



ADVISORY SERVICES OVERVIEW

Christine Goulay
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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 capital into the most promising and impactful solutions, while supporting innovators with the tools needed to perfect product and service offerings.

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

ENGAGEMENT APPROACH

WHAT ARE YOUR NEEDS?

The first step is understanding where your pain points are in your startup journey. Is it finding capital? Finding clients? Measuring impact?

Let's talk.

WHAT ARE THE TRENDS?

I can work with you to identify opportunities and trends in the apparel space, how your solution is perceived vis-à-vis your competition and how to accurately communicate your USP.

WHAT ARE THE RISKS?

I can help you understand underlying risks that may affect proper uptake of your solution particularly in terms of impact and implementation.

HOW DO WE PENETRATE THE MARKET?

Coming from the brand side, I have a profound understanding of the priorities and challenges in the market. I can help with business development, partnership structures, and sustainability roadmaps to meet market needs.

INVEST IN THE BEST

INTROS

Sustainabelle can speed up your business development cycles through introductions to key brands, investors and industry stakeholders. Getting straight to the source through a trusted contact will accelerate your sales cycle.

CUSTOMER JOURNEY

Coming from the brand side, I have seen first-hand the effects of the startup customer journey with potential brand partners. Each step can raise or reduce your credibility in their eyes. We can work together to make sure your professionalism shines through.

STRUCTURING PARTNERSHIPS

It's not easy knowing how to engage with potential partners. How much is too much? When are we leaving something on the table? Together, we can build strong relationships and maximize your partnership potential.

IMPACT

Your impact story needs to be strong and well conceived. I can work with you to understand the appropriate KPIs that you should be measuring, communication options, and ultimately, how to continue to drive impact.

SUITE OF SERVICES

Focus Area	Description
Sales and Business Development	<ul style="list-style-type: none">• Identify and prioritise fashion customers and contacts• Support Innovator to engage with potential pilot customers and close first/follow-on sales• Advise on customer value proposition and pitch
Partnering	<ul style="list-style-type: none">• Support Innovator in assessing partnering options (company and project opportunities)• Support Innovator in engaging with partners including making introductions and attending meetings where appropriate• Help Innovator with partnership structure and drafting proposals.
Investment	<ul style="list-style-type: none">• Support development of investor target list• Leverage own network and support Innovator to access sources of funding• Support Innovator in engaging with investors including making introductions and attending meetings where appropriate
Market research	<ul style="list-style-type: none">• Support on market assessments focusing in particular on market demand, competitor and partner benchmarking analysis, etc.• Prioritise opportunities and recommend next steps for Client to capitalise on these opportunities
Strategy and Planning	<ul style="list-style-type: none">• Develop market entry strategy including identifying key strategic priorities, company milestones, funding requirements across different geographies• Support writing of business plan to align Innovator strategy and enable fundraising
Recruitment	<ul style="list-style-type: none">• Support development of recruitment strategy• Support writing of job descriptions and dissemination• Support in performing interviews• Assist in sourcing and selecting appropriately skilled and connected NED positions
Impact	<ul style="list-style-type: none">• Work with Innovator to crystalize theory of change• Help Innovator identify relevant impact-related KPIs for data collection.• Support innovator in developing impact roadmap considering market demand and prioties.

EXPERIENCE



CHRISTINE GOULAY, FOUNDER AND CEO

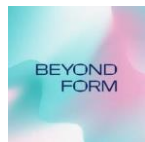
Working at the intersection of sustainability, innovation, and entrepreneurship for over 20 years:

- 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 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

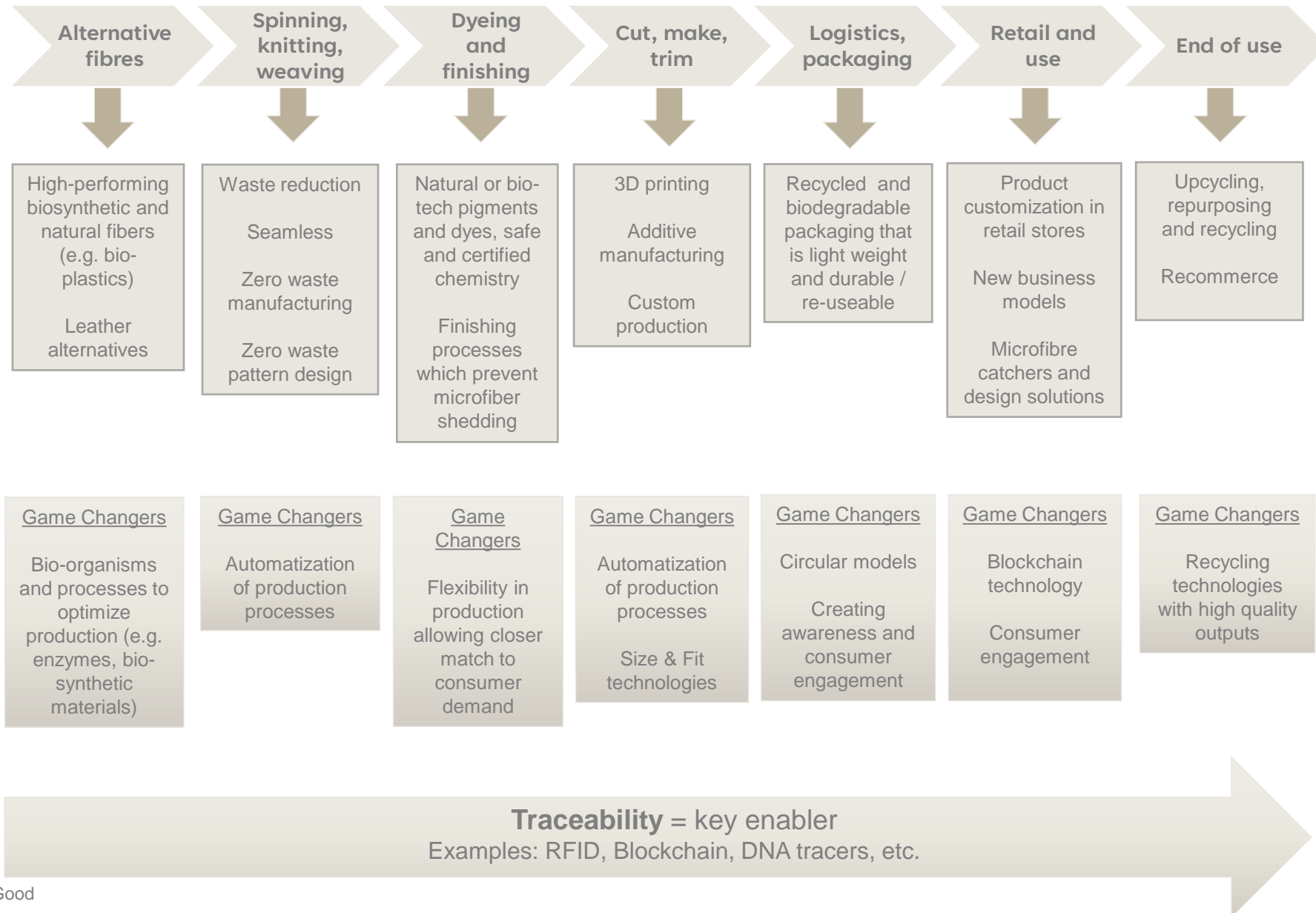
Business Development

Supply Chain

Thought leadership

JD/MBA

I HAVE STRONG EXPERTISE ACROSS THE VALUE CHAIN



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.

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 (leather, textiles)
- Close contact with COO and studio to identify best innovators and suppliers to complement the collection.
- Educate team on different standards, certifications, and Next Gen material options.
- Manage sourcing of physical samples.
- Walk through options with studio and serve as on-going support for insights and questions.

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.”

ENGAGEMENT OPTIONS

MEETING YOU WHERE YOU ARE: FLEXIBILITY IS KEY

RETAINER

For on-going strategic support and access.

PROJECT BASIS

Bespoke engagement for discreet projects and deliverables.

BOARD / ADVISORY APPOINTMENTS

For longer term, more in-depth integration into your business with aligned incentivization.

HOURLY / DAILY RATE

For shorter engagements and punctual needs.

SUMMARY

I am driven to help scale the best solutions for people, planet and profit.

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



CONTACT

Christine Goulay

Sustainabelle Advisory Services

38bis rue Maurice Berteaux

78290 Croissy-sur-Seine, France

Christine.Goulay@sustainabelle.net

www.sustainabelle.net