.

Be sure to communicate to consumers how this aspect separates Global Mamas' from its competition.

- a Determine which avenue(s) would be most appropriate in communicating the message. Consider social media platforms and methods of distribution (i.e., retail stores, website, catalogue).
  - b Create the content of the message, being mindful to explain the information in such a way so that consumers with limited knowledge of the fair trade industry will be able to easily understand.
  - c Utilise any specific examples provided within the case study to support the message and include any appropriate forms of multimedia.
- 3 Create the content for a new homepage for Global Mamas' website that will persuade female millennials to make a purchase while visiting the site.
    - a Determine the appropriate balance of content regarding Global Mamas' mission and product that should be featured.
    - b Include any forms of multimedia that would strengthen the message or draw attention where it is needed.
    - c Consider any other organisational or aesthetic changes that should be made in order to retain the attention of the target market and persuade them to further explore the site.

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