



BRAND
ADVISORY
SERVICES
OVERVIEW

Christine Goulay

SUSTAINABELLE

ABOUT SUSTAINABELLE

The theory of change behind **Sustainabelle Advisory Services** is that the quickest way to have a positive impact on society at this critical juncture is to drive support to the most promising and impactful solutions whether that be investor funding or brand engagement.

In other words, to invest in the best.

I can help make this happen...

200

of brands signed up to the Fashion Pact with environmental targets on climate, the ocean and biodiversity.

Source: The Fashion Pact

2,834

The number of innovators scouted over the past 5 years by Fashion For Good, over 100+ of which are at commercialization or later.

Source: Fashion For Good

\$1.7T

The market size estimate of the apparel and footwear industry (excluding home textiles, accessories, and jewelry) expected CAGR of 5.83% to reach \$2 trillion in 2026.

Source: Euromonitor International and Statista

2022

CONTEXT: THE TIME IS NOW

COMPANIES NEED TO ACT

Ambitious sustainability targets, impending legislation, and market demand are driving solution adoption.

THE ECOSYSTEM HAS MATURED

Over the last 5 years, thousands of startups across the value chain have been honing their solutions, leading to viable offerings in next gen materials, dyes and processes, circular business models, digital and more.

THE OPPORTUNITY IS THERE

There were 104 exits of climate technology companies in the transportation, energy and agriculture sectors in 2022, four times more than in 2017. The apparel sector has been historically under-invested. It's the next frontier.

CONFIDENTIAL

BRAND ENGAGEMENT APPROACH

WHAT ARE YOUR NEEDS?

The first step is understanding your needs. Is it sourcing the right technologies? Winning over your colleagues? Constructing your innovation strategy? Let's talk.

WHAT ARE THE RISKS?

As we know, startups often make everything sound perfect. I can help you understand underlying risks particularly in terms of impact and implementation.

WHERE ARE THE OPPORTUNITIES?

I can work with you to identify opportunities and trends in the apparel space best suited to solve your pain points and respect your brand DNA (e.g., new materials, resale, etc.).

HOW DO WE ENGAGE OTHERS?

I come from brands, giving me a profound understanding of the priorities and challenges in implementing solutions. I can help with the business case and plan needed to engage different departments and supplier partners on this journey.

INVEST IN THE BEST

PIPELINE / SOURCING

Sustainabelle can help reduce the “noise” in the market to ensure that you are building the strongest solutions pipeline possible in harmony with your brand DNA and sustainability roadmap, brought to life through market knowledge and introductions.

DUE DILIGENCE

Impact screening is key for today’s brand, especially in light of recent greenwashing legislation. I can help identify sector and solution impact hotspots as well as implementation and operational risks.

NEW BUSINESS MODELS

Incorporating solutions is challenging as there are often hurdles with pricing, performance, supply, etc. I can help you work through these hurdles, creating a plan and focusing on new business models to help get things done.

SUSTAINABILITY SOUNDING BOARD

Punctual questions regarding impact and sustainability arise all the time. I can be your sparring partner to give insights and advice for on-going sustainability-related questions.

EXPERIENCE



CHRISTINE GOULAY, FOUNDER AND CEO

Working at the intersection of sustainability, innovation, and entrepreneurship for over 20 years:

- As a corporate lawyer in the venture capital and private equity space
- Building the B2B business for the ethical fashion startup Edun Apparel founded by Bono
- At INSEAD, a top international business school in the Center for Entrepreneurship
- At Kering, a global luxury group with a strong commitment to sustainability and innovation
- Building the B2B business for PANGAIA, a material science company working toward an Earth positive future
- As an advisor and board member to amazing innovators
- As a lecturer, speaker and workshop facilitator

EXPERT NETWORK

I have developed a network of expert consultants with complementary skill sets. For example, technical expertise (chemists, biologists, etc.), luxury marketing/comms, design, policy, and more.

AFFILIATIONS



AREAS OF EXPERTISE

Sustainability

Innovation

Business Development

Supply Chain

Thought leadership

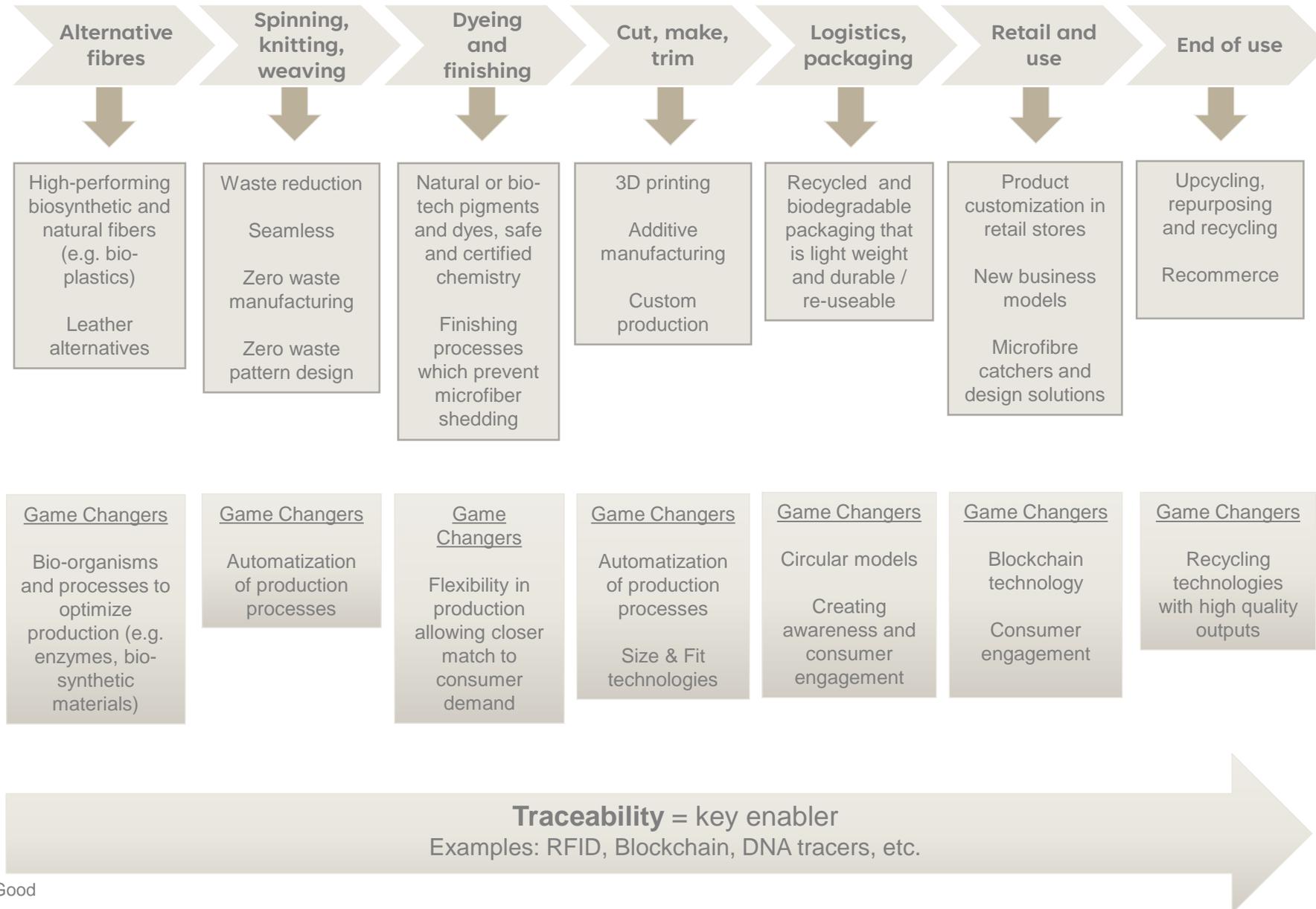
JD/MBA

PUBLICATIONS

On sustainability, innovation, impact investing, climate resilience, fashion, and more.
(author or contributor)

- Goulay, Christine. “Managing Sustainable Innovation.” Accelerating Sustainability in Fashion, Apparel and Textiles, edited by Martin Charter, Bernice Pan, Sandy Black. Routledge Books. Forthcoming 2023.
- Niemtow, E., “[Disrupting Luxury: Creating Resilient Businesses in Times of Rapid Change](#)” (July 2018), BSR.
- “[A World Beyond Certification: A Best Practices Guide for Organic Cotton Trading Models](#)” (Nov 2017), Textile Exchange & Kering co-publication.
- Driscoll-Goulay, C., Crowley, H., Niemtow, E., Norton T., Woods, B., Pratico, E., “[Climate Change: Implications and Strategies for the Luxury Fashion Sector](#)” (Nov 2015), BSR Working Paper.
- Driscoll-Goulay, C., Wahl, H., “[How Universities Can Increase Stakeholder Engagement in Impact Investing: the Case of INSEAD](#)” (Sep 4, 2014), Pilots to Strategy, Practical Solutions and Actionable Insights on How to Do Impact Investing: A report by the World Economic Forum.
- Driscoll-Goulay, C., “[Social Impact & the Bottom Line: New Expectations for Luxury Companies](#)” (Aug 2013), INSEAD Knowledge.
- Driscoll-Goulay, C., Smith Milway, Katie. “[The Rise of Social Entrepreneurship in B-Schools in Three Charts](#)” (Feb 28, 2013), Harvard Business Review blog.
- Driscoll-Goulay, C., “[Forget the Big Bucks. Today’s Investor Also Wants A Different Kind Of Return On His Money](#)” (Jan 18, 2013), Forbes blog.

I HAVE STRONG EXPERTISE ACROSS THE VALUE CHAIN



ENGAGEMENT EXAMPLES

Large asset manager:

- Co-developed investment thesis in apparel space, taking into account firm ESG mandates.
- Based on this, developed sector overview highlighting context, challenges, and relevant investment opportunities.
- Created evaluation tool for and feedback on target companies.
- Ongoing introductions to target companies, relevant investors, and other important stakeholders.
- Recommendations for trade shows and conferences attendance for sourcing and introductions.
- Client testimonial: “Your sector overview report was so comprehensive. It will be great to take to our investment committee.”

Consulting firm:

- Working with luxury and fashion focused teams to support their offering as part of their Advisory Network.
- Give insights into particular start-ups and focus areas for their investor clients.
- Support ESG assessments of fashion brands through issue identification, competitor benchmarking, establishing priorities and action plan, monitoring and reporting.
- Assist with business development and outreach.
- Client testimonial: “It’s so helpful to have you on board with your market knowledge and network.”

ENGAGEMENT EXAMPLES

Luxury Fashion Brand:

- Work with brand on sustainable sourcing strategy for materials and processes.
- Work with the COO on operationalizing new strategy.
- Develop tools to educate team on different standards, certifications, and Next Gen material options.
- Walk through options with studio and serve as on-going support for insights and questions.
- Client testimonial: “We are so glad that you are here to help guide us through this process.”

Start-up support:

- Advisory board member to promising startups to give insights into brand / market demand needs.
- Support on business development through introductions, development of partnership structures and proposals, and go-to-market strategies.
- Assist with sustainability roadmap development and identification of proper impact-related KPIs to track.
- Brand feedback on a proposal where I supported: “That was the best proposal we have ever seen from a start-up.”

BRAND ENGAGEMENT OPTIONS

ADVISOR / RETAINER

For long-term partnership and support, usually based on a retainer for a defined period of time.

PROJECT BASIS

Bespoke engagement for discrete projects and deliverables to be defined together.

WORKSHOPS / SPEAKING

Creating an interactive space to discuss innovation and sustainability, facilitating high level conversation and transforming it into tactical next steps.

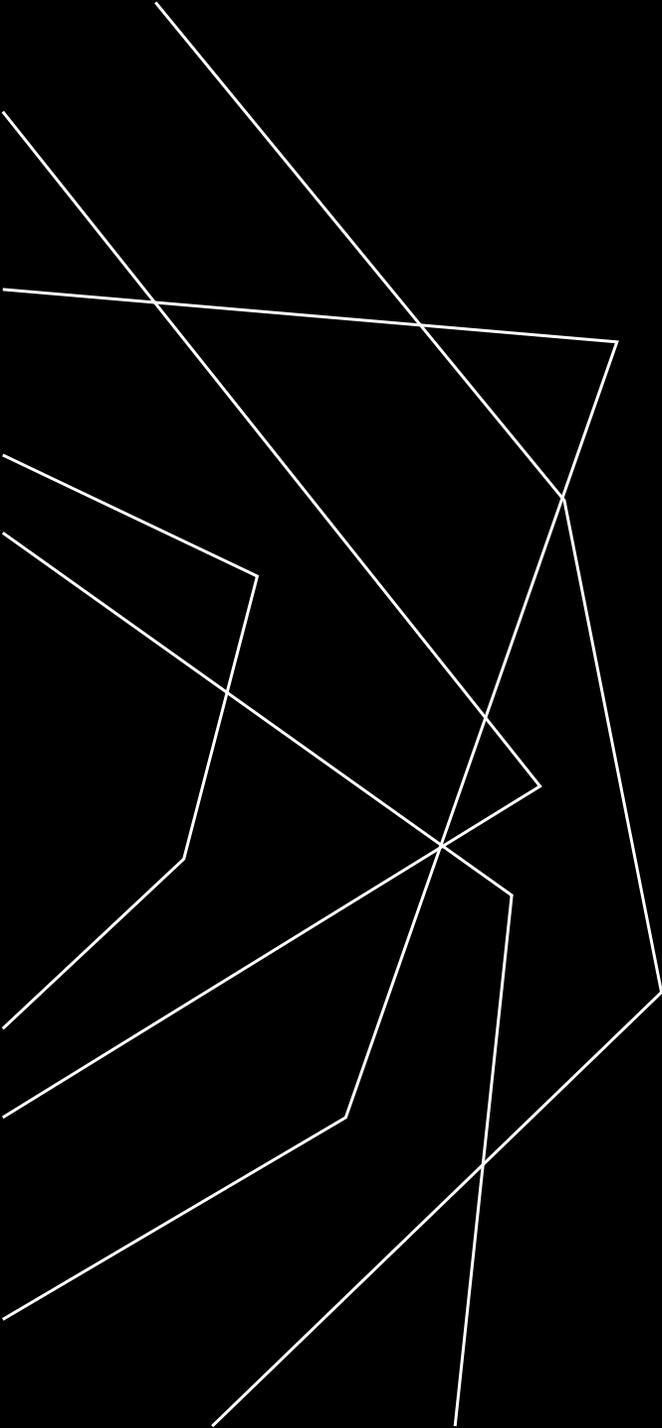
HOURLY / DAILY RATE

For shorter engagements and punctual needs.

SUMMARY

I am driven to help investors make the best decisions for their portfolios and for the planet.

I will go above and beyond to support you in this work.



CONTACT

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