

A study to determine United Wardrobe's unique factors to be able to expand internationally



**UNITED
WARDROBE**



WAGENINGENUR

Bachelor Thesis MST

Rosette Verhaak

Student number: 960817873080

Submission date: June 29th, 2018

Thesis supervisor: dr. KA Poldner

Second supervisor: dr. EFM Wubben

Abstract

The secondhand fashion industry is an upcoming industry. In a new textiles industry with a circular economy, the clothes, textiles, and fibers are kept at their highest value during use and re-enter the economy afterwards, never ending up as waste.

United Wardrobe is an upcoming social marketplace designed for buying and selling secondhand fashion items. United Wardrobe is growing in such a way in the Netherlands that they want to continue expanding to other markets, but their services and website are challenging to scale. The issue now is that it is relatively simple for one to grow big in one's home country market, as one will know and have experienced the wants and needs of society. However, it has shown to be difficult for United Wardrobe to not have this knowledge on how to expand internationally. Therefore, United Wardrobe needs to determine which factors the company needs to focus on to be able to expand internationally.

This study shows that customer relationship, digital technologies and the growing circular and secondhand industry are essential to take into account when United Wardrobe wants to expand internationally with success. United Wardrobe is a website that functions as a social platform and keeps its users connected through a community. The digital technologies play a huge role in ensuring the customer relationship. United Wardrobe should function as a social marketplace, combining a social network and a secondhand market platform. The recommendation for United Wardrobe is that the company needs to strengthen their platform in such way that users, followers, buyers and sellers become attached in a sense that they will share their preferences, needs and wishes. If a community can be created where all parties involved can benefit from each other, not only financially or materialistically, also emotionally. This can be achieved by for example extending personal profiles and ability to make and share blogs. In this way, United Wardrobe can become a "you and me" community.

KEYWORDS: secondhand markets, international expansion, business model, circular fashion, customer relationship, digital technologies

Table of Contents

Abstract	2
1. Introduction	4
2. Theoretical framework	7
2.1. Secondhand Markets	7
2.2. International Expansion	8
2.2.1. Business Strategy	8
2.2.2. Marketing Strategy	9
2.3. Business Model	11
2.4. The Fast Fashion Industry	12
2.5. The Circular Fashion Industry	12
3. Conceptual Framework	14
4. Method	15
4.1. Data collection	15
4.1.1. Interviews	15
4.1.2. Archive analysis	16
4.2. Analysis plan	17
5. Results	19
5.1. Aggregated dimension: customer relationship	19
5.2. Aggregated dimension: digital technologies	20
5.3. Aggregated dimension: multinational organization opportunity	21
5.4. Aggregated dimension: environmental impact of fast fashion	22
5.5. Aggregated dimension: strength of secondhand industry	22
6. Discussion	24
6.1. Answering the sub questions	24
6.2. Answering the main research question	25
6.3. Limitations	26
6.4. Future research	26
7. Conclusion	28
7.1. Recommendations for United Wardrobe	28
Appendix 1: WhatsApp conversation and transcribed voice memo's	33
Appendix 2: Follow up interview through transcribed voice memo's	34
Appendix 3: Interview transcript with Marijn Kallenberg	35
Appendix 4: Interview transcript with Lotte Rietkerk	36
Appendix 5: Information on United Wardrobe	37
Appendix 6: de Volkskrant Article	40
Appendix 7: One World Article	42
Appendix 8: Fashion United Article	44
Appendix 9: Nu Article	45
Appendix 10: Wageningen University & Research Article	46
Appendix 11: NOS Article	47
Appendix 12: Coding structure (following Gioia et al., 2013)	48

1. Introduction

Never before did we buy so many clothes as now, and never before did we throw them away so quickly. This is fast fashion, resulting in a garbage mountain made out of clothes that is unprecedented. How do we dispose of this issue in a sustainable way?

United Wardrobe is an upcoming social marketplace designed for buying and selling fashion items. It is United Wardrobe's mission to "Make secondhand clothing the standard, everywhere in the world" (unitedwardrobe.com). It is a secondhand shop where consumers are able to buy and sell fashion items online. On the first day of the launch, January 15th, 2014, United Wardrobe already had 500 registrations. Currently United Wardrobe is growing rapidly; they are already in the markets of the Netherlands, Belgium, and Germany and are busy launching in France (Appendix 1 & 2). The fashion items differ greatly, in price, but also in type: customers can sell a broad collection - from shirts and jeans to sunglasses and bags. Among other things, this phenomenon questions the reason why there are so many items of clothing on this planet. Why would we continue to buy new stuff when there is already such a large selection of cool items available? United Wardrobe exists to provide consumers with a peek inside the closet of all fashion lovers around the world.

The founders of United Wardrobe are Thijs Verheul and Sjuul Berden, who were students at Wageningen University and Research at the time. It was Sjuul Berden who came up with the idea of United Wardrobe; he has three sisters who share their wardrobes with one another. Berden noticed that back then there was not a central platform online that allows one to buy and sell clothes. Verheul wanted to create an online network for young, trendy girls. United Wardrobe is a wardrobe on your computer screen, where you can select what you want to wear for a fee ("Studenten komen met", 2015).

The target specified by United Wardrobe is mostly young women between the ages of 16 and 24 years old, however men are also active on the website. United Wardrobe explains that "Usually their customers are still studying and have a chronic money shortage. These women use this network to earn a little bit of money from the old clothes that they own" ("Afdankertjes", 2015). A user of United Wardrobe, Maud, elaborates on this by clarifying that she buys something "once every two three weeks, it's very easy, fast and cheap. It is fun to see what someone else has in their wardrobe, and if I do not like it, I can always just put it back on the website for someone else to buy" ("Afdankertjes", 2015). The idea of wearing secondhand clothes is not a taboo anymore in today's world. While the previous generation considers secondhand clothes as a little bit 'dirty', the current generations perceive it as completely normal and trending. According to Paul te Grotenhuis from the entrepreneurial organization INRetail, one can even note that 'normal' clothing stores are joining the trend, by also starting to sell secondhand clothes ("Afdankertjes", 2015).

In contrast to the Ebay's of the world, where a lot of secondhand clothes are popularly exchanged but the contact between the parties is full of friction, United Wardrobe is trustworthy and guarantees expected delivery ("Studenten starten marktplaats", 2017). With Ebay the buyer first has to pay for their purchased items and then hope that the product will arrive. United Wardrobe is an online fashion community, which means that when someone wants to sell or buy products on the website, they first have to create a profile and thus become visible to others.

The company acts as a mediator between the seller and buyer. United Wardrobe asks for a 10% commission fee from the sellers (“Studenten komen met”, 2015). When a deal is made, the buyer pays and transfers money to United Wardrobe. The seller then automatically receives a message that the money has been transferred and the product is ready to be sent away to the buyer. United Wardrobe keeps the money on hold for 14 days, if the buyer is unsatisfied with the product, then United Wardrobe puts the buyer and seller in contact with each other. This is done through a chat box on their website. If they do not manage to strike a deal, then the seller gets their piece of fashion back and the buyer gets their money returned (“Studenten starten marktplaats”, 2017).

Until November 2017 the founders of United Wardrobe had created everything by themselves with their own capital and help from people in their network. The company’s wish is “to be what airbnb is for rental of homes”: United Wardrobe wants to be this for the sale of fashion (“Studenten komen met”, 2015). The company is growing in such a way in the Netherlands that they want to continue expanding to other markets, but their services and website are challenging to scale. The issue now is that it is relatively simple for one to grow big in one’s home country market, as one will know and have experienced the wants and needs of society (Appendix 2). However, it has shown to be difficult for United Wardrobe to not have this expertise when expanding internationally (Terra, 2017). United Wardrobe is actively working on creating a blueprint of their international expansion: however, it is proven that it is difficult to create a 'native fit'. Every consumer within a country has different preferences when using a secondhand clothing website. Therefore, the research question arises:

“Which differentiating factors need to be taken into consideration by United Wardrobe to be able to expand their business internationally?”

To be able to answer this question, I will discuss five concepts: secondhand markets, international expansion, business model, fast fashion, and circular fashion. A literature study will be done on these five topics. The following three sub questions are formed from the main research question:

- 1. In what type of secondhand market does United Wardrobe currently operate?*
- 2. What are the unique elements of United Wardrobe’s business model and which elements will allow the business to continue to grow?*
- 3. What business and marketing strategy can United Wardrobe best use to expand their secondhand business into new countries?*

Answer to question one and two will be derived from literature review and the answer to question three will be gathered from data collection. The first sub question is essential to answer the main research question because it draws a picture of the secondhand industry and how it is operating. The second question guides the main research question to possible elements of the business model that are essential for United Wardrobe. The third research question provides business- and market strategies that may be used by United Wardrobe to expand internationally. This is with the help of created business dimensions. Since these marketing- and business strategies are applicable to the business, it is easier to determine differentiation factors that need to be considered by United Wardrobe.

For this paper the business of United Wardrobe will be analyzed. An interview with Thijs Verheul, the founder of United Wardrobe and two interviews with consumers will be presented. Afterwards, the media attention will be discussed that focuses on United Wardrobe and the topic of fast fashion. Eventually there will be a proposal of the possible differentiating factors that need to be considered by United Wardrobe when they want to be able to expand their business internationally and a recommendation for United Wardrobe.

2. Theoretical framework

In this section the concepts of secondhand markets, international expansion (company strategy and marketing strategy), business model, fast fashion, and circular fashion will be introduced.

2.1. Secondhand Markets

A secondhand exchange occurs when a seller sells used things to a buyer. A transaction price for the product is usually lower for a secondhand product than the price for a firsthand product. So, buyers can obtain what they want to buy at a lower price through a secondhand market. These markets are known to make use of social resources and can even stretch global production networks (Brooks, 2013; Norris, 2015). Secondhand clothes are mostly traded in low and middle-income countries (Haggblade, 1990; Hansen, 2000; Palmer & Clark, 2005; Norris, 2004). In recent decades the international trade in secondhand clothes has been driven in the Global North countries by “the rapid circulation, consumption and disposal of garments for recycling, export and reuse in the Global South” (Norris, 2010). Thus, there is a huge growth of secondhand exchanges.

Yan et al. (2015) interviewed 152 college students to examine the differences between secondhand shoppers and shoppers who did not buy second hand clothing with a focus on psychographic variables. The results showed that college students who shopped at secondhand stores were more likely to be environmentally conscious and more sensitive to higher prices than those who did not shop at secondhand clothing stores.

Thomas (2003) explained that the growth of secondhand markets has reduced the demand for new goods. Thomas explored the model that Anderson and Ginsburgh (1994) developed that allows precise calculations of the demand impacts on secondhand markets. The secondhand market grows if the transaction costs decrease or if the product lifetime of secondhand products increases. The transaction costs are the costs of selling or buying a product or service; it is the action of conducting a business. Transaction costs are decreasing as internet-based secondhand markets are expanding and secondhand products are cheaper than firsthand products (Thomas, 2003). So, the demand of secondhand products has an association with the transaction costs.

Vintage and secondhand markets are an increasing ongoing global trend in the fashion industry. This trend has managed to influence consumers' purchasing behavior, attitudes, and skepticism towards these secondhand products (Keim & Wagner, 2018). The secondhand channels compete with existing traditional channels to satisfy the needs of consumers that are disappointed with traditional retail networks. In order for secondhand retailers to keep on being successful in a competitive online market, retailers need to understand the value that consumer's desire (Fernando et al., 2018). With the increasingly fast development of technology, a new type of secondhand trading through e-commerce has been discovered. This technology allows a user to place his or her items on an online platform without a lot of restrictions. According to Chen et al. (2018), this new type of secondhand platform expands the economic value of secondhand markets.

In contrast to traditional e-commerce websites with new products, secondhand e-commerce platforms are still in the developing phase. For example, in China buyers of most of the secondhand platforms are not able to return products that they have

purchased. Also, the seller writes most of the product descriptions, and therefore it is possible that the messages are subjective. Important aspects concerning the e-commerce platforms can significantly influence the actual value of a product (Chen et al., 2018). An example of this could be the state that the product is in, if the picture of the product is taken very poorly with a busy background, then the product might be seen as less valued than it actually is.

2.2. International Expansion

In the modern globalizing economy of today’s world, it is essential for businesses of all sizes to take advantage of the opportunity to enter diverse markets around the world. Through an international presence, organizations are able to stay competitive (Ejiogu, 2018). Mohr (2018) describes that despite the fact that many firms simultaneously expand into multiple new markets, one knows little about the reason why firms choose this type of international expansion instead of entering new markets one-by-one. The resource-based view argues that in order to engage in simultaneous international expansion firms “have to be able to draw on intangible assets, be financially strong, and have international experience that will enable them to reduce and/or shoulder the strains on managerial resources and costs of simultaneously entering multiple new overseas markets” (Mohr & Batsakis, 2018). So, there are a lot of criteria that have to be met in order to engage in simultaneous international expansion with a firm.

According to Contractor et al. (2003) there are many positive advantages to international expansion. Some advantages are: greater learning and international experience, access to cheaper resources in foreign countries such as cheap labor and better technology. The abilities of multinational enterprise for global scanning of rivals, markets, and other profit opportunities are other possible positive advantages. It is essential to balance international strategy and local performance for retailers who have expanded abroad. Companies first expand into countries close to its home country and then distant ones (Swoboda, Morbe, & Hirschmann, 2017). This is usually done, as countries close to its home are familiar and more accessible.

2.2.1. Business Strategy

The Integration-Responsiveness (I/R) strategy framework groups multinational corporations according to their strategic orientation. The four strategy types are global organization, transnational organization, international organization, and multinational organization. Based on the I/R strategy framework, the authors conceptualize the “integration/responsiveness as the transfer/local generation of firm-specific advantages and analyze paths of varying degrees of I/R via local implementation decisions to performance” (Swoboda et al., 2017). Since retailers’ firm-specific advantages have a limited geographic reach, different successful paths are anticipated in close and distant countries. According to Swoboda et al. (2014), the I/R strategy types indicate direct links to company performance. The figure shows the I/R strategy framework.

Forces for global integration	High	Global organization	Transnational organization
	Low	International organization	Multinational organization
		Low	High
Forces for local responsiveness			

Figure 1. Adapted from Bartlett & Ghoshal (2002)

First, the international organization company strategy can be explained as foreign activities that are remote outposts whose main role is to support the parent company (in the home country) by contributing to incremental sales. Second, the global organization, in the top right corner, describes companies with a global strategic orientation that focus on achieving economies of scale. They are usually found in industries where focus for global integration is big and forces for local responsiveness are small. The price competition in global organization is extremely competitive, and so the dominating strategic need is global efficiency. With a global organization the companies try to standardize its products that will fulfill a worldwide demand volume (Bartlett & Ghoshal, 2002). Next, the multinational organization focuses primarily on national differences to achieve its strategic objectives. Many of its characteristics are the reverse of the global organization. Products, processes, strategies, and even management systems might be flexibly modified to each country to adapt to local needs and local government regulations (Bartlett & Ghoshal, 2002). The multinational organizations are low on forces for global integration and high on forces for local responsiveness.

Finally, a transnational organization tries to respond to both strategic needs of global efficiency and integration and multinational flexibility and local responsiveness. So, in particular in industries where both these forces are strong, transnational organizations will reach for the benefits of combining characteristics of both global and multinational companies. To continue, a transnational strategy has the idea to become “strongly responsive to the local needs while still achieving the benefits of global integration” (Bartlett & Ghoshal, 2002). This organization is an integrated network, whereby the key activities are neither centralized in the headquarters nor fully decentralized to each independent country. Instead, the strategy shows that the resources and activities of the company are geographically scattered but specialized, leading to economies of scale and flexibility (Bartlett & Ghoshal, 2002). To conclude, there are four types of Integration-Responsiveness (I/R) strategies that are grouped following their strategic orientation.

2.2.2. Marketing Strategy

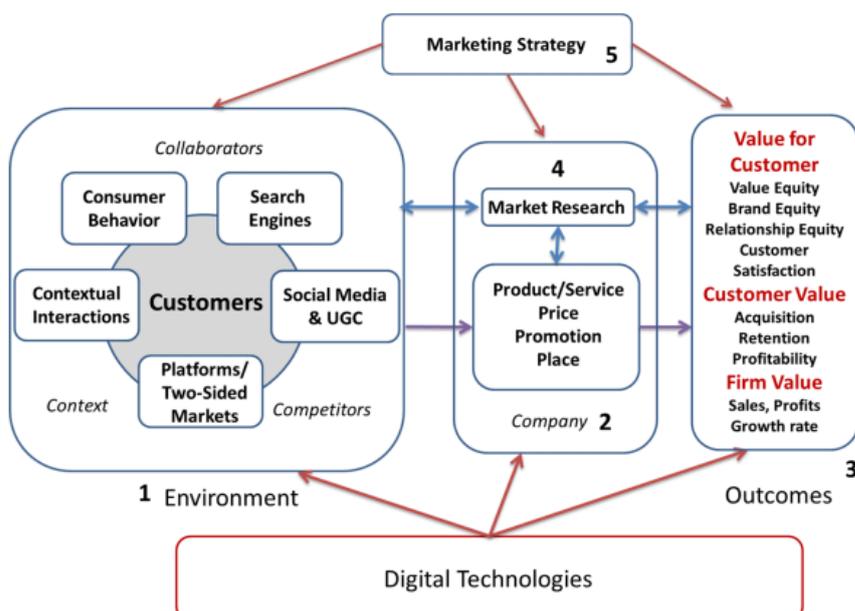
Relationship marketing is a component of customer relationship management that focuses on customer loyalty and long-term customer engagement. The goal of relationship marketing is to create strong, even emotional, customer connections to a company that can lead to ongoing business, free word-of-mouth promotion and information from customers that can generate leads (Grönroos, 2017). With the growth of the Internet and online platforms, relationship marketing continues to evolve and expand as technology opens more collaborative and social communication channels. Relationship marketing extends to inbound marketing effort, PR and social media development (Grönroos, 2017). Inbound marketing effort is when the consumer unknowingly contributes to the marketing.

The digital marketing framework underlines the touch points in the marketing strategy process on which digital technology has a huge impact. The framework by Kannan and Hongshuang (2016) organizes the developments and existing research around the elements and touch points comprising the framework and reviews the digital marketing space. Large multinational corporations such as Google, Facebook, and eBay were unheard of or non-existent twenty years ago, and today they are operating as key players in our modern economy. In 2015, the online sales that were done were 7.4% of the overall retail spending in the United States (Kannan and Hongshuang, 2016). Corporations are now starting to highlight the importance of creating a digital

relationship with their customers (Phillips, 2015). To continue, the digital technology and devices transformation with smartphones, smart products, and Artificial Intelligence all promise significant development of consumers' lives in the near future (Kannan and Hongshuang, 2016). This expansion can be shown and explained through the digital marketing framework. Businesses communicate with their consumers through various media (Hoffman & Novak, 1996). Traditionally, these media types were always one-to-many communication models, where the business reaches out to many customers. These marketing efforts gave only limited forms of feedback from customers to the businesses. However, with the revolution of the Internet it is dramatically altering this traditional view. The Internet is a massive global network with continuously changing digital technology (Hoffman & Novak, 1996). These continues changes radically change the way businesses do their marketing with consumers.

The digital marketing term is evolving over time from a specific term describing the marketing of products and services to an overall umbrella describing the process of digital marketing. Kannan and Hongshuang (2016) define digital marketing as “an adaptive, technology-enabled process by which firms collaborate with customers and partners to jointly create, communicate, deliver, and sustain value for all stakeholders”. The processes that are empowered by digital technologies create value through new customer experiences and through the interactions among customers.

In the figure below the digital marketing framework is further demonstrated. The framework uses the five C's (customers, collaborators, competitors, context, and company). Customers here are presented as the central focus (the circle at the top left), with the other C's making up for the environment in which the company operates. The key objective of this framework is to comprehend how the digital technologies (at the bottom of the figure) interact with the five C's and the borders among these elements. The structures that emerge from the interactions between the five C's are platforms/two sided markets, search engines, social media and user-generated content, emerging consumer behavior, and contextual interactions. All these elements of the five C's and the structures that emerge from this together form the input to the actions of the firms, which are all the elements of a marketing mix, the four P's (product, price, promotion, and place) as well as marketing research. Finally,



on the right side of the framework, the overall impact of digital technologies in value creation is evaluated. This is done through creating value for customers, creating customer equity, and creating firm value (Kannan and Hongshuang, 2016). So, the framework identifies the key touch points in the marketing process and strategies where digital technologies have an impact.

Figure 2. Digital marketing framework (2016)

2.3. Business Model

The business model serves as a building plan that allows designing and realizing the business structure and systems that will form the company’s operational and physical form. A business model can be defined as “a conceptual tool containing a set of objects, concepts, and their relationships with the objective to express the business logic of a specific firm” (Osterwalder, Pigneur, & Tucci, 2005). Concepts and relationships in the business model should be considered to allow “a simplified description and representation of what value is provided to customers, how this is done, and with which financial consequences” (Osterwalder et al., 2005). Namely, for business models the goal is to identify the elements and relationships that describe the business of the company. So, it is a model that portrays as a conceptual view of a particular aspect of a specific business.

The business model’s position in the firm can be described as the blueprint of how a company does business (Osterwalder et al., 2005). It can translate the company’s strategic issues into a conceptual model that explains how the business functions. The business model should be evaluated on frequent basis, it allows for a business to acknowledge the health of the company’s market position and afterwards adapt the model accordingly (Osterwalder and Pigneur, 2010). Osterwalder finds that the business model can be best described through the business model canvas. This is a canvas that is divided into nine sections or ‘building blocks’ that shows the reasoning behind the way the company makes their money (Osterwalder and Pigneur, 2010). The business model canvas will be used for this study of United Wardrobe to understand the business and help create a possible blue print when launching in new countries. To further explain the business model canvas, each building block will be defined.

Table 1. Business Model Canvas for Software Company or Tech Startup (2017)

Key Partners	Key partners define your network of partners and suppliers. There are four categories of key partners: buyer-supplier, strategy alliances between non-competitors, joint ventures, and coopetition.
Key Activities	Key activities are what a company should do to make its business model work. What key activities do our value propositions require? Our distribution channels? Customer relationships? Revenue streams?
Key Resources	Key resources play a direct role in creating your value proposition, delivering a service to your customer segments, and supporting customer relationships. It can be physical, intellectual, human, and/or financial resources.
Value proposition	Value proposition is the reason for a customer to buy your product. What value do we deliver to the customer? Which one of our customer’s problems are we helping to solve? What products/services are we offering to the customer?
Customer Relationship	What type of relationship does each of our customer segments expect us to establish and maintain with them? How are they integrated with the rest of our business model? How costly are they? Will the model use self service and personal assistance?
Channels	The channels reflect how a company aims at delivering Value Proposition to its Customer Segments. Through which channels do our customer segments want to be reached? How are we reaching them now? How are our channels integrated?

Customer Segment	The customers will indicate how the business operates every single day, these types of questions should be answered: for whom are we creating value? What kind of devices do our customers use? What are the top purchases of our segment? How often will each customer use the product?
Cost Structure	Delivering value, maintaining customer relationships, and buying resources all incur costs. What are the most important costs inherent in the business model? Which key resources are most expensive? Which key activities are most expensive?
Revenue Streams	Depending on the products/service the company will sell, there should be a clear understanding of the ways revenue is driven from each customer segment. For what value are our customers willing to pay? How are the customers paying?

2.4. The Fast Fashion Industry

The fast fashion industry offers consumers the newest trends of fashion fresh from the runway within a short amount of time all year round, for the lowest prices. Consumers are not able to resist the temptation of such affordable clothing; it has shown that in the last 15 years the amount of clothing sales has doubled (Ellen MacArthur Foundation, 2017). A survey from the ClosetMaid (2016) gathered data from a 1,000 American women and discovered that the average amount of clothes a woman had in her closet was 103 pieces. However, the astonishing conclusion was that from those 103 clothing items, only 10% was really liked by the owner. This is the issue of fast fashion. Caro and Martinez-de-Albéniz (2015) give the following definition of this fast fashion concept: “a business model that combines three elements of quick response, frequent assortment changes, and fashionable designs at affordable prices”. The quick response and frequent assortment changes make fast fashion accessible, it allows for items to quickly be replaced and easily disposed of. The consequence because of this is that consumers of fast fashion are less attached to their clothing (Reiley and DeLong, 2011). The increasing clothing consumption clashes with sustainability goals to reduce the negative social and environmental impacts. The fashion designs at affordable prices characterize the Value Proposition in the business model.

The business model that is ruling the globalized production is that the profit is delivered in large quantities at low prices (Fletcher, 2008). Fast fashion companies have the advantage of these low input costs, as the companies get their raw, semifinished, and finished goods from developing countries where the prices are lower (Turker and Altuntas, 2014). A new mindset amongst designers, manufacturers, and consumers is needed to increase sustainable ways for fulfilling consumers’ needs and to reach improvements between production and consumption (Niinimäki and Hassi, 2011). Hence, an improved fashion industry will include different elements in the business model compared to the business model of the fast fashion industry that is extremely damaging.

2.5. The Circular Fashion Industry

Today, the fashion industry is one of the most polluting industries in the world. It produces 1.2 billion tonnes of greenhouse gases a year; this is more than all the flights and maritime shipping combined. The fast fashion industry is recognized as one of the main industrial polluters (De Brito et al., 2008). It is safe to say that the current fast fashion model has a lot of negative social and environmental impacts.

The executive director Leslie Johnston of the Ellen MacArthur Foundation (2017) explains that they are trying to answer the question: “how can we change a wasteful global apparel industry into one that is restorative and regenerative?”. It is difficult to imagine a world without textiles, nearly everyone, everywhere in the world comes in contact with textiles nearly all the time. The Ellen MacArthur Foundation states that, “Clothes provide comfort and protection, and for many represent an important expression of individuality” (Ellen MacArthur Foundation, 2017). This industry is also an incredibly important sector in the global economy, providing employment for hundreds of millions around the world.

The way the industry designs, produces, and uses the clothes brings a lot of problems with them. The textiles system operates in practically a linear way: “Large amounts of non-renewable resources are extracted to produce clothes that are often used for only a short time, after which the materials are mostly sent to landfill or incinerated” (Ellen MacArthur Foundation, 2017). More than 500 billion US dollars of value is lost every year because of clothing under utilization and the lack of recycling. This linear system of the fashion industry is ready to disrupt. It is essential that a new system be developed that works, which can deliver long-term benefits, “A new textiles economy based on the principles of a circular economy” (Ellen MacArthur Foundation, 2017). An industry should be developed that moves away from the linear take, make and dispose model and should create a system that restores and regenerates resources (Smith et al., 2017). An answer to this type of industry is with a circular economy.

In a new textiles industry with a circular economy, the clothes, textiles, and fibers are kept at their highest value during use and re-enter the economy afterwards, never ending up as waste. A new textiles economy presents an opportunity to deliver extensively better economic, societal, and environmental effects. The clothing items that are thrown away can be used as new resources to create new clothing items. Apart from the mindset of the companies, the mindset of the consumer should also be adjusted accordingly. Han et al. (2017) indicate that consumers can be unaware or unwilling to acknowledge how their textile consumption behavior contributes to the problems that are created by the industry.

3. Conceptual Framework

A model in figure three is constructed to represent the conceptual framework in table two. The figure above shows the relationships between the concepts. The elements from the business model canvas that are used in the figure are customer relationship, value proposition, and key activities. They are chosen as United Wardrobe has a close and specific relationship with their customers, which partially defines their value proposition and links to their key activities. The customer relationship constructed in the business model connects to the customers in the digital marketing framework. The customers and company are both essential in the digital marketing framework, and they both connect to the digital technologies that are implemented in the company. The customers and company are also influenced by the chosen strategy, for United Wardrobe it is the multinational organization for international expansion.

Table 2. Conceptual model theories

Author:	Theory:
Bartlett & Ghoshall (2002)	Integration/Responsiveness (I/R) strategy
Kannan & Hongshuang (2016)	Digital marketing framework
Osterwalder & Pigneur (2010)	Business model canvas

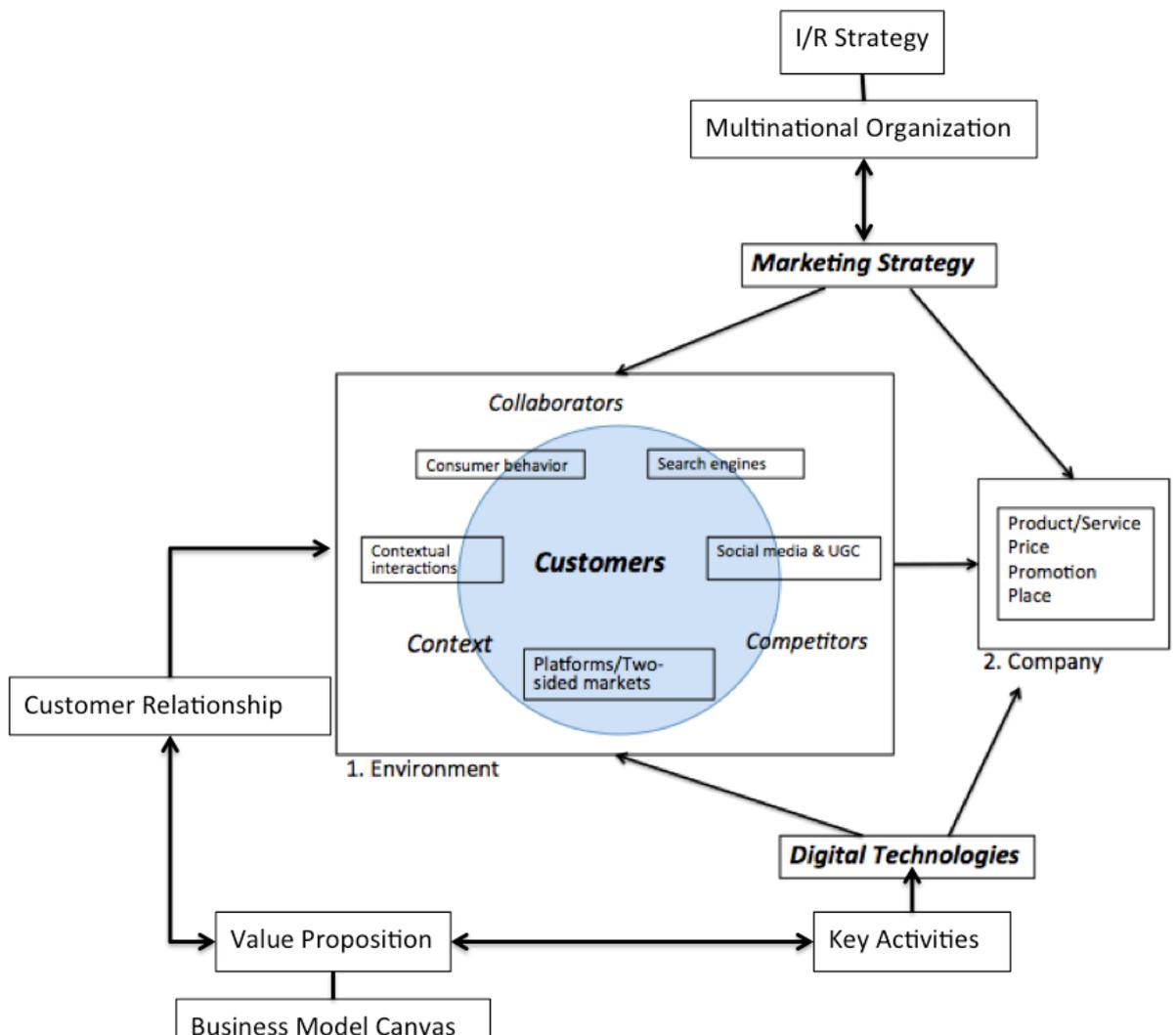


Figure 3. Conceptual model

4. Method

This chapter explains the qualitative research that was done for this study. The research question that is answered in this paper is: *which differentiating factors need to be taken into consideration by United Wardrobe to be able to launch successfully in a new country?*

4.1. Data collection

This paper is approached as a single case study and from a consumer perspective. Case studies can involve either single or multiple cases, and numerous levels of analysis (Eisenhardt, 1989). To continue, case studies can also have multiple layers of analysis within a single study (Eisenhardt, 1989). The main method that was used to analyze the data for this study was through United Wardrobe with interviews, interviews with consumers, and literature research. Case studies typically combine different data collection methods such as archives, interviews, questionnaires, and observations (Eisenhardt, 1989). I decided upon a semi-structured interview to gather more data than I was able to find through the website and the published articles. In addition to the assumption that the data that is gathered had to be well constructed, it also had to be done with “knowledgeable agents” (Gioia, Corley, & Hamilton, 2013). These knowledgeable agents are people in organizations that are experts in their field and are able to explain their thoughts, intentions, and actions.

Before starting with this paper and while brainstorming about a topic I had contact with Thijs Verheul, the owner of United Wardrobe (Appendix 1 and 2). The information received by Thijs Verheul was used to indicate the topic of this paper and also during further analysis. The information on the company was obtained from the website of United Wardrobe (Appendix 5) and from other published articles (Appendix 6-11). The published articles that were chosen were selected based on the publishing date and the information that it gave on United Wardrobe. Most of the articles were found through the United Wardrobe website or other platforms. I made a selection of a few articles that gave clear insight. Then, two interviews were conducted with consumers. This was done to get more in-depth information on the consumer experience, including the negative and positive experiences.

4.1.1. Interviews

Data on the company was mainly gathered through Thijs Verheul, the founder of United Wardrobe, and the website of the company. I first approached Thijs Verheul through WhatsApp as I managed to get his number from a common friend. Thijs Verheul at first was hesitant on whether he would be able to fulfill the obligation, as he is extremely busy with his still growing company. However, after talking to Thijs we discussed that the commitment was little as one or two interviews would be sufficient (Appendix 1 and 2). I decided on one or two interviews as for the first interview I could ask him about the issues that United Wardrobe is currently facing and the second interview would be an in depth interview to discuss possible solutions and findings that I gathered. The aim of these interviews is to get an inside perspective on United Wardrobe: on their ideas, experiences, preferences, and factual knowledge. Furthermore, I wanted to get a general portrayal from the users of United Wardrobe that would broaden my own perception that I had of United Wardrobe. I did this through two semi-structured interviews with two consumers: Marijn Kallenberg and Lotte Rietkerk. Marijn Kallenberg has used United Wardrobe a few times and Lotte Rietkerk often uses the platform. Lotte Rietkerk also worked for United Wardrobe in the customer service department for a couple of months last year. These two people gave more insights in the shopping experience at United Wardrobe

and the United Wardrobe community. The interviews were semi-structured interviews, audiotaped and transcribed afterwards (Appendix 3 and 4). According to Gioia et al. (2013), a number of qualitative researchers have noticed that it is somewhat artificial to have an interview and only afterward everything is finalized start analyzing the interview, as they tend to go along together. When an interview is done, automatically a perception and thought is made which will be stated in the analysis.

4.1.2. Archive analysis

The table below shows all the various media attention that United Wardrobe has received over the past years. Articles were searched for that described the vision of the company and the wish for international expansion. These articles are a selection of articles that can be found online; the selection was based on clear insights on United Wardrobe's point of view and the damages of fast fashion. This data gave a presentation through the lens of the media and a more detailed description of the concept of United Wardrobe. Also, the data that did not cover the company but instead covered the effect of fast fashion, gave a shocking representation of the current situation that the fashion industry is facing. Two YouTube videos from influencers are analyzed as well; these videos give a perception of the hype to follow bloggers that explain their experience of United Wardrobe.

Table 3. Media attention

Name	Media type	Date	Source	Type of data
NOS	National broadcast	February 13 th , 2015	https://nos.nl/op3/artikel/2018993-afdankertjes-in-je-kledingkast-zijn-geld-waard.html	Article & video
Wageningen University & Research	University website	January 15 th , 2014	https://www.wur.nl/nl/nieuws/Studenten-starten-marktplaats-voor-vintage-fashion.htm	Article
Volkskrant	National newspaper	January 29 th , 2015	https://www.volkskrant.nl/economie/studenten-komen-met-airbnb-voor-kleren~b103e231/	Article & photos
One World	National platform	May 9 th , 2018	https://www.oneworld.nl/fashion/enorme-kledingafvalberg/?utm_source=OneWorld+nieuwsbrieven&utm_campaign=618b1c0e3d-EMAIL_CAMPAIGN_2018_03_01&utm_medium=email&utm_term=0_30126d7d06-618b1c0e3d-9702913	Article & photos
Closet Maid	Website	2016	http://blog.closetmaid.com/2016/05/full-to-the-brim	Article & survey
Fashion United	National platform	November 1 st , 2017	https://fashionunited.nl/nieuws/business/united-wardrobe-ontvangt-investering-van-1-miljoen/2017110129906	Article

Nu	National newspaper	August 14 th , 2017	https://www.nu.nl/ondernemen/4875815/united-wardrobe-wij-willenvanuit-utrecht-grootste-wereldworden.html	Article & photos
YouTube	Video of influencer	June 24 th , 2018	https://www.youtube.com/watch?v=-e4koxIugh8	Video
YouTube	Video of influencer	September 14 th , 2017	https://www.youtube.com/watch?v=S3E10mf9FMY	Video

4.2. Analysis plan

The data that was analyzed came from various sides; the data was collected through two interviews, the website of United Wardrobe, and the company's media attention. The goal was to transform the data into findings, which would allow United Wardrobe to receive knowledge on the factors that are necessary for their international expansion. Furthermore, the findings would help in answering the sub questions and the main research question of this paper.

Information was obtained on parts of the business model canvas for United Wardrobe. A business model always contains a lot of different aspects that sketches a picture of the company's current situation. Thus, analyzing parts of the business model gave an interpretation of United Wardrobe. This will be examined to decipher the aspects of the business model that should be focused on during the international expansion for an online secondhand company. The analyzed sections of the business model canvas are value proposition, customer relationship, and key activities. To continue, a selection of the digital marketing framework will be analyzed through the obtained data. The framework will give an interpretation of how the digital technologies affect the company and how it can be stimulated for international expansion. The I/R strategy framework is looked at too, this is done to select a strategy that United Wardrobe should work with when continuing their international expansion.

The collected data was analyzed with the Gioia methodology; the first step is done through the use of coding (Gioia et al., 2013). The codes can be found in Appendix 10. The first-order analysis tries to "adhere faithfully to informant terms" and make "little attempt to distill categories, so the number of categories tends to explode on the front end of a study" (Gioia et al., 2013). In the first-order analysis the terms, codes, and categories had slight connection to the international expansion of the secondhand company. But, in this phase little attempt was made to extract these categories by the terms. As the research progressed, similarities and differences among the many categories were identified and questions are asked whether the emerging themes suggest concepts that might help describe and explain the phenomena that are observed (Gioia et al., 2013). This is called the second-order coding, where the first-order codes that are found are classified and given a label. To continue, the aggregated dimensions were then defined and decided with emerging themes and concepts that were found in the literature. If the set of first-order, second-order, and aggregated dimensions are selected then there is a basis for building a data structure. This data structure not only allows for a sensible visual aid, it also shows a "graphic representation of how the data is progressed from raw data into terms and themes in conducting the analyses" (Gioia et al., 2013). This is a key concept to demonstrate qualitative research.

The aggregated dimensions for the case on United Wardrobe are analyzed to answer the main research question and the sub questions. These dimensions are elaborated on, provided new insights for the company and an answer for the main research questions was a result from the findings.

5. Results

In the results section the aggregated dimension are enlightened through the use of the gathered data collection. The aggregated dimensions are customer relationship, digital technologies, multinational organization opportunity, environmental impact of fast fashion, and the strength of the secondhand industry.

5.1. Aggregated dimension: customer relationship

The aggregated dimension ‘customer relationship’ rises above as an extremely essential aspect of United Wardrobe’s business. A consumer chooses United Wardrobe for its secondhand products, price, profile creation platform and the possible interaction between the buyer and seller. Many codes were found on the topic of ‘customer relationship’, and explained how United Wardrobe wants to be seen as a “social marketplace”, combining a social network and a secondhand market platform. The company clearly focuses on serving customers’ needs and therefore on creating a customer relationship. As United Wardrobe states, the company wants to “make secondhand clothing the standard, everywhere in the world” and this is done through the three-word motto “safe, sustainable, and support”. In an interview Marijn Kallenberg justifies that customers think this too, she explains how it feels like a social network: “you can follow other users, see what products other people like and select products as their ‘favorites’”. This allows for United Wardrobe to be perceived as a community through the consumer and seller perspective. When someone has created a profile, they are able to automatically buy products but also sell products on the platform. For example, at first a user can be a buyer, but straight away the profile will allow them to be able to sell products with the profile too, and the same can be implied for a seller who becomes a buyer. Also, Marijn Kallenberg states that she enjoys the fact that you can search for specific sizes of clothes, as she has size 41 for footwear, it is a hard size to search for. However, with this ability to choose a specific size in the search engine, it allows her to quickly make selections. Often this is a known available feature on a firsthand website, however for a secondhand website this is special as it is more difficult because there are so many different types of ways to measure sizes.

United Wardrobe is a platform that allows for buyers to chat with the sellers when questions could arise. Marijn Kallenberg adds on that she enjoys the fact that you can chat with the seller when deciding whether or not to buy a piece of clothing. United Wardrobe is equipped with a chat function; this allows fashion lovers to ask questions to each other questions or just to have a chat. According to the founder Thijs Verheul, the company created a chat function because “Girls are used to communicate with each other online” (“Studenten komen met”, 2015). To continue, the company offers the option for buyers to write reviews about the sellers and to rate them. If a user is not satisfied with the product they receive, United Wardrobe will act as a mediator and will bring the buyer and seller with each other in contact. In an interview with Lotte Rietkerk about the consumer perspective, it was stated that she knew she could return products but the negative side effect of it for her was that you had to pay for the shipping costs yourself. The company also guarantees safety. The website asks for a 10 percent commission from the sellers, buyers transfer the purchase amount to United Wardrobe and only when the buyer has received the clothes in the correct state will the other 90 percent of the purchase amount be transferred to the seller (“Studenten komen met”, 2015). This shows that United Wardrobe is extremely invested in customer satisfaction and guarantees for correct delivery.

5.2. Aggregated dimension: digital technologies

The aggregated dimension 'digital technologies' is what makes a company like United Wardrobe unique. Without the digital technology United Wardrobe as a company would not be able to exist. The digital technologies dimension can go hand in hand with the dimension of customer, they both have to function well together to become successful. The digital technologies of United Wardrobe revolve around the website and the mobile application. The mobile application and website relate to the aggregated dimensions, as to make "the perfect mobile application and the perfect website is their core business". United Wardrobe is convinced that the website currently still has a lot of growth potential.

As mentioned before in the aggregated dimension of 'customer relationship' (section 5.1.), United Wardrobe is a website that functions as a social platform and keeps its users connected. The digital technologies play a huge role in ensuring the customer relationship. It provides a platform for buyers and sellers to communicate with each other and to follow trends. United Wardrobe uses this community to its advantage as the company for example, implied a strategy where a "user receives discounts when they invite more and more friends to the platform". Through doing this United Wardrobe purposefully uses its own users to perform part of the marketing for the company.

The company uses different online tactics for its marketing strategy. Verheul explains that the company might at first use Facebook for promotion, then Instagram for branding, and then use Google Ad words to bring in a lot of leads. This continues clarifying that Google Ad words is used in the company as a "secret sauce". Another marketing strategy is through the use of YouTube influencers. United Wardrobe has also launched a mobile application; it allows users to shop on their mobile phone. This digital technology is convenient as users do not have the boundary anymore to only using the website on a computer device. By providing a mobile application the website is substantially more user-friendly and flexible. United Wardrobe created the mobile application in such a way that it is very accessible for users to use, the application allows a shopper to easily scroll through the clothing items on the application, users are familiar with this scrolling method from Facebook ("Studenten komen met", 2015). With this application it gives more access for a community to use United Wardrobe wherever the consumer travels to.

Also, buyers and sellers will continue to buy products at United Wardrobe as the website forces you to create a profile. When a consumer does this one can follow other profiles that will inspire to buy other products. Lotte Rietkerk clarifies from her experience that she follows mostly friends or famous people with her account, however she does have people following her. Rietkerk believes that this method works well, as she has the idea that because of this the trafficking on her website increases, and so she sells her clothes on the website faster. Likewise, customers use United Wardrobe because it is so easy to use. An article from the NOS clarifies, if it happens that a customer does not enjoy the product as they had expected they would have then they can just put it back on the site again. Moreover, nowadays there are a lot of YouTube bloggers that influence the consumers, it can be noted that consumers look up to these influencers. Influencers have videos on their YouTube channel explaining their experience of shopping at United Wardrobe. This attracts consumers to start buying at United Wardrobe and spreads the awareness of the company name. Most influencers tend to mention in their video that the products are secondhand when introducing United Wardrobe, and that shopping at United Wardrobe therefore

is better for the environment (van Dooren, 2017). In 2018, two French girls hit a new record for United Wardrobe in France, 1.2 million views in 48 hours through a YouTube video (Diaz, 2018). This was an explosive growth in France for United Wardrobe that will increase the trafficking on their website. This use of YouTube marketing is one of the secret sauces that Verheul mentions in the interview. Rietkerk confirms the hype of influencers, elaborating that she also follows these famous YouTube bloggers because she thinks it attracts trafficking towards her account. This could suggest that consumers enjoy looking up to famous people who show them United Wardrobe and by this are guided to the website.

5.3. Aggregated dimension: multinational organization opportunity

The aggregated dimension ‘multinational organization opportunity’ explains how United Wardrobe is currently trying to enter and position itself in international markets. United Wardrobe’s vision is to become “the biggest fashion marketplace in the world”. Verheul explains the company’s wish as: you are in an airplane to New York, and someone says, “you have a really nice bag”, and that the person reply’s with “I bought it on United Wardrobe” (Terra, 2017). United Wardrobe wants to make the Netherlands proud, all the tech companies like Facebook are situated in California, but according to Verheul “it is time that a nice tech company conquers the world”. So, it is save to say that United Wardrobe has the goal to keep on developing to be able to expand internationally.

Verheul explains that United Wardrobe is currently busy expanding further in Germany, France, Spain, United Kingdom, and the Nordics. The platform is already in use in the Netherlands and Belgium. In France the company network and amount of users is growing incredibly fast. In Germany, however, the concept of a secondhand social platform is less alive. According to Fashion United, the company is searching for in which place “United Wardrobe would work best”. However, Verheul’s perception is that both Germany and France are ready for a “new fresh concept”. To continue, the strength of United Wardrobe is its power to make the company a social marketplace and create a community. But to create this on an international level is challenging. During an interview with Rietkerk, she pointed out that a feature of the website is that the products made available from outside the Netherlands are increasing. So, the users from abroad are selling their clothes on the same platform as the network in the Netherlands. The platforms do not differ per market. Rietkerk also states that international shipping costs are usually expensive, and so she personally tries to select items that are from sellers only in the Netherlands. United Wardrobe does this to create one network, instead of separate networks in each country. This creates for one interactive social marketplace.

In France, it can be noted that it would be wise if United Wardrobe adapts itself to the routine of the French consumers. For example, the French customers are used to pay in a different way and buyers send messages to sellers differently than in the Netherlands. So, the consumer is accustomed to other ways of using the website. These different ways vary in each country. It can be noted that every country has diverse cultural aspects and habits. Verheul explains the troubles of this, “in your own home country your business can easily grow big, but abroad you will encounter stumbling blocks”. So, the opportunity is available but there is a gap between the website and the preferences of the foreign countries. It is essential that United Wardrobe continues to expand their social network while getting to know the consumers, and through profile creation construct a network. The United Wardrobe community should be built and expanded on an international level.

5.4. Aggregated dimension: environmental impact of fast fashion

The aggregated dimension ‘environmental impact of fast fashion’ enlightens on the consequences of the fast fashion industry. The impact of the fast fashion industry on the environment is the reason why the circular fashion industry should be further developed. The textiles coming out of the fast fashion industry are “resulting in a textile waste mountain that is unprecedented” (Demkes, 2018). The One World article enlightens further that the prizes of the clothes are cheap, and so we are more than eager to buy new clothes. The issue is not only that consumers buy more clothes; it is too that these bought clothes are thrown away even faster. The vast majority directly enters the incinerator, or ends up on the rubbish dump. This is where United Wardrobe comes in. Users can create an account and resell their used clothes. The company wants to create a secondhand platform that emphasizes on an increase of sustainability.

It is essential that United Wardrobe highlight the three key words to consumers: safe, sustainable, and support. This concept also falls under one of the three motto words, namely “sustainable”. Through interviews it can be noted that some users essentially started using United Wardrobe because of the sustainability aspect. United Wardrobe explains this on their website to the consumer by stating, “Everyone has clothing lying around which they barely wear and yet we buy more and more new clothing each year”. The company continues by mentioning that they strive to make secondhand fashion the norm. Kallenberg explains that “secondhand products are better for the environment” and that she feels better when buying secondhand products. According to the NOS article, wearing secondhand clothes used to be a taboo, however this is not the case anymore. Paul te Grotenhuis, the spokesman for entrepreneurial organization INRetail, expands on this to the NOS, “For previous generations the perception of secondhand was that it still was a little bit dirty, but for this generation it is very normal”. This shows that exactly for the reason of sustainability consumers come to shop at United Wardrobe.

In a NOS article a United Wardrobe shopper named Maud is interviewed about her buying and selling behavior on the social platform. Maud shops every two to three weeks at United Wardrobe, to her its easy, fast, and cheap. This is an example of a user at United Wardrobe who is searching for a way to buy environmentally friendlier products, but also keep up with her shopping habits. Instead of going to the Zara’s and H&M, the firsthand stores that have similar prices, she selects items on United Wardrobe. If she happens not to like a product, she will just upload it on the website again for other users to buy from her. Consumers appreciate the fact that United Wardrobe is easy to use, and at the same time that it is better for the environment.

5.5. Aggregated dimension: strength of secondhand industry

The aggregated dimension ‘strength of secondhand industry’ expands further on the aggregated dimension of ‘environmental impact of fast fashion’. Because the fast fashion industry is currently often interpreted as negative when concerning the environment, an interviewee stated that the positivity that is around United Wardrobe as a secondhand industry is refreshing. One World provides an overview of the industry, that currently “less than one percent of all the clothing that is discarded worldwide are new clothes being made out of”. However, the industry is considering recycling and reuse of clothes as a solution to many of the problems. United Wardrobe also has a motto to this on their website, “Secondhand is better for the environment, let’s make a change!”. The company wants to make secondhand clothing “the standard, everywhere in the world”. The company and its founders have

an incredibly positive attitude towards the upcoming secondhand industry as a change to the harming fast fashion industry. Consumers receive and see this positive attitude from the company and exactly therefore start using or continue to use United Wardrobe.

Verheul mentions that when selecting clothes to sell on the platform, “Especially ask yourself: would you like to give these clothes to a friend of yours?”. United Wardrobe is a building community, it a social platform that is motivating consumers to buy secondhand. The secondhand industry is a solution, and United Wardrobe is the accessible gatekeeper to this.

6. Discussion

This section gives light on the answers to the sub questions and the main research question for this paper. It also discusses the limitations of this paper and recommendations for future research.

6.1. Answering the sub questions

The first sub question was: *in what type of secondhand market does United Wardrobe currently operate?* Looking at the aggregated dimension ‘strength of secondhand industry’, this is an essential factor that needs to be taken into consideration for the continuity of existence of United Wardrobe. United wardrobe operates in a continuously changing online secondhand industry. The company is trying to get as many clothes and people to the website platform as possible. For obtaining website trafficking, the customer relationships are important. These secondhand platforms are known to use social resources and can even stretch to global networks (Brooks, 2013; Norris, 2015). From the aggregated dimension of ‘strength of secondhand industry’ and ‘environmental impact of fast fashion’ it can be noted that the United Wardrobe users use the platform because of United Wardrobe’s positive view on secondhand. The circular fashion reduces the fast fashion industry as they keep the products in the cycle, and expand the lifetime of the products. This is because the fast fashion items are reused through the secondhand marketplace. It is an upcoming textiles industry based on the idea of a circular economy (Ellen MacArthur Foundation, 2017). The growing secondhand market is reducing the consumer demand for new good (Thomas, 2003). So, the growing secondhand market influences United Wardrobe by becoming more common and increasing its buyer and seller activity.

The second sub question was: *what are the unique elements of United Wardrobe’s business model and which elements will allow the business to continue to grow?* This question was answered through selecting elements of the business model canvas. To allow the business to continue to grow the customer relationship, value proposition, and key activities are elements from the business model that are essential. The importance of the customer relationship and key activities came to light with the aggregated dimensions. The two aggregated dimensions that connect with the business model are customer relationship (which is the same as in the business model) and digital technologies that portrays key activities in the business model. The customer relationship is of importance as it is United Wardrobe’s core business, and it functions because of the key activities they implement (the online platform). The key activities and customer relationship are connected because of the value proposition of the company. The value proposition is the reason for a customer to buy their product (Osterwalder et al., 2005). It is the value that is delivered to the customer.

The third sub question was: *what business and marketing strategy can United Wardrobe best use to expand their secondhand business into new countries?* This question is addressed in the results (section five), with the aggregated dimension ‘customer relationship’, ‘digital technologies’, and ‘multinational organization opportunity’. These core values combined allow for the United Wardrobe community to happen. United Wardrobe tries to connect with their (potential) consumers by providing many features on their social platform. With these features online friendships between buyers, sellers and United Wardrobe are established. In this way, United Wardrobe creates connectedness between their visitors, buyers and sellers. This forms a community. The website therefore is a social platform that brings buyers and sellers together. The consumer is accustomed to different ways of using the website that vary in each country. The ‘customer relationship’ is influenced through

relationship marketing, which are based on customer loyalty and long-term customer engagement (Grönroos, 2017). United Wardrobe also applies this to their business, as for example they force users to create a profile the first time a customer shops on the website. Customer loyalty can be perceived when a customer invites other friends to the website and will receive a discount in return. 'Digital technologies' is a key factor that should be considered by United Wardrobe when expanding. The business strategy that can be applied when United Wardrobe expands internationally is to become a multinational organization. The products, processes, strategies, and management systems are modified to each country to adapt the local needs and local government regulations (Bartlett & Ghoshal, 2002). United Wardrobe has to adapt accordingly as well, this has proven to be difficult to make a blue print that fits all countries.

6.2. Answering the main research question

The main research question was: *which differentiating factors need to be taken into consideration by United Wardrobe to be able to expand their business internationally?* The answers that are given to the sub questions and the aggregated dimensions are useful when answering this main research question. To be able to answer this question five topics were discussed in this paper, namely secondhand markets, international expansion, business model, fast fashion, and circular fashion. A conceptual model was made that links the strategy of a multinational organization to the customer environment and company, and this is linked to the customer relationship, key activities, and value proposition, which is in line with the digital technologies. The created United Wardrobe community established through the customer relationship and digital technologies combined with the growing circular secondhand fashion market are frequently mentioned.

The community that is build by United Wardrobe using the social market platform is essential. Through the website users feel a sense of connectedness with one another. This also relates back to the conceptual framework from the Digital Marketing Framework (2016), where it is pointed out that the environment of the customers should go hand in hand with the digital technologies. A community of customers should be build through the help of the digital technologies. These digital technologies have influence over all the factors of the customers: the consumer behavior, search engines, and social media for example. The customers and digital technologies will connect back to all the other essential elements of the conceptual framework. This is the customer relationship, value proposition, and key activities.

The customer relationship describes the value between the customers and the core business of United Wardrobe. The company mentions that they strive to be a social marketplace, focusing on serving the customer needs and the relationship the company creates with its customers. Second, the digital technologies are also extremely essential to the business. United Wardrobe needs to keep up with the fast innovations of e-commerce and the possibilities that it gives to their customers. The digital technologies are provided to establish and keep the customer relationship. Last, the growing secondhand market influences the circular economy. The fast fashion items are reused in the secondhand market, awareness is increasing and more consumers are searching for alternative products to firsthand. This connects to the customer relationship at United Wardrobe as they make sure the customer feels good when shopping secondhand. It is cheap and at the same time the customer is made conscious that secondhand is better for the environment.

The differentiating factors that need to be taken into consideration by United Wardrobe to successfully launch in a new country are customer relationship, digital technologies, and innovating the circular fashion secondhand market industry. However, there are multiple factors that are continuously changing and the relevance of these factors also changes alongside them. The company should focus on the community strategy that creates a social marketplace.

6.3. Limitations

This study had encountered limitations that will be recognized in this section. To start of, there was only limited information available on United Wardrobe. An interview was conducted with Thijs Verheul, but I did not have the opportunity to talk with other members of the company. Also, of course, Thijs Verheul only mentioned the points that he wanted me to know, as it is his own company. This might have led to some biased information. However, I was surprised when Verheul informed me of the troubles that United Wardrobe was facing and how he went into some detail to explain it to me. I collected information from an interview with him, articles and interviews with consumers, but did not have more access to the company itself. Hereby, I might have lost some potentially valuable information that I could have used in this study.

To continue, the articles that were used in the study might have contained some bias. This is possible because most articles elaborated on how well United Wardrobe was doing and just had positive quotes that were given by Thijs Verheul. This might have been as some articles were published just after the website launched, and business was booming. Thirdly, the interviews that I had conducted with the consumers Marijn Kallenberg and Lotte Rietkerk were potentially too short. I could have gathered more information and asked them more varied questions. Also, I could have interviewed other United Wardrobe – male - users. Men might have a different perception to the online platform, but due to time constraints with this study this was not possible.

Lastly, the research in this study was not specified for a certain country, and so one might therefore think it cannot be applied to one, as it is too broad. This study only has its focus on general international expansion. Therefore, future research must focus on country-specific expansion. This is simply due to the fact that consumers in different countries also have different needs or use different platforms.

6.4. Future research

For the future research I would suggest interviewing more consumers and other employees at United Wardrobe to gather more insight. Perhaps even more in-depth questions should be asked than the questions that I had asked to both consumers and the business. Also, a more varied group of consumers could be interviewed, even though the target group is students that are women it might be nice to have a different point of view when interviewing another group. Next, I would suggest finding out what United Wardrobe is currently doing to solve their issue. I only had knowledge of the topic of the issue and why they struggled with it. When you would know the current stage that United Wardrobe is in it might give another approach to solve, and allow you to receive more background information.

In addition, it might be useful to gain more research on a specific country that United Wardrobe wants to focus on. I just provided research on what the important aspects are of United Wardrobe, and not how this can be implemented when expanding

internationally. A clear overview per country needs to be created first in order to draw conclusions about general international expansion.

7. Conclusion

To conclude, this study has shown that customer relationship, digital technologies, and the growing circular and secondhand industry are essential to take into account when United Wardrobe wants to expand internationally. These factors combined form the incredibly significant secondhand social market place of United Wardrobe. The social market platform allows for a place where sellers and buyers come together. A community is formed through this platform. United Wardrobe is an upcoming company that is growing bigger and is searching for its international expansion. Through this study the essential elements of the company are established which will help United Wardrobe in its future endeavors when expanding to new countries. The secondhand industry and circular economy are generating awareness and United Wardrobe can use this to its advantage for customer relationship building and continuing their digital technologies framework. A circular secondhand company should increase their knowledge and invest greatly in skills to attract and maintain their consumers. This essential customer relationship is partly established through digital technologies networks.

At last, United Wardrobe is aware that consumers within different countries need a different approach. Therefore, United Wardrobe tries to connect with their (potential) consumers by providing many features on their social platform. With these features online friendships between buyers, sellers and United Wardrobe are established. In this way, United Wardrobe creates connectedness between their visitors, buyers and sellers.

7.1. Recommendations for United Wardrobe

Based on the findings of this study, I recommend United Wardrobe to focus greatly on the relationship with its customer, the digital technologies that guide this relationship, and the ever-growing secondhand industry. Customers want to keep on using United Wardrobe by the invested customer relationship and the innovating technologies. It is essential to note that United Wardrobe is functioning as a community, and through this perspective a social platform is built. I would advice United Wardrobe to adjust their company in different countries to the needs and wants of the customer. United Wardrobe should focus on the essential elements that make United Wardrobe's success. To continue, I suggest to United Wardrobe that the company invests in the digital technologies and innovate their website and mobile application when expanding their business. I would also advice United Wardrobe to highlight the sustainability aspect of the company even more, as it increases their awareness of the industry and makes consumers feel better about their purchase.

Therefore, the goal of United Wardrobe is to become a multinational organization, presently the company is in an explosive growth through the platform of influencers' YouTube videos. The success through this is that the world will hear of United Wardrobe, and that the company can show who they are. It is necessary to be able to enter a community using influencers to make people are aware of the company: however, this strategy does not provide a long-term strategy. After a while, one has had all the possible influencers and the idea of another video is not influencing anymore. United Wardrobe might lose its consumers and therefore it is so crucial to have a strong invested community. A community that will be provided by the company and that will have its roots in the ground.

United Wardrobe needs to strengthen their platform in such way that users, followers, buyers and sellers become attached in a sense that they will share their preferences,

needs and wishes. If a community can be created where all parties involved can benefit from each other, not only financially or materialistically, also emotionally. This can be achieved by for example extending personal profiles and ability to make and share blogs. In this way, United Wardrobe can become a “you and me” community.

References

- Afdankertjes in je kledingkast zijn geld waard. (2015). Retrieved from <https://nos.nl/op3/artikel/2018993-afdankertjes-in-je-kledingkast-zijn-geld-waard.html>
- Anderson, S. P. & Ginsburgh, V.A. (1994). Price discrimination via second-hand markets. *European Economic Review* 38(1): 23–44.
- Bartlett, C. A., & Ghoshal, S. (2002). *Managing across borders: The transnational solution*. Harvard Business Press.
- Brooks, A. (2013). Stretching global production networks: The international second-hand clothing trade. *Geoforum*, 44, 10-22.
- Business Model Canvas for Software Company or Tech Startup. (2017). Retrieved June 3, 2018, from <https://www.altexsoft.com/blog/business/using-business-model-canvas-to-launch-a-technology-startup-or-improve-established-operating-model/>
- Caro, F., & Martínez-de-Albéniz, V. (2015). Fast fashion: business model overview and research opportunities. In *Retail supply chain management* (pp. 237-264). Springer, Boston, MA.
- Chen, R., Zheng, Y., Xu, W., Liu, M., & Wang, J. (2018). Secondhand seller reputation in online markets: A text analytics framework. *Decision Support Systems*, 108, 96-106.
- ClosetMaid. (2016). Survey: Women's Closets Are Full to the Brim [Blog post]. Retrieved from <http://blog.closetmaid.com/2016/05/full-to-the-brim>
- De Brito, M.P., Carbone, V., & Blanquart, C.M. (2008). Towards a sustainable fashion retail supply chain in Europe: Organisation and performance. *International Journal of Production Economics*, 114(2), 534-553.
- Demkes, E. (2018). De groeiende kleding afvalberg. Retrieved from https://www.oneworld.nl/fashion/enorme-kledingafvalberg/?utm_source=OneWorld+nieuwsbrieven&utm_campaign=618b1c0e3d-EMAIL_CAMPAIGN_2018_03_01&utm_medium=email&utm_term=0_30126d7d06-618b1c0e3d-9702913
- Diaz, G.G. [Gaelle Garcia Diaz]. (2018). *Épisode 68: je transforme natoo* [video file]. Retrieved from <https://www.youtube.com/watch?v=-e4koxIugh8>
- Ejiogu, A.O. (2018). *Agricultural Finance and Opportunities for Investment and Expansion*. IGI Global.
- Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of management review*, 14(4), 532-550.
- Fernando, A. G., Sivakumaran, B., & Suganthi, L. (2018). Comparison of perceived acquisition value sought by online second-hand and new goods shoppers. *European Journal of Marketing*.

- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. *Organizational research methods*, 16(1), 15-31.
- Grönroos, C. (2017). Relationship marketing readiness: theoretical background and measurement directions. *Journal of Services Marketing*, 31(3), 218-225.
- Haggblade, S. (1990). The flip side of fashion: used clothing exports to the Third World. *Journal of Development Studies* 26 (3), 505–521.
- Han, S. L. C., Henninger, C. E., Apeagyei, P., & Tyler, D. (2017). Determining Effective Sustainable Fashion Communication Strategies. In *Sustainability in Fashion* (pp. 127-149). Palgrave Macmillan, Cham.
- Hansen, K. T. (2000). *Salaula: The world of secondhand clothing and Zambia*. University of Chicago Press.
- Hoffman, D. L., & Novak, T. P. (1996). Marketing in hypermedia computer-mediated environments: Conceptual foundations. *The Journal of Marketing*, 50-68.
- Keim, C., & Wagner, R. (2018). Back in time to move forward: An empirical study on luxury fashion vintage drivers. *Journal of Global Fashion Marketing*, 9(2), 87-102.
- Mohr, A., & Batsakis, G. (2018). Firm resources, cultural distance and simultaneous international expansion in the retail sector. *International Business Review*, 27(1), 113-124.
- Niinimäki, K., & Hassi, L. (2011). Emerging design strategies in sustainable production and consumption of textiles and clothing. *Journal of Cleaner Production*, 19(16), 1876-1883.
- Norris, L. (2004). *Creative entrepreneurs: the recycling of second-hand Indian clothing*. Berg.
- Norris, L., 2010. *Recycling Indian Clothing: Global Contexts of Reuse and Value*. Indiana University Press, Bloomington.
- Norris, L. (2015). The limits of ethicality in international markets: imported second-hand clothing in India, *Geoforum* 67, 183–193.
- Osterwalder, A., Pigneur, Y., & Tucci, C. L. (2005). Clarifying business models: Origins, present, and future of the concept. *Communications of the association for Information Systems*, 16(1), 1.
- Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: a handbook for visionaries, game changers, and challengers*. John Wiley & Sons.
- Palmer, A., & Clark, H. (Eds.). (2005). *Old clothes, new looks: Second-hand fashion* (No. 35). Berg Publishers.

- Phillips, E. (2015). Retailers scale up online sales distribution networks. *The Wall Street Journal*.
- Reiley, K., & DeLong, M. (2011). A consumer vision for sustainable fashion practice. *Fashion Practice*, 3(1), 63-83.
- Smith, P., Baille, J., & McHattie, L. S. (2017). Sustainable Design Futures: An open design vision for the circular economy in fashion and textiles. *The Design Journal*, 20(sup1), S1938-S1947.
- Studenten komen met Airbnb voor kleren. (2015). Retrieved from <https://www.volkskrant.nl/economie/studenten-komen-met-airbnb-voor-kleren~b103e231/>
- Studenten starten marktplaats voor ‘vintage fashion’. (2014). Retrieved from <https://www.wur.nl/nl/nieuws/Studenten-starten-marktplaats-voor-vintage-fashion.htm>
- Swoboda, B., Morbe, L., & Hirschmann, J. (2017). International strategy’s effects on retailers’ local implementation and performance. *International Business Review*.
- Swoboda, B., Elsner, S., & Morschett, D. (2014). Preferences and performance of international strategies in retail sectors: an empirical study. *Long Range Planning*, 47(6), 319-336.
- Terra, C. (2017). United Wardrobe ontvangt investering van 1 miljoen. Retrieved from <https://fashionunited.nl/nieuws/business/united-wardrobe-ontvangt-investering-van-1-miljoen/2017110129906>
- Turker, D., & Altuntas, C. (2014). Sustainable supply chain management in the fast fashion industry: An analysis of corporate reports. *European Management Journal*, 32(5), 837-849.
- Thomas, V. M. (2003). Demand and dematerialization impacts of second-Hand markets. *Journal of Industrial Ecology*, 7(2), 65-78.
- Van Dooren, J. [Jill van Dooren]. (2017). *Één week in 2e hands kleding* [video file]. Retrieved from <https://www.youtube.com/watch?v=S3E10mf9FMY>
- Verhoeven, S. (2017). United Wardrobe: wij willen vanuit Utrecht de grootste worden. Retrieved from <https://www.nu.nl/ondernemen/4875815/united-wardrobe-wij-willen-vanuit-utrecht-grootste-wereld-worden.html>
- Yan, R.N., Bae, S.Y., Xu, H. (2015). Second-hand clothing shopping among college students: the role of psychographic characteristics, *Young Consumers*, 16(1), 85–98.

Appendix 1: WhatsApp conversation and transcribed voice memo's

Rosette Verhaak: Hoi Thijs! Ik ben een BBC student en zit in het laatste jaar, vorig jaar heb ik je horen spreken in een gast college van het vak informatiekunde en heb dit jaar mee geholpen met een circular fashion modeshow organiseren waar we onder andere kleren van United Wardrobe hebben laten zien! Kortom, ik ben erg enthousiast over jullie bedrijf! Ik heb je nummer gekregen via Jay en Daan, hoop dat dat oke is! Ik begin aankomende periode aan mijn scriptie en zou heel erg gaag willen doen in de vorm van een case over United Wardrobe, dus vandaar mijn vraag: zou dit mogelijk kunnen zijn? En zo ja, zou ik een keertje met je kunnen bellen om de mogelijkheden te bespreken? Dankjewel! Groetjes, Rosette Verhaak

Voice memo 1 - Thijs Verheul: Hee Rosette! Op dit moment doen we geen scripties meer omdat het gewoon teveel tijd kost voor begeleiding alleen voor Franstalige mensen, dus als je vloeiend de Franse taal beheert dan kan je het wel omdat we gewoon heel veel vraag daarnaar hebben omdat je dan eigenlijk gewoon hier stage komt lopen dat naast het scriptie schrijven is. Dus ja sorry, het kan helaas niet bij ons je scriptie schrijven behalve als je gewoon alles zelf doet en na 1 of 2 interviews op weg geholpen bent dan kan het wel maar het is nu gewoon te druk om dat te doen!

Rosette Verhaak: Hee! Dankje voor je reactie, het zou in principe inderdaad max 2 interviews zijn. Aangezien ik graag een case study over jullie bedrijf wil schrijven, dus een probleem waar jullie tegenaan lopen oplossen. Het is niet een scriptie bij jullie bedrijf dus, maar een scriptie over jullie bedrijf! Hoop heel erg dat dat zou kunnen!

Thijs Verheul: Stuur je vragen maar door ;)

Rosette Verhaak: Haha dankjewel!! Zou het mogelijk zijn om een keertje te bellen over een issue waar United Wardrobe tegenaan loopt? Dat kan ik dan gebruiken voor mijn onderwerp

Thijs Verheul: issue: aannemen developers, nieuwe market schalen

Appendix 2: Follow up interview through transcribed voice memo's

Rosette Verhaak: Hoi Thijs! Bedankt voor al je berichtjes vandaag, ik vind het echt super cool dat ik het over United Wardrobe kan doen, ik had nog even een vraag over het onderwerp, wat bedoel je precies met nieuwe marktschalen als een probleem, bedoel je dit qua een nieuw land of een nieuw type platform dat invloed heeft op het bereik van de consument bijvoorbeeld? Ik ben erg benieuwd hoe je hierover denkt want dan kan ik aan de slag gaan! Heel erg bedankt voor het helpen, ik vind het echt heel erg leuk! Dag, fijne avond

Voice memo 2 - Thijs Verheul: Hee Rosette, goeiemorgen! Nou dat probleem van de nieuwe marktschalen is dus eigenlijk gewoon, bijvoorbeeld nu zijn we bezig met lanceren in Duitsland, Frankrijk en straks ook in Spanje en de UK, Nordics en daarmee zijn we een blauwdruk aan het maken voor onze internationale expansie dus dat houdt eigenlijk gewoon in dat we zeggen van oké we willen nu Spanje gaan lanceren, we hebben daar 500,000 euro voor nodig en beginnen daar met deze marketing strategie, en vervolgens gebruiken we Facebook, daarna gaan we op Instagram om branding te doen, en vervolgens gaan we via Google adwords heel veel leads binnenhalen, dat kan dat is een mogelijkheid, het is een geheime sauce. Maar het is dus heel lastig om een native fit te vinden in een land, dus in Frankrijk betalen mensen met een andere provider en verwachten ze andere dingen van een Marktplaats, gebruiken ze de marktplaats anders, sturen ze op een andere manier berichten naar elkaar en verwachten ze dus gewoon echt iets anders. Dus het probleem is eerst die native fit te proberen te vinden, en dat is best lastig als je in Nederland zit. We hebben wel vijf mensen die uit Frankrijk komen in dienst alleen moet je toch weer elk land nieuw aansluiten dus dat is echt een probleem. En naast dat probleem hebben we natuurlijk IT personeel nodig, op dit moment staan er vijf vacatures open voor programmeurs en hebben we aan de lopende band sollicitaties en we willen natuurlijk echt de beste van de beste hebben die aan ons product sleutelen. Dus dat zijn eigenlijk twee problemen waar we tegenaan lopen en die we proberen te tackelen.

Voice memo 3 – Thijs Verheul: En als je verder nog vragen hebt of misschien een keertje langs wil komen bij ons op kantoor zodat ik alles kan laten zien wat we hier doen dan ben je ook altijd welkom! Vaak op vrijdag is het handigst voor ons, en dan kan je ook meedoen met de borrel en we hebben een bar in ons kantoor de United Bardrobe!

Appendix 3: Interview transcript with Marijn Kallenberg

Interview with Marijn Kallenberg to discuss consumer experience with United Wardrobe.

Discussed list of positive and negative aspects of United Wardrobe:

Positive aspects:	Negative aspects:
<ul style="list-style-type: none"> - Secondhand products so better for the environment, so many negative sides to fast fashion that its nice to have the positivity of United Wardrobe - You can chat with the sellers of the products - You can search the website per size (Marijn has size 41 for shoes, difficult women size to have, so it is handy for her that she can search specifically for only this size) - Picture of the product is always displayed - You can follow other users, see what products other people like and select as their 'favorites' 	<ul style="list-style-type: none"> - Dependency (for a party Marijn wanted to buy heels, but then it took too long for the seller to reply to her message, so she could not buy the product on time) - You don't know when the product will arrive, rough estimate is given but it is not very precise - Marijn thought that you are not able to return products (you can, however, it is not super easy to do so) - Quality of the picture of the products, each user has a different background of its products (some have a white background, others have a picture where they are wearing the clothes, others took a picture of the clothing items laying on a bed) - Some products look very worn out, how do you make a selection that allows sellers only to post good state clothes?

Appendix 4: Interview transcript with Lotte Rietkerk

Interview with Lotte Rietkerk to discuss consumer experience with United Wardrobe.

Discussed list of positive and negative aspects of United Wardrobe:

Positive aspects:	Negative aspects:
<ul style="list-style-type: none">- Safety, mediator between seller & buyer- Easy, sells only clothes & accessories, compared to Marktplaats who sells a lot of different types of secondhand products- Customer service, easy to get in contact with customer service if you have questions or problems- Supervision, products are actually checked if they are possibly fake	<ul style="list-style-type: none">- Transaction costs, especially when you buy a very cheap product, the transaction costs can be in relation to this relatively high- Returning an order, when you buy a product that you want to return you as a buyer will have to pay for the shipping costs, so you will still make a cost- More products from abroad & international shipping costs are very expensive, so it is a pity that you can not just search for products in the Netherlands

On her profile Lotte Rietkerk follows friends and famous people, however she does have people following her account. Lotte thinks that this allows sellers to sell their products faster, as there will be more trafficking on her profile account.

Appendix 5: Information on United Wardrobe

The following information on United Wardrobe is obtained from the content of the company's official website (www.unitedwardrobe.com)

Secondhand clothing the standard, everywhere

Safe: Product not sent = money back

Sustainable: Secondhand clothing contributes to a better world.

Support: Our support is always ready to help.

United Wardrobe is a social marketplace designed for buying and selling fashion items. It's our mission to make secondhand clothing the standard, everywhere in the world. There are so many items of clothing on this planet, why would we continue to buy new stuff when there's already such a large selection of cool items available? We are here to provide you with a peek inside the closet of all fashion lovers around the world. Safe, easy to use and with a support team that's always by your side.

Let's get united

Everyone has clothing lying around which they barely wear and yet we buy more and more new clothing each year. By offering a social, safe and interactive marketplace, United Wardrobe strives to make secondhand fashion the norm.

It's time to stop standing by: let's make a change!

Frequently asked questions for buyers:

What are transaction fees? Transaction fees can vary from €1.99 to €2.99 depending on your payment method (iDEAL, PayPal, Bancontact or Creditcard). This extra fee will be charged when paying for items in your shopping cart. We do this to cover the costs associated with running our website. Every time a payment is made we must relinquish a small amount to the bank and the website itself costs a lot to run. This is why we ask for a small contribution from every sale.

Why is United Wardrobe safe to use? United Wardrobe is a network where you can safely buy and sell second-hand clothing. Why is our network safe? As a buyer, you always pay first to United Wardrobe. We then send your address to the seller. Only when you have received it in good order, we pay the seller. If nothing is sent, we will simply deposit the money back to your bank account. So you can not be scammed by a seller.

How does buying on United Wardrobe work? When buying an item, the payment must always go to United Wardrobe first. We then 'hold onto' the money until the buyer has safely received the products and is satisfied with their condition. In the case that the product is damaged the buyer has 14 days after receiving the package in which to return it. If the products are never sent by the seller, then we will cancel the deal for you and reimburse you for the full amount of purchase and transaction costs.

How do I direct buy an item? You can buy a product by clicking on the 'order now' button underneath the product photo. The product will then be placed in your shopping cart. From here you can buy your selected products with iDEAL, Paypal, Bancontact or Creditcard. After completing the transaction, the seller will be sent your address and is required to send the products to you.

When will my products be delivered? A seller has five days after the sale in which to send you your purchased products. If you are not sure whether your products have been sent, please send a chat message to the seller. An automatic chat window has been opened between you and the seller. Here you can ask if your items have been sent, in case this is not yet happened you can ask the seller to do it asap.

My products have not been sent, what now? Sellers must send products within 5 days after the purchase. If this has not yet happened we advise you to first contact the seller via the automatic chat window that has opened for you. No reply from the seller? Or did you run into trouble? Send us a message at support@unitedwardrobe.com or fill in the contact form. We can send the buyer a reminder or cancel the order for you. If you choose to cancel the order you will, of course, be reimbursed. In this case we would like to know what your preference is.

How do I return a package? A product may only be returned for the following reasons:

- The product is broken or damaged
- The product looks significantly different than in the picture
- The label shows a different size than was advertised

Under the tab 'my orders' you can record whether or not you wish to return a product. However, you must first mark your products as received. Make sure that you only register that you have received the product, not that you have received the product and wish to keep it. After this, a 'return' button will appear.

When you click on this, you can apply for a return request. Please give as much information about the reason you want to return it and include pictures (of the possible defects/damages). You only get one chance to convince the seller. If the seller doesn't agree with the return request, we will decide if the product can be returned or not. We make a decision according to the rules that we mentioned above. If the seller doesn't respond to the return request, you are automatically allowed to return the product after 72 hours.

If you are allowed to return the product, we strongly advise you to use a tracking code. This will provide a safe shipping and a faster refund of your money. You will be refunded once the seller has received the returned package. If you have any questions about returning a product you can e-mail us at support@unitedwardrobe.com.

Who is responsible for the shipping costs of a returned item? The buyer pays for the shipping costs of the returned product. The paid shipping costs of the seller cannot be refunded by the buyer or United Wardrobe. Returning is only allowed when there is an unmentioned difference/defect on the product. Therefore the seller has no right to be refunded for the shipping costs. United Wardrobe refunds the buyer (excluded the transaction costs) within 24 hours after the seller mentioned that the product has been received.

What is a review? Buyers on United Wardrobe can write reviews about sellers whenever the order is completed. In this way, buyers can exchange experiences with each other. This information can be very useful when you decide to order something from a seller.

Frequently asked questions for sellers:

How does selling work on United Wardrobe? Buyers must always pay United Wardrobe first. This allows us to ensure the safe transaction of payment from the

buyer to the seller.

Once payment has been received we will send the seller the buyer's address, after which the seller has 5 days to send the purchased items. We advise sellers to use a track and trace code when shipping items. Using DHL you can ship the parcel for only €5.75 directly to the buyer's home with a track and trace code.

Once the products have been received and approved by the buyer, we will transfer payment to the seller within 24 hours. If the buyer is not sure whether to keep the products then we must wait the full 14 days until the return term has officially ended. In this manner United Wardrobe hopes to achieve a sustainable and secure fashion world

How do I determine the condition of my clothes? An advertised product can be categorized as new, as good as new and used. To avoid confusion about the meaning of each product condition, we have made an overview below. In this way, sellers can check the state of their products and buyers know what they can expect from a product.

- New: the product is not worn and does not contain any damage or user traces.
- As good as new: the product may be worn, but does not contain user traces such as stains or damage.
- Used: the product may be worn and might contain little damages, such as small stains or other user marks, but the product is still wearable.

Please note:

If there are any damages on the product, sellers must clearly indicate this in the advertisement by means of photo or comment. Does your purchase differ from the listed condition? Then we advise the buyer to submit a return request.

Appendix 6: de Volkskrant Article

Studenten komen met Airbnb voor kleren

De oprichters van United Wardrobe over hun website

Drie studenten uit Wageningen hebben een site opgezet om tweede-handmode te verkopen: United Wardrobe. Ze hebben 50.000 gebruikers, zijn al live in België en Frankrijk lonkt.

Toen studenten Thijs Verheul (22), Joep Dohmen (21) en Sjuul Berden (21) een jaar geleden begonnen met hun website voor tweedehandskleding, hadden ze op dag één al vijfhonderd inschrijvingen. Nu telt de website ruim 50 duizend geregistreeerde gebruikers en staan er ongeveer 44 duizend producten online van broeken en truien tot tassen en zonnebrillen. Gemiddeld wisselen dagelijks zo'n 150 producten van eigenaar.

Het idee komt van Berden, student aan de Universiteit Wageningen. Hij heeft drie zussen die hun hele garderobe delen. Het viel hem op dat er online geen centrale plek is om kleding te kopen en te verkopen. Marktplaats is niet echt op mode gericht. Webwinkels met tweedehands-designermode, zoals Thenextcloseten Designervintage, zijn niet voor iedereen bereikbaar en vragen bovendien een commissie van ten minste 30 procent.

'Ik wilde een onlinenetwerk opzetten voor jonge hippe meiden. United Wardrobe is een kledingkast op je computerscherm, waar je tegen betaling uit kunt pakken wat je wilt', zegt hij. Voor de technische uitwerking van het idee kregen Berden en zijn compagnon Verheul van een ict-bedrijf een offerte van ruim 45 duizend euro. Dat bedrag zouden ze niet zomaar bij elkaar krijgen, dus gingen ze zelf aan de slag. De bedenkers vroegen Joep Dohmen, ook student in Wageningen, om hulp bij de techniek en bij de opzet van een klantenservice.

De site vraagt 10 procent commissie van verkopers. Kopers maken een aankoopbedrag over naar United Wardrobe. Pas als zij de kleding thuis hebben ontvangen, maakt United Wardrobe 90 procent van het verkoopbedrag over aan de verkoper. Die opzet is vergelijkbaar met de opzet van airbnb, de site waarop mensen hun huis tijdelijk te huur aanbieden. Airbnb betaalt ook pas uit als de bezoeker is ingecheckt en rekent ook weinig commissie.

Sociaal netwerk

United Wardrobe wil naast een verkoopplatform ook een sociaal netwerk zijn. Een gebruiker moet zich aanmelden, is verplicht een profielfoto te plaatsen en moet goede foto's maken van de aangeboden kleding. Gebruikers kunnen elkaar volgen en items tot favoriet bombarderen.

Er staan geen lange beschrijvingen bij de producten, alleen een paar trefwoorden. De website is verder uitgerust met een chatfunctie, zodat modeliefhebbers elkaar vragen kunnen stellen of zomaar wat kunnen kletsen. 'De grootste groep gebruikers is tussen de 18 en 24 jaar oud. Die meiden zijn gewend online met elkaar te communiceren', zegt Verheul.

Twee maanden geleden werd ook een United Wardrobe-app gelanceerd. Studenten zijn onze belangrijkste doelgroep en zij zijn veel onderweg. Daarom hebben we een app gebouwd. Zo kunnen gebruikers ook shoppen terwijl ze in de trein zitten. De site

en de app zijn zo gemaakt dat je er gemakkelijk doorheen kunt scrollen. Dat is belangrijk voor onze gebruikers, want dat scrollen zijn ze gewend van Facebook', zegt Verheul.

Tot nu toe hebben de **initiatiefnemers alles opgezet met eigen kapitaal en met hulp van personen**, vooral medestudenten, uit hun eigen netwerk. De drie zijn bijna fulltime met United Wardrobe bezig, de start-up houdt kantoor in een oud bankgebouw van Van Lanschot in Utrecht.

Toen de site net twee maanden online was, is het drietal wel benaderd door investeerders. Die gesprekken liepen op niets uit, omdat ze alles liever zelf wilden doen. Nu blijkt dat de **website nog veel groeipotentie heeft**, zijn ze opnieuw met investeerders in gesprek. Vorige week woensdag is de website gelanceerd in België. Het is de bedoeling dat United Wardrobe vanaf begin april ook in Frankrijk beschikbaar is. Verheul: 'Wat airbnb is voor de verhuur van huizen, willen wij worden voor de verkoop van mode.'

Appendix 7: One World Article

De groeiende kledingafvalberg

Nooit eerder kochten we zo veel kleding als nu, en nooit eerder dankten we het zo snel weer af. **Fast fashion met als gevolg een kledingafvalberg die zijn weerga niet kent.** Hoe werken we deze op een duurzame manier weg?

Kledingafvalberg

Etalages vol mooie zomerjurkjes en hippe t-shirts en winkeltassen gevuld met kleren. Loop door een grote winkelstraat en je ziet waar dit verhaal voor een groot deel over gaat: de hoeveelheid kleding die we produceren en consumeren. Meer dan 100 miljard jurkjes, t-shirts, broeken, jassen en andere kledingstukken overspoelen jaarlijks de markt. Een verdubbeling ten opzichte van 15 jaar geleden. Bovendien is kleding steeds goedkoper geworden. Voor 20 euro heb je tegenwoordig een tas vol met kleren, iets dat enkele tientallen jaren geleden niet mogelijk was.

Voor de prijzen hoeven we het dus niet te laten, en daar maken we gretig gebruik van. Zo koopt een Nederlander ongeveer elk jaar 46 nieuwe kledingstukken, schoenen en accessoires. En dat terwijl de gemiddelde kledingkast al 173 items telt. **Wereldwijd kopen we maar liefst vier keer zoveel kleding als twee decennia geleden.** Steeds meer landen in Afrika roepen de import van tweedehandskleding een halt toe. Het is slecht voor de lokale economie. Kijk naar de voetafdruk van 1 spijkerbroek: 20.000 liter water = 200 x douchen, 32 kg CO₂ = 150 km autorijden, en enorm veel pesticiden en chemicaliën

Chemicaliën

Die groeiende vraag naar kleding is niet onschuldig. De kledingindustrie is een enorme vervuiler. Kijk alleen al naar de voetafdruk van een spijkerbroek: 20.000 liter water (200 keer douchen), 32 kg CO₂ (150 kilometer autorijden), en een aanzienlijke hoeveelheid pesticiden en chemicaliën. En dan de modesector in zijn geheel: in 2015 stootte de kledingindustrie net zoveel broeikasgassen uit als de hele internationale transportsector bij elkaar. Het is goed dat we ons steeds meer druk maken over ons vlieggedrag, maar **kijk ook eens naar je eigen kledingkast.**

Het is bovendien niet alleen ons koopgedrag waar we ons zorgen over moeten maken. Een steeds groter probleem schuilt in de omloopsnelheid van kleding. **We kopen namelijk niet alleen veel meer, we gooien kleren ook steeds sneller weg.** Geschat wordt dat meer dan de helft van alle geproduceerde *fast fashion* in minder dan een jaar wordt afgedankt. Informatie van MVO Nederland, het CBS en Rijkswaterstaat wijst uit dat we jaarlijks per persoon in Nederland ongeveer veertig items weggooiden. Reken maar uit hoeveel dat er in totaal zijn.

Verbrandingsoven

De vraag naar kleding blijft de komende jaren alleen maar toenemen. En niet zo'n beetje ook

Waar blijven al die kleren? En wat moeten we ermee? Die vragen zijn urgenter dan ooit nu steeds meer Afrikaanse landen zeggen te willen stoppen met de import van tweedehands textiel, kleding recyclen (nog) niet hoogwaardig kan, grondstoffen steeds schaarser worden en de gevolgen van klimaatverandering steeds extremer. En als dat nog niet genoeg was: de vraag naar kleding blijft de komende jaren alleen maar toenemen. En niet zo'n beetje ook. **Voor een deel heeft die toename te maken**

met de groeiende middenklasse, voor een ander deel met de groeiende wereldpopulatie. Door de toegenomen welvaart in Brazilië, China, India, Mexico en Rusland groeide de kledingverkoop in deze landen acht keer zo hard als in Canada, Duitsland, Engeland en Amerika.

Ook blijft de vraag naar kleding in opkomende markten in Azië en Afrika snel groeien. Als de groei doorzet zoals verwacht, zou de totale verkoop van kleding in 2050 uitkomen op 160 miljoen ton, drie keer meer dan nu het geval is. Dat is een probleem, want de impact die de industrie op het milieu heeft, is nu al enorm. Bovendien weten we nog altijd niet wat we met die miljoenen kledingstukken aan moeten die elk jaar worden weggegooid.

Afdankertjes

Van minder dan één procent van alle kleding die wereldwijd wordt afgedankt, wordt nieuwe kleding gemaakt. Ongeveer 13 procent wordt gerecycled en verwerkt tot poetsdoeken, isolatiemateriaal of de vullingen voor matrassen. (Dit wordt ook wel 'down-cycling' genoemd, omdat de waarde enorm daalt.) Een ander deel van de kleding wordt ingezameld en geëxporteerd naar onder meer India en Pakistan, Rwanda en Tanzania. Het overgrote deel gaat echter rechtstreeks de verbrandingsoven in of belandt op de vuilnisbelt.

Veel ogen zijn op dit moment gericht op het recyclen van kleding. Dit wordt gezien als de oplossing voor veel problemen: zo doet het de vraag naar nieuwe grondstoffen afnemen, de kledingafvalberg krimpen en de impact op het milieu aanzienlijk terugdringen. Maar is dit daadwerkelijk de oplossing, en hoe snel gaan de ontwikkelingen op dit gebied? Van oude kleren nieuwe kledingstukken maken is nog nauwelijks mogelijk.

Appendix 8: Fashion United Article

United Wardrobe ontvangt investering van 1 miljoen

Online platform voor vintage kleding United Wardrobe heeft dankzij een minderheidsbelang van Peak Capital een investering van 1 miljoen ontvangen. Het bedrijf gaat het kapitaal inzetten voor schaalvergroting in Europa en professionalisering van de organisatie.

“We hebben al even een stuk taart gegeten om het te vieren,” vertelt mede-oprichter Thijs Verheul aan FashionUnited. Zo’n zes maanden voerde United Wardrobe gesprekken met verschillende particuliere investeerders en investeringsmaatschappijen. Peak Capital komt onder andere als winnaar uit de bus vanwege de uitgebreide ervaring in de IT en de internationalisering van verschillende bedrijven zoals OneFit en CataWiki. “Het is een *data driven* bedrijf en Peak Capital kon ons nu al zoveel laten zien waar we op moeten letten.”

Peak Capital investeert 1 miljoen in United Wardrobe

De investering komt op het goede moment, nu United Wardrobe na Nederland en België ook Frankrijk wil veroveren. Het platform is ook in Duitsland actief, maar daar merkt Verheul dat het concept toch minder leeft. In totaal heeft United Wardrobe al 1,1 miljoen gebruikers. “We zijn nu aan het kijken in welke markten United Wardrobe het beste werkt. In Frankrijk groeit het een stuk harder, daar lijkt het wel alsof vintage kleding meer leeft. Ze pakken het daar heel snel op en door onze klanten werd ook al veel naar Frankrijk verstuurd.”

Naast de focus op Frankrijk, wordt het geld ook gebruikt om de organisatie te verbeteren. “We willen het juiste personeel vinden. Om de organisatie op te bouwen naar 50 tot 60 man, daar hebben we nieuwe mensen voor nodig. We zijn op dit moment ook op zoek naar een *chief marketing officer* met ervaring van het internationaliseren van een andere applicatie.” Verheul vervolgt: “In je eigen thuismarkt kun je makkelijker groot worden, in het buitenland kom je dan toch struikelblokken tegen.”

Waar United Wardrobe over drie jaar wil staan? “Dan willen we wel in Amerika zitten. Dat je in het vliegtuig naar New York zit en je tegen iemand zegt: “*You have a really nice bag*” En dat diegene dan zegt: “I bought it on United Wardrobe” We willen Nederland trots te maken. Al die techbedrijven zoals Facebook zitten in Californië, maar het is tijd dat een mooi techbedrijf de wereld verovert.”

Appendix 9: Nu Article

United Wardrobe: 'Wij willen vanuit Utrecht de grootste ter wereld worden'

Thijs Verheul (25) was in 2013 een van de drie oprichters van United Wardrobe, een online marktplaats voor kleding. Het bedrijf heeft inmiddels 850.000 gebruikers, waarvan 750.000 in Nederland, en hoopt de komende jaren hard te groeien. "Wij willen de grootste modemarktplaats ter wereld worden."

United Wardrobe werkt vanuit Utrecht met een team van zeventien man aan dat doel. "We hebben weleens met iemand op afstand gewerkt, maar dat ging echt niet. Dus iedereen zit nu fulltime bij ons op kantoor", vertelt Verheul.

"Ik ben ook niet vaak buiten de deur. Laatst was ik in Stockholm om te praten met een mogelijke investeerder, maar dat was pas m'n tweede zakenreis. We strijden over het algemeen met z'n allen vanuit ons kantoor."

Het bedrijf is momenteel bezig met een aantal grote projecten, waaronder een invite-tool om vrienden uit te nodigen. De korting op producten loopt daarbij op naarmate je meer vrienden uitnodigt. "Zo laten we onze vaste gebruikers een deel van de marketing doen", vertelt Verheul.

Verheul houdt zich binnen het bedrijf onder meer bezig met influencers en promotie van de app. "Wat betreft onze app ben ik heel kritisch, het moet allemaal heel dicht bij perfectie zitten. Het maken van de perfecte app en de perfecte website is onze core business. Wij hebben de arrogantie - ook al hebben we eigenlijk helemaal geen ervaring in deze business - om te denken dat we weten hoe het werkt."

Buitenland

United Wardrobe kijkt ook naar landen als België, Frankrijk en Duitsland. "Hoewel we nooit heel erg onze focus hebben gehad op België, zijn we daar de afgelopen maanden verdubbeld. We moeten dus makkelijk vier keer zo groot kunnen worden als we ons best doen."

In Frankrijk wordt momenteel getest en de Duitse markt kan volgens Verheul, die zich ook bezighoudt met de internationale *roll out*, makkelijk worden veroverd. "We hebben daar één grote concurrent, maar da's al een oude reus die aan het inkakken is. Wij denken dat de mensen in Duitsland en Frankrijk wel klaar zijn voor een nieuw en fris concept."

In Nederland kan United Wardrobe nog makkelijk tien keer zo groot worden, denkt Verheul. "Het grote vraagstuk is: hoe gaan we internationaal schalen? We willen binnen zes jaar unicorn worden. Er zijn nog veel beren op de weg, maar die gaan we er met gemak af trappen."

Appendix 10: Wageningen University & Research Article Studenten starten marktplaats voor ‘vintage fashion’

Tweedehands kleding kopen en verkopen via internet is enorm populair. Drie studenten Bedrijfs- en Consumentenwetenschappen van Wageningen University hebben daarom besloten een soort marktplaats voor tweedehands mode te lanceren: unitedwardrobe.nl. Woensdag 15 januari kunnen daar de eerste kledingstukken worden verhandeld.

Veilig en betrouwbaar

“Via eBay of Marktplaats wordt ook al veel gehandeld in tweedehands kleding, maar daar verloopt het contact stroef. De koper moet eerst betalen en er dan maar op vertrouwen dat de verkoper de spullen opstuurt”, licht Thijs Verheul toe, één van de drie oprichters van United Wardrobe. “Bovendien kan het geleverde product er heel anders uitzien dan op de foto: een andere kleur of een vlek of scheur die niet vermeld was.” Unitedwardrobe.nl voorkomt dergelijke teleurstellingen, beweren de drie initiatiefnemers.

Online fashion community

“Ten eerste koop je niet van een anoniem persoon”, vertelt Verheul. “Het is een online fashion community.” Want om op unitedwardrobe.nl te kunnen kopen en verkopen, moet je een profiel aanmaken. En het bedrijf treedt op als bemiddelaar. Als een deal gesloten is, maakt de koper via iDEAL het geld over naar unitedwardrobe.nl, legt Verheul uit. De verkoper krijgt direct bericht dat het geld binnen is en dat de kleding opgestuurd kan worden. “Wij houden het geld veertien dagen vast”, zegt Verheul. “Is de koper ontevreden over het geleverde product, dan brengen we haar – meestal zijn het meiden – via een chatbox in contact met de verkoper. Komen ze er niet uit, dan krijgt de verkoper haar kleding terug en de koper haar geld.”

Verdienmodel United Wardrobe

Deze diensten levert unitedwardrobe.nl natuurlijk niet gratis. Aan afnemers van kleding rekent het bedrijf €1,99 bemiddelingskosten, aanbieders dragen tien procent van hun opbrengst af. De drie studenten Bedrijfs- en Consumentenwetenschappen – Thijs Verheul, Sjuul Berden en Joep Dohmen – bedachten het concept voor unitedwardrobe.nl anderhalf jaar geleden, nadat het zusje van één van de jongens teleurgesteld werd door de persoon van wie ze dacht gebruikte kleding te kopen. Het geld was al overgemaakt, maar de kleren werden niet geleverd.

Steun van StartLife

Voor de start van hun bedrijf krijgen de drie begeleiding van [StartLife](http://StartLife.nl), dat ondernemende studenten helpt een eigen bedrijf te beginnen. Ook gaf StartLife de jonge ondernemers een lening van €7.500 euro. StartLife is een initiatief van Wageningen UR, Ontwikkelingsmaatschappij Oost NV, Provincie Gelderland, Stichting Food Valley, Kadans Biofacilities, Food Nutrition Delta, Ontwikkelingsmaatschappij Flevoland, NIOO-KNAW en Stichting kiEMT.

Appendix 11: NOS Article

Afdankertjes in je kledingkast zijn geld waard

Dat jurkje dat achterin je kast stof ligt te vangen? Daar zou je zomaar voor uit lunchen kunnen. Het online kopen en verkopen van tweedehands kleding is namelijk enorm populair. Niet alleen op Marktplaats, maar ook op specifieke websites is gebruikte kleding *big business*.

United Wardrobe is een van die websites. “Een van onze zusjes klaagde dat er maar weinig sites zijn waar je op een fatsoenlijke manier tweedehands kleding kon kopen. En toen dachten we: laten we er eentje maken”, vertelt Thijs. Op de eerste dag meldden zich al vijfhonderd mensen. In een jaar tijd is het aantal gebruikers gegroeid tot ongeveer 52.000.

Nog geen vetpot

Desondanks verdient United Wardrobe zelf weinig aan hun marktplaats. “We kunnen er nog niet van leven. Het geld dat we verdienen wordt direct geïnvesteerd in de ontwikkeling van het bedrijf”, zegt mede-eigenaar Thijs Verheul.

Het idee van United Wardrobe is simpel: je maakt foto's van je kledingstuk en zet die online. De prijs mag je zelf bepalen. De koper maakt dan het geld over naar United Wardrobe, dat als een soort tussenpersoon werkt en tien procent krijgt. Als de koper het pakketje heeft ontvangen, stuurt de website het geld door naar de verkoper.

De verkoop van tweedehands kleding is populair

Het zijn vooral jonge vrouwen van 16 tot 24 jaar oud die er gebruik van maken. “Vaak studeren ze nog en studenten hebben meestal een chronisch geldgebrek. Deze dames gebruiken dit netwerk om wat centjes te verdienen aan hun oude kleding”, geeft Thijs aan.

Iemand die vaak gebruikte kleding via United Wardrobe koopt is Maud. “Elke twee, drie weken koop ik wel wat”, zegt ze. “Het is makkelijk, snel en goedkoop. En het is leuk om bij andere mensen in de kledingkast te kijken. En als het na aanschaf toch niks blijkt te zijn zet je het gewoon weer online.” Studenten hebben meestal een chronisch geldgebrek.

Geen taboe

Het dragen van tweedehands kleding is geen taboe meer. “Voor vorige generaties was tweedehands nog een beetje vies, maar voor deze generatie heel normaal”, zegt Paul te Grotenhuis, woordvoerder van ondernemersorganisatie INRetail. “Je ziet zelfs dat ‘gewone’ modewinkels ook gebruikte kleren aan gaan bieden. Ze willen meegaan in de trend.”

Ook op Marktplaats wordt tweedehands kleding nog massaal aangeboden. “Elke dag worden er ongeveer 30.000 van zulke advertenties geplaatst”, laat een woordvoerder weten. In 2013 en 2014 werden er ruim 10,5 miljoen kledingadvertenties online gezet.

Hoe richt je je etalage in?

Als je nu zelf ook je gebruikte kleren via internet wil verkopen, waar moet je dan op letten? “Vraag jezelf vooral af: zou je de kleding aan een vriend of vriendin willen geven?”, zegt Thijs. Het maken van goede foto's is ook essentieel. Maar hoe krijg je pumps of blouse zo fotogeniek mogelijk online?

Appendix 12: Coding structure (following Gioia et al., 2013)

First order codes	Second order codes	Aggregated dimensions
Lanceren in Duitsland, Frankrijk, Spanje, UK, Nordics	Launching in new markets	Multinational organization opportunity
In welke markten United Wardrobe het beste werkt		
Duitsland en Frankrijk klaar zijn voor nieuw fris concept	United Wardrobe's perception of the markets	
Willen de grootste modemarktplaats ter wereld worden		
Nooit erg focus gehad op België, zijn afgelopen maanden daar verdubbeld	Booming business	
Duitse markt makkelijk worden veroverd. Daar is één grote concurrent, maar da's al een oude reus die aan het inkakken is		
Blauwdruk voor onze internationale expansie		
Hoe gaan we internationaal schalen?	Blue print of the company	
Willen de grootste modemarktplaats ter wereld worden	Market scales	
In Frankrijk zijn de gebruik gewoontes heel anders dan in Nederland (betalen met een andere provider, verwachten andere dingen van een Marktplaats)	Different countries have different expectations	
In je eigen thuismarkt kun je makkelijker groot worden, in het buitenland kom je toch struikelblokken tegen.		
Initiatiefnemers alles opgezet met eigen kapitaal en hulp van personen		
Het bedrijf gaat het kapitaal inzetten voor schaalvergroting en professionalisering van de organisatie.	Company investment	
Verschillende middelen worden gebruikt (Facebook, google adwords, instagram) als marketing strategy	Marketing strategy	Digital technologies
Ontvangt korting naarmate je meer vrienden uitnodigt. Zo laten we onze vaste gebruikers een deel van de marketing doen		
Samenwerking gekozen met Peak Capital vanwege uitgebreide ervaring in IT en de internationalisering van verschillende bedrijven		
Website nog veel groeipotentie heeft		
Het maken van de perfecte app en de perfecte website is onze <i>core business</i>	Mobile application launch	
United Wardrobe-app gelanceerd → studenten zijn de doelgroep en veel onderweg		
A peek inside the closet of all fashion lovers	Curious fashion lovers	Customer relationship
Online was er geen centrale plek is om kleding te kopen en te verkopen. Marktplaats is niet echt op mode gericht	Social network vision	
Onlinenetwerk opzetten: kledingkast op je computerscherm, waar je tegen betaling uit kunt pakken wat je wilt		
United Wardrobe wil een verkoopplatform en sociaal netwerk zijn		
A social marketplace		

Lotte follows friends and famous people, thinks this allows sellers to sell their products faster, as there will be more trafficking on her profile account.	Website that allows you to follow people	
Safety, mediator between seller & buyer	United Wardrobe takes responsibility	
Verplicht een profielfoto te plaatsen	Website design like a social network & online clothing shop	
Gebruikers kunnen elkaar volgen		
Product heeft alleen een paar trefwoorden en een chatfunctie		
Buyers on United Wardrobe can write reviews about sellers		
Buyers chat with the sellers		
Follow other users, see what products other people like and select as their 'favorites'		
You don't know product arrival date	United Wardrobe possible improvements	
Quality of the picture of the products		
Buyers will have to pay for the shipping costs when returning product, will still make expenses		
<i>Fast fashion</i> met als gevolg een kledingafvalberg die zijn weerga niet kent	Buying obsession	Environmental impacts of fast fashion
Prijzen van kleren zijn goedkoop, en daar maken we gretig gebruik van		
Wereldwijd kopen we maar liefst vier keer zoveel kleding als twee decennia geleden		
Die groeiende vraag naar kleding is niet onschuldig. De kledingindustrie is een enorme vervuiler		
Kijk ook eens naar je eigen kledingkast		
We kopen niet alleen veel meer, we gooien kleren ook steeds sneller weg		
Van minder dan één procent van alle kleding die wereldwijd wordt afgedankt, wordt nieuwe kleding gemaakt	Reasoning behind growing fashion industry	
Het overgrote deel gaat echter rechtstreeks de verbrandingsoven in of belandt op de vuilnisbelt		
Toename aan kleding heeft te maken met groeiende middenklasse en met groeiende wereldpopulatie		
Het recyclen van kleding wordt gezien als oplossing voor veel problemen	Secondhand clothing as a solution	Strength of secondhand industry
Secondhand is better for the environment		
Let's make a change!		
Make secondhand clothing the standard, everywhere in the world		
Safe, sustainable, support	Motto of United Wardrobe for everyone	