

Designing Outdoor Inclusion

Improving diversity and inclusivity in outdoor sports
through co-creation

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Executive Summary

Outdoor sports, such as surfing, mountaineering and skiing, are historically exclusive. For years, those sports and their communities were dominated by a white athletic male culture and were far from diverse. This homogeneous environment was, and sometimes still is, reflected within the outdoor industry. Thus, for years, outdoor brands, including Patagonia, represented this one-sided image of outdoor sports throughout their products, marketing, and workplace. This image has excluded various people and has caused minorities to experience barriers to participating in outdoor sports. Over the last few years, Patagonia has been contributing to inclusion and diversity in outdoor sports. As such, Patagonia strives to represent different minorities within outdoor sports. In this way, Patagonia attempts to convey that these people are also part of the outdoors.

Additionally, the brand provides minority communities financial support to participate in outdoor sports and to realize their community projects. Yet, the brand

lacks internal diversity and understanding of minorities and their outdoor concerns and interests. In the endeavour for outdoor sports inclusion, Patagonia seeks new ways to understand these people better to support them to engage in outdoor sports. Therefore, this graduation project explores further possibilities for Patagonia to support minorities to enjoy outdoor sports.

Based on insights from literature, interviews with multiple people within the outdoor industry and an analysis of Patagonia, a list of key takeaways is formulated. According to these takeaways, the outdoor sports culture is slowly becoming more diverse, yet outdoor brands internally lack the expertise to represent and appeal to this diverse audience. Besides, outdoor brands need to portray outdoor sports in a way that appeals to people outside the traditional demographic. Lastly, this research dominantly shows that to understand marginalized individuals and to help them engage in outdoor sports, Patagonia needs to collaborate with minority outdoor

communities. These communities understand marginalized individuals and know-how to get them engaged.

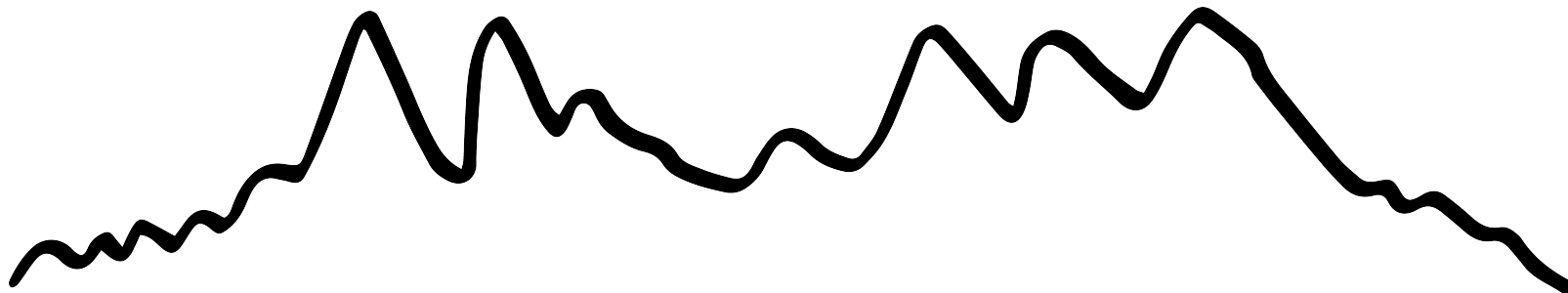
A project vision called "Outdoor Stories" was established based on the key takeaways and Holt's Cultural Brand model (Beverland, 2018). This vision encourages everyone to create outdoor stories together with Patagonia. The underlying thought of this vision is to look for project directions to connect Patagonia with minorities. Thus, creating a solution for collaborative support enabling minorities to participate in outdoor sports. This vision to connect Patagonia with minorities is turned into Designing Outdoor Inclusion, the co-creation tool designed for this graduation project.

Designing Outdoor Inclusion is to be used as a tool for a co-creation session between Patagonia, marginalized young adults and minority community leaders.

The tool consists of obstacle and context cards. With the help of these cards, participants brainstorm solutions in groups to solve exclusivity issues in outdoor sports.

Additionally, participants explore applying these solutions within different contexts on which Patagonia has influence. The use of the tool ultimately leads to concepts to enable marginalized young adults to participate in outdoor sports.

In cooperation with minorities, Patagonia can then turn these concepts into products, services, and campaigns. Furthermore, the tool enables Patagonia to acquire more knowledge about minorities and provides Patagonia with a means to connect with minorities in a new way.



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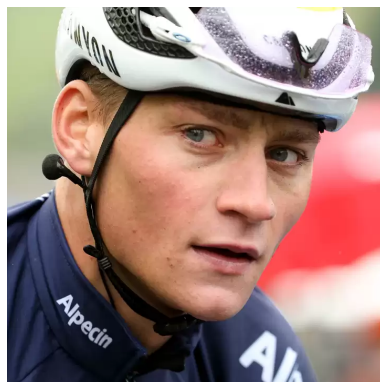
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Travis Rice
Snowboarder



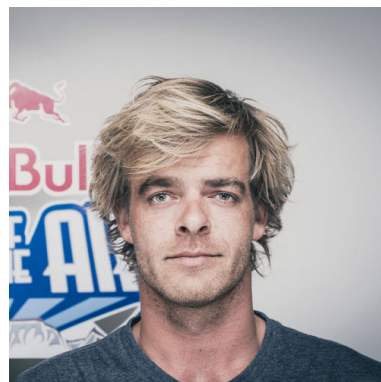
Number 13 on
Snowboarder Magazine's
list of the 20 most
influential snowboarders.

Mathieu van der Poel
Mountainbiker



European mountain
biking champion.

Nick Jacobsen
Kite Surfer



Became King of the Air
runner-up in 2020.

Alex Honnold
Climber



Climbed 900-meter El
Capitan, in Yosemite
National Park without
safety ropes.

Kelly Slater
Surfer



11-time winner of the
World Surfing League.

Figure 1: Frequently suggested outdoor athletes per sport division by Google.

Introduction

The Outdoors - An Homogeneous Space

Whenever searching for images of outdoor athletes on the Internet, such as googling mountainbikers, surfers, climbers, or snowboarders, you generally find athletes with certain similarities. They often share the same clothing or energy drink sponsor. However, what is most striking is the fact that these athletes are predominantly white athletic males; see figure 1. Apparently, the Internet considers these guys to be the type of people that represent outdoor sportsmen. "Outdoor sportsmen", a term that actually sounds exclusive already. This graduation project looks at how outdoor brand Patagonia can make outdoor sports more inclusive and accessible for minorities. However, before I continue about inclusion in outdoor sports, I will briefly elaborate on the outdoors and its exclusive environment.

The outdoors is a place where people can perform outdoor activities, such as outdoor sports. Often the outdoors is referred to as the outdoor space. An outdoor space could be a mountain, beach, or city park. However, the outdoor

space does not necessarily have to be in the open air (Bortolotti, 2021). Consider, for example, climbing gyms, wave pools, and indoor ski slopes. These are also part of the outdoor space.

Historically the outdoors has been a homogeneous space, or at least that is how traditional narratives have portrayed it (King, 2021). Outdoor brands and traditional outdoor communities have often reflected this through the image of the outdoors they portray. This historical image has led to the outdoors being associated with wild and inaccessible spaces, sports that are often perceived to preserve privileged sections of society, and a space for predominantly white, straight, and non-disabled men (Warren, 2015). For instance, as I did on Google, you could take your phone and scroll through the social content of some major outdoor brands. You will see that until recently, their brand imagery has been overfilled with white male athletes. This one-sided view also applies to most outdoor sport's participants and

communities, who mainly comprise this stereotype. However, our society does not consist solely of these white male athletes.

The first time I faced the fact that the outdoors is a homogeneous space was in the summer of 2020. At that moment, I worked for Patagonia. Like many other outdoor companies, Patagonia dealt with a diversity and inclusivity matter within their company and marketing. The outdoor apparel company had not always acknowledged that many sections of society and marginalized groups could not connect with the outdoors. The outdoor places and sports Patagonia campaigned on were outside of these people's lived experiences. Patagonia is one of the outdoor brands whose products have been designed with the traditional outdoor community in mind. So has their tone of voice in marketing.

In the following sections, I will elaborate upon changes in the outdoor space and the eventual goal of this graduation project.

The Outdoors - Changing the Narrative

Society is becoming more diverse, and so is the outdoor space. If we look at the United States, their culture is more racially and ethnically diverse than in the past, and it is calculated to become even more varied in the following decades (Budiman, 2020). Diversity across European society is also increasing. It is going to increase, and everyone in society will be part of this diverse environment. Therefore, Europeans should begin to think about the diversification of their surroundings (Nougayrède, 2019). As early as 1994, Dwyer stated that outdoor recreation managers would be confronted with increased customer diversity, more racial and ethnic minorities, and more urban-oriented customers. Thus a changing demand for outdoor activities, information, and marketing. For example, Black and Minority Ethnic (BME) people tend to visit the outdoors near their homes. They visit more urban spaces and go outdoors for more functional purposes (Sport England & Outdoor Industries Association, 2015).

Outdoor Foundation (2021) showed that there are more casual outdoor participants than dedicated ones. Outdoor sports must reflect the preferences and participation of people with different cultural backgrounds since these cultures all have their way of doing things (Sport England et al., 2015). In the last couple of years, improving diversity in the outdoors has seen a tremendous increase in advocacy. Social media plays a vital role in spreading and reaching people with the message to improve diversity (Diversify Outdoors, n.d.). Unfortunately, various marginalized minorities often feel underrepresented outdoors and in outdoor advertising (Diversify Outdoors, n.d.) or feel unwelcome or unsafe in outdoor spaces (ATLANTIC'S MARKETING, n.d.). This concerns people of colour, people with disabilities, racial/cultural minorities, women, and people of the LGBTQ+ community. The feeling can be because these marginalized minorities are indeed underrepresented in the outdoors.

Outdoor Foundation (2021) showed that seventy-five percent of the people performing an outdoor sport were white, versus sixty percent of the entire population of the United States. In the United Kingdom, forty-six percent of the Black, Asian, and Minority Ethnic population (BAME) go outdoors at least once a week, compared to sixty-three percent of the white population (Natural England & UK Government, 2018). Furthermore, these marginalized minorities have been minimally represented in the outdoor industry, from park rangers to retail sales associates (ATLANTIC'S MARKETING, n.d.).

Over the years, different organizations and individuals began changing the historically homogeneous culture of the outdoors. They want to make outdoor sports more welcoming and inclusive and connect marginalized minorities to the outdoors. These groups and individuals are changing the way we look at the meaning of going

outside and who is an outdoors person (REI, 2021). Rearranging the outdoor image has not yet led to sufficient change despite increasing attention to diversity and inclusiveness within outdoor sports. Outdoor brands play a significant role in reflecting the outdoors, and therefore these brands can contribute to changing the narrative of outdoor sports. This graduation project focuses on how the outdoor brand Patagonia can help to change this narrative and make outdoor sports welcoming and accessible to everyone.

“Just look at the outdoors, just go for a hike in the mountains, go rock climbing, go backcountry skiing. Does it look like there's equal representation? No, there's not. There's a very specific representation.”

Zahan Billimoria, Patagonia's Skiing and Climbing Ambassador.
Conducted through a qualitative interview.



Figure 2: Yvon Chouinard, the founder of Patagonia, thinks about how his company can make the outdoors a more inclusive and diverse space.

Challenge and Goal

Patagonia has set its purpose to become an anti-racist company to improve equality and diversity in the outdoor industry and environmental movement. However, this is not just something that Patagonia can do overnight by showcasing minority groups in their campaigns. To improve equality and diversity, Patagonia should make fundamental changes to its identity and outdoor culture. In the message published by Patagonia in 2020, the company acknowledges that they have to do more to eliminate exclusion in the outdoors.

Patagonia (2020c) stated the following: *"(...)The Black Lives Matter movement has forced a reckoning of the deep racial injustice around us and laid bare our complicity. We are an outdoor company, but we have failed to understand and address the challenges and barriers faced by people of colour and marginalised communities that have led to their exclusion from natural spaces and landscapes. Recent months have revealed*

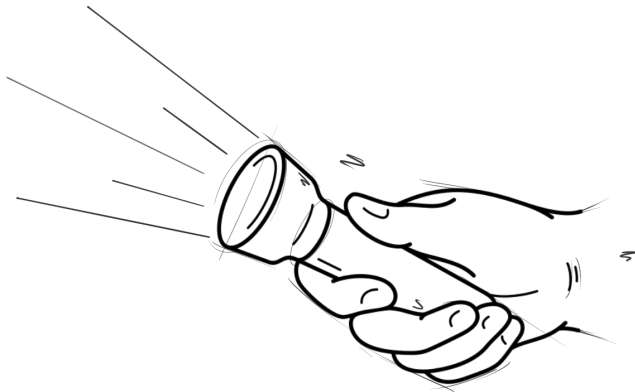
how much more we need to do to live up to our values as an activist company. (...)We're in business to save our home planet, but we can't possibly do this alone. We must focus on those most impacted by the environmental crisis and follow their lead. We are here for the work of forging a more just world."

So how can Patagonia make the outdoors more diverse and inclusive through their brand? This graduation project examined how outdoor brand Patagonia can connect with outdoor communities to support them in engaging in outdoor sports. The project specifically focuses on creating a design tool for Patagonia. The tool should connect minorities with Patagonia and help establish ideas to get more marginalized people to feel welcome and be able to practice outdoor sports. The design of the tool aligns with the identity and current work of Patagonia. Furthermore, the tool supports Patagonia to gain knowledge about minorities and their outdoor

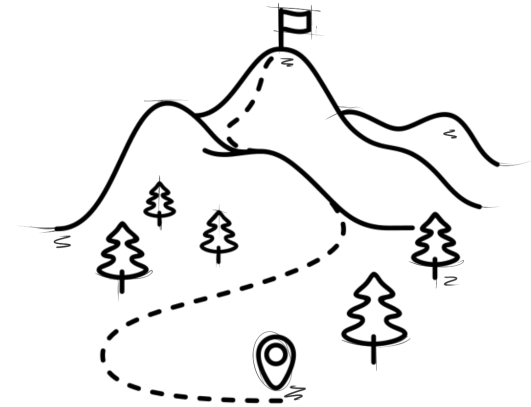
concerns and interests, which will help the brand to go beyond what they already do to improve diversity and inclusion in outdoor sports.

Project Approach

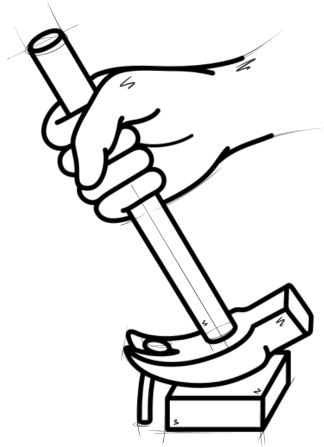
This graduation project is divided into four phases: discover, define, develop and deliver. These four stages contribute to the final design created for Patagonia.



Discover the company, the context and the issues causing exclusion in outdoor sports through a literature study and interviews with various people within the outdoor industry.



Define the project vision and select the project direction with the help of the myth model.



Develop the co-creation tool, test and iterate prototypes.



Deliver the Designing Outdoor Inclusion tool, limitations, recommendations and conclusions of my project.

Discover



Patagonia

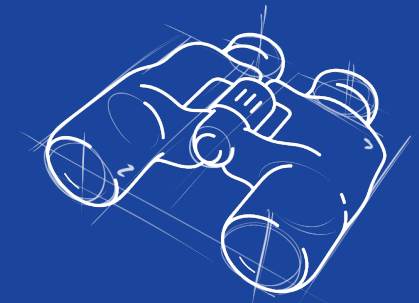
Discover the Brand

When creating a brand strategy, it is essential to know the brand and the context it operates. To better understand the outdoor brand Patagonia, I conducted a 4C brand analysis. This method analyses the company, its competitors, the outdoor sports context, and its consumers. The 4C analysis assessed how Patagonia operates and how they work to improve diversity in outdoor sports. Besides, the method is used to determine how Patagonia differentiates from its competition and identify the trends in outdoor sports. This section describes the analysis of the company, competitors, consumers, and context.



Mission: "We're In Business To Save Our Home Planet" (Patagonia, n.d.-c).

Vision: "At Patagonia, we recognize that all life on earth is under threat of extinction. We aim to use the resources we have for our business, our investments, our voice and our imaginations to do something about it" (Patagonia, n.d.-a).



Values: "Build the best product, cause no unnecessary harm, use business to protect nature, not bound by convention" (Patagonia, n.d.-a).

The Company

Patagonia was established in 1973 by Yvon Chouinard. The outdoor apparel company is originally based in Ventura, California. Now it has multiple offices in Europe, Australia, and Asia. The company is a certified B-Corporation, a business that meets high social and environmental performance standards. Patagonia is internationally known for its authentic product quality and environmental activism. Besides, the company donates 1% of sales annually, contributing over \$100 million in grants and in-kind donations since 1985 (Patagonia, n.d.-b).

Patagonia is committed to doing everything it can to preserve nature. Patagonia, therefore, puts a lot of effort into supporting environmental activism. The outdoor brand supports activist groups with funding and advice. Furthermore, Patagonia created Patagonia Action Works (PAW), a digital platform connecting individual activists with activist organizations. Or, as Patagonia's founder

puts it, "Patagonia Action Works is kinda like a dating site" (Patagonia, 2018). They even appeared as a political actor when suing Trump for offering public native lands up to oil, gas, and mining (Patagonia, 2020a). This fight to preserve wild places can be defined as purpose-driven marketing; a technical term used when brands take action in social and environmental causes (Horsthemke, 2020). Social and environmental responsibility has become a fundamental corporate goal for Patagonia. Consumers increasingly evaluate how brands meet social and ethical values (Takala, 1991).

Patagonia's brand and business are used to inspire consumers and companies to make more environmentally responsible decisions. The way they inspire others most is through storytelling. For example, the company has released various films about protecting different natural places. Stories about outdoor sports often accompany these stories. Engaging in outdoor sports

does not directly ensure the preservation of nature.

Nevertheless, one can perform outdoor sports in a certain way that does not damage nature but instead helps preserve it. This contradiction between using nature and protecting it is a typical brand characteristic of Patagonia (Vorst, 2017). According to Vorst (2017), this can be characterized as a contrarian branding strategy. Contrarian branding is when a brand divides the competitive space into two segments: 1. the brand itself and 2. all the other brands. In doing so, a brand sticks out from its competition (Vorst, 2017). Patagonia always had a knack for conducting business differently from other brands (Chouinard, 2006).

The brand has multiple touchpoints by which Patagonia interacts with the customer. Patagonia's stores, events, and films are some of their strongest touchpoints. For example, their Worn Wear tour, an event where customers can get their outdoor gear repaired, is always attended by many people. Furthermore, Patagonia stores and events serve as community hubs for outdoor people and activists. These touchpoints are used in narrating the stories and values of Patagonia.

Because of Patagonia's mission and way of doing business, the company can contribute to more inclusion and diversity in outdoor sports. The need to make society and the outdoors, which is a corner of that, a more just, welcoming, and diverse space, plays into saving the home planet. Therefore, the brand started to create more representation of marginalized people in outdoor sports. However, compared to Patagonia's impact

on environmental work, there is still much room for Patagonia to increase its impact in terms of inclusiveness and diversity.

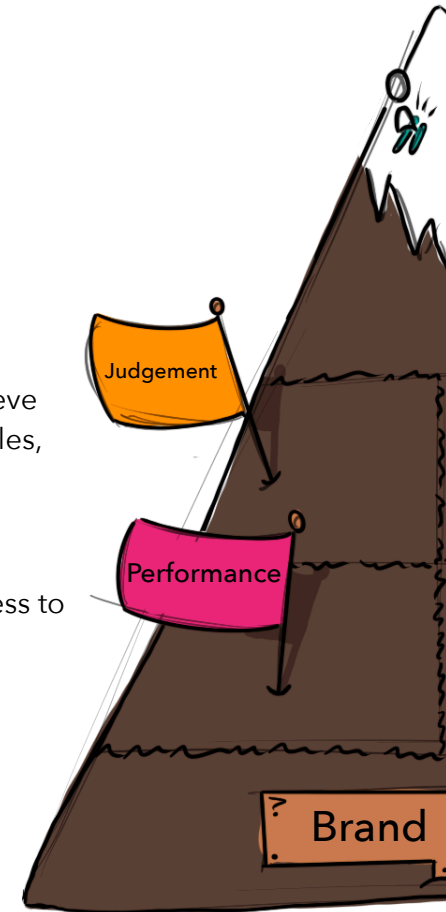
Brand Equity

Aaker defined brand equity in 1996 as; “a collection of assets linked to a brand’s name and symbol that adds value provided by a product or service to a firm or that firm’s customers.” Understanding the equity of Patagonia is essential. It is valuable to know what elements the consumers associate with the brand. Incorporating these associations into the strategy ensures that the design fits Patagonia and is recognizable for the brand.

To create an overview of Patagonia’s equity, I used Keller’s (2009) Brand Equity Pyramid. In this model, equity is based on brand awareness and brand associations (Beverland, 2018). The components are explained in figure 3.

Patagonia has a transparent and honest approach. You can’t achieve anything without making mistakes and acknowledging them (Gelles, 2021). This approach resonates within their products and their activism work.

Patagonia tries to create the best product while using business to support environmental and social grassroots organizations.



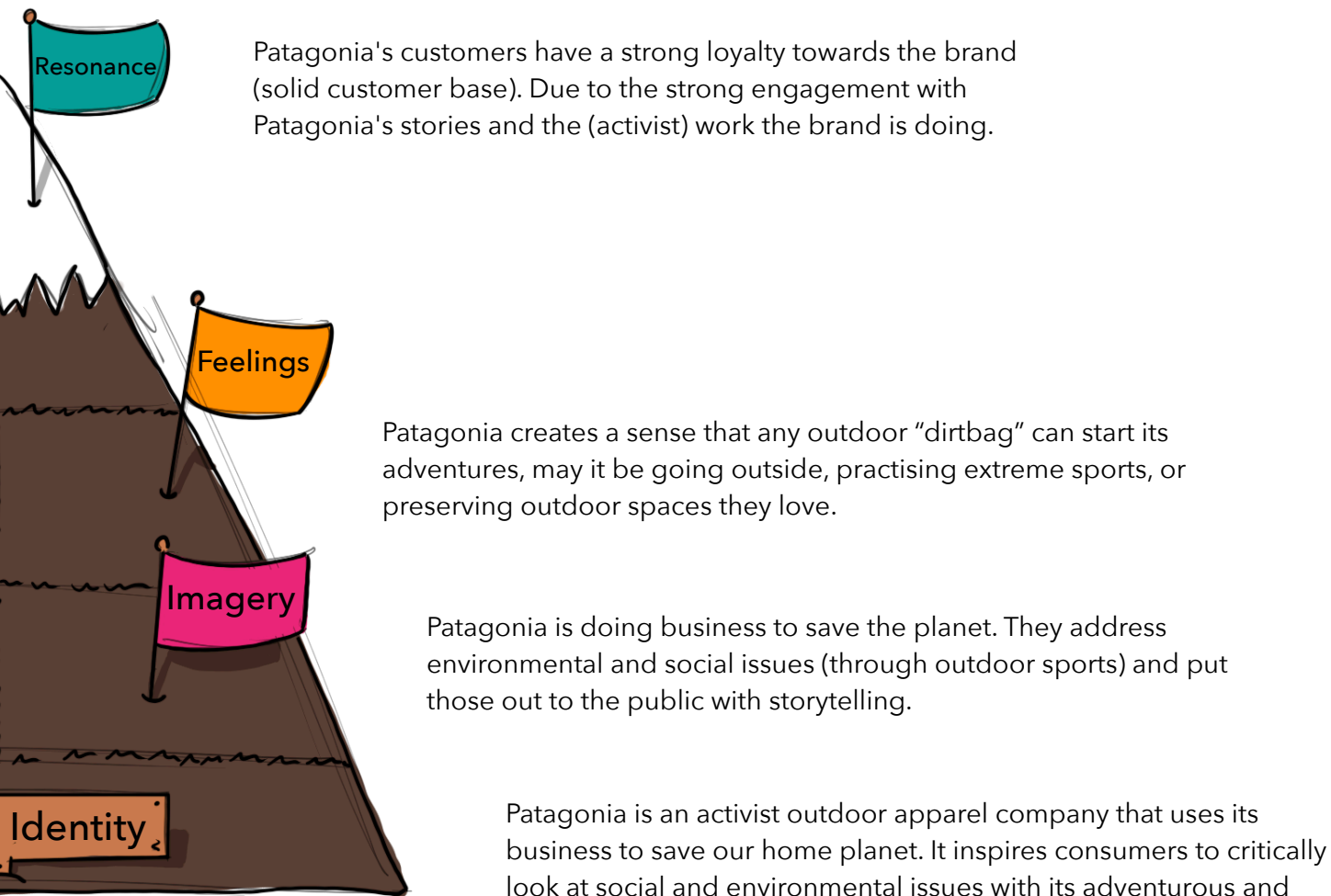


Figure 3: Keller's Brand Equity Pyramid

The Competition

Patagonia is quite an extraordinary company when it comes to competing with other brands. The brand has often stated that its goal is not to grow as much as possible but rather to do things the right way (Cornelissen & van der Velden, 2021). Likewise, Patagonia has stated that they want to inspire and help competition and share sustainable solutions with them (Cornelissen & van der Velden, 2021). Take the collaboration between Patagonia and Yulex, for example. Together they created a product line of natural rubber wetsuits. Patagonia and Yulex gave away the natural rubber technology to encourage other surf companies to use it. This idea was to promote sustainable change in the surf industry (Patagonia, n.d.-d). This example (figure 4) gives an idea of Patagonia's different competitive mindset compared to most other brands.

Patagonia competes in two markets: 1. technical/sustainable sportswear and 2. the promotion of sports' "stories." Patagonia's

primary revenue comes from sustainably produced outdoor apparel and gear sales. As a result, the brand competes with other outdoor apparel and outdoor gear companies (sleeping bags, duffel bags, etc.). Additionally, Patagonia is in the business of storytelling. The brand sells books, produces films, and organizes events to share stories. Consumers are attached to these sports and activist stories. Those stories inspire and give people a sense of belonging to the outdoor lifestyle.

Within both market segments, Patagonia's two major competitors are The North Face and Adidas Terrex. Both brands sell outdoor apparel and gear. The two brands are also strong at promoting outdoor sports. Both brands are working to improve diversity and inclusion by an internal and external representation of minorities outdoors. They collaborate and fund minority communities and organizations to get more people

outdoors. Below is a brief description of Adidas Terrex and The North Face and their role in making outdoor sports more inclusive and diverse.

Adidas Terrex is a brand extension of Adidas, and they focus on several outdoor sports such as trail running and climbing. In their 2019 annual report, Adidas has displayed that they run Employee Resource Groups (ERG). ERG is a specific network within the company to give employees with different backgrounds a voice, to address diversity issues. Adidas tries to educate about other cultures and heritages within their ERG and celebrate annual cultural memorials such as Black History Month. Furthermore, the company attempts to represent gender, race, and nation in its leadership development program. In 2019, over 4300 employees within Adidas participated in their gender intelligence training. A training that challenges employees to revisit and critically reflect about diversity and



WE HAVE THE BEST WEED IN TOWN

(and we're giving it away)

THIS IS GUAYULE. IT'S A DESERT PLANT GROWN WITHOUT PESTICIDES IN THE AMERICAN SOUTHWEST, AND WE'VE LEARNED HOW TO MAKE WETSUITS FROM IT.

When we started building suits, we knew that neoprene itself was the most harmful material involved. Developed as polymerized chloroprene in the 1930s, neoprene has a highly toxic manufacturing process that combines chlorine with butadiene produced by the petrochemical industry. We did the best we could with what was available, but we knew we had to find something better.

Our search for alternatives led us to a partnership with Yulex, a company making plant-based biorubbers derived from guayule stems. Extracted in a waste-free, water-based separation process, we're now blending natural guayule rubber into our new Yulex® suits to reduce our dependence on conventional polychloroprene.

We've also made this proprietary, game-changing biorubber available to the rest of the surf industry. Why? Because when volumes go up, prices go down; and when more surfers can choose less harmful suits, we all win. There's no doubt that it's a better path forward for all of us.

patagonia

Figure 4: Patagonia add for
Yulex' suits (Patagonia, n.d.-d)



photo: Dave Sanchez ©2014 Patagonia, Inc.



MEN'S R3™ YULEX®/NEXSKIN®
FRONT-ZIP FULL SUIT



Martha Washington would be proud.

inclusion on the work floor (Adidas, 2019). Additionally, Adidas Terrex collaborated with minority outdoor communities, such as Black Trail Runners from the UK.

The North Face was founded in 1966 and is part of VF Corporations, an American brand house. VF also owns brands such as Vans, Supreme, and Timberland. The corporation set up the Council to Advance Racial Equity (CARE). CARE is an internal strategic plan to support and fight racial equity and social justice. In their plan, VF includes, for example, the increase of Black, Indigenous, and People of Colour (BIPOC) in higher parts of their United States organisation and sponsoring and mentoring BIPOC employees and members of their communities (VF Corporation, 2021).

The North Face expressly set up The North Face Explore Fund. This program grants non-profit organizations that support the next generation of explorers. Their program is divided into three categories

1. building a community of new explorers, and helping these underrepresented groups engaging in outdoor adventures, 2. protecting wild places, 3. moving mountains grant, elevating women leaders (The North Face, n.d. -a). Additionally, The North Face aims to partner with different schools in Germany and the UK. This partnership will help introduce kids of BAME communities to the outdoors and ensure a future outdoor participation space for these kids (The North Face, n.d.-b).

The Context

Four trends affect change in the cultural environment of outdoor sports. These are the inclusivity matter, the new marketing approach, the importance of product stories, and the urbanization of outdoor sports. Engaging and adapting to these changes is crucial for brands to stay relevant in the outdoor market.

Improving Inclusivity

Outdoor marketing has often not mirrored our modern society and has, therefore, historically speaking, lacked diversity. This way of marketing has affected people who do not look like the standard outdoor participant. Making the outdoors feel exclusive and not accessible to those who do not match the historical picture. The original norms of the stereotypical outdoor athlete have alienated a massive number of potential customers. In addition, the millennial generation strongly favours inclusivity over exclusivity. Luckily, the number of outdoor brands welcoming people with diverse backgrounds is

increasing. However, in outdoor campaigns and marketing, inclusivity and diversity are relatively untapped (Bethune, 2017).

Different Marketing Approaches

The Millennial generation expresses a high preference for experience over material goods (Bethune, 2017). Different outdoor brands are changing their marketing communication and tap into the experience economy. Outdoor marketing focuses on finding a balance between inspirational and aspirational/relatable content. Most brands step away from the extreme and exclusive athlete-driven inspiration of the past. Some big outdoor brands organize treks and expeditions where customers can meet other brand fans. Consumers can use brand gear and experience the adventures the outdoors have to offer (Bethune, 2017). Take Patagonia's Worn Wear tour, for example. As a consumer, you can get your outdoor gear repaired, hang out with other brand

fans, and experience Patagonia's brand values.

Story and Cause vs Performance and Technology

More and more consumers seek something extra besides the outdoor products' technological and performance aspects. How waterproof or breathable a brands' jacket may be, is not its unique selling point anymore. Consumers value, for instance, brand heritage and authenticity. These elements become more relevant as part of the consumers' brand experience. Consumers want to own outdoor apparel that provides technical benefits and helps them express their values and beliefs. The brand complies with those beliefs, such as making the right consumption decision (Bethune, 2017).

Furthermore, consumers want to be part of the stories outdoor brands tell. Those stories talk about the people's outdoor adventures and take you along, not just in their sports routine, but also their daily life and everything that comes with it. Often these stories are told in a way that makes them more relatable and aspirational for the consumers.

Urban Outdoors

Approximately one-third of outdoor consumers in the United States live in urbanized areas. The urban athlete segment in outdoor sports is estimated to grow due to urban migration and millennial growth (Outdoor Industry Association, 2020). These urban outdoor consumers were not raised with traditional outdoor sports, and they may not feel like the "outdoorsy" type. However, these consumers perform activities outdoors such as (trail)running, hiking in groups, fishing, and cycling (Bethune, 2017). Socialization, competition, and fitness are

their main motivations to participate in these activities, and they prefer these interests over the connection with nature or a passion for the outdoors. These different outdoor interests pose challenges for outdoor brands oriented toward original outdoor activities (Bethune, 2017).

The Consumer

When I worked for Patagonia, their current consumers were divided into four groups, see figure 5. These groups reflect the consumers Patagonia represents through their products and campaigns.

Nature Competitors

These are active outdoor sportspeople drawn to Patagonia's technical products. They are interested in Patagonia's quality and the extreme adventure stories. A percentage of these people will probably be part of Patagonia's Pro Community. This community is for people who are highly active in outdoor sports.

Outdoors People

These are the people who occasionally go outdoors and need a good jacket, for instance. They enjoy being in the outdoor space.

Eco Progressives

People who want to do good for the planet and make sustainable/social purchase

decisions. They are not really into the brand for the outdoors, but for Patagonia's mission and how the company does business.

Activists

These people are drawn to Patagonia for its activist movement. They support the company's activists actions and statements. A part of these people will probably be linked to Patagonia Action Works. Action Works is a digital platform where activists can connect.

However, new customers are appearing, the ones that have been underrepresented in outdoor sports. Who are those consumers?

Over the years, practitioners of outdoor sports slowly started to become more diverse. For example, surfing, which for a long time was dominated by men, now has a relatively high proportion of female participants. A more varied audience also accounts for other outdoor sports, where

we see Queer practitioners, younger practitioners, people with disabilities, and so on. The diversification of "outdoors people" introduces new ways of how people can experience outdoor sports. The diversification slowly starts to change the way people look at the outdoor space in general. The Covid-19 pandemic has greatly affected how people think about going outside (Kestenbaum, 2021). In 2020 the outdoor participation rate achieved a new record, with 7.1 million more participants in America than in 2019 (Outside Business Journal, 2021). About 92% of the outdoor activity participants take part to lose stress and relax. Moreover, people see the outdoors as a place where they can spend time with friends (Sport England & Outdoor Industries Association, 2015). It is really up to the outdoor industry to find new ways to interact with these "new" outdoor participants and make the space welcoming and accessible to all (Outside Business Journal, 2021).

The new “outdoors people” are potential customers for Patagonia. The brand can represent these people and support them to feel invited. Furthermore, they can provide these people with a product or service which is relevant for them.

These are the main characteristics of the new “outdoors people”:

- They participate in outdoor sports as a group activity with people like them.
- They celebrate their culture while practising outdoor sports or going outdoors.
- They focus on the fun part of the activities instead of the athletic and extreme side.
- They practice outdoor sports in more urban environments.



Figure 5: Nature Competitor (left top), Outdoors People (right top), Eco Progressive (left bottom), Activists (right bottom)

Overall 4C Conclusion

Patagonia aims to save the planet by supporting activism, taking action to preserve wild spaces, and using its brand to address environmental and social issues. Patagonia does this while operating in a radical, sustainable, and transparent way.

Inclusion in the outdoor space is broadly important for Patagonia because you cannot separate environmental justice and social justice from each other. The company cares about the planet and, therefore, also cares about the people on it, making it a more just and diverse place for people to live.

Patagonia is not the only brand that tries to create a more inclusive and diverse place for people to live and practice outdoor sports. However, the way Patagonia interacts with its competitors is unique. Patagonia is transparent towards everyone, including their competitors.

They share their solutions and stories to inspire other businesses and consumers to do less harm to the planet.

Lastly, Patagonia will have to engage with the changing outdoor context and find ways to address “new” outdoor users. These people have other interests and motivations for outdoor sports. Besides, people perform these outdoor sports differently and in other places than the usual outdoor places.

Interviews

For this graduation project, multiple qualitative interviews were conducted. These were all exploratory interviews. I spoke to employees of Patagonia, community leaders, and outdoor athletes (with/without a minority background). These interviews helped to find thoughts and ideas of people with different perspectives about inclusivity in outdoor sports.

I discovered overlapping responses after transcribing and analyzing the conversations. I structured the interviewees' answers to show how specific thoughts and actions relate to each other. This structure is shown in figure 6. In the end, I drew three overall conclusions based on the interview results. These conclusions are used for the project definition and myth creation see chapter Define.

I specifically found obstacles and opportunities affecting inclusivity. Another topic that stood out was acknowledging the change in the culture of outdoor sports. These are essential findings that are applied in the final design of the co-creation tool.

The interview structure consisted of the following questions to lead the conversation:

- What are the problems that make outdoor sports exclusive?
- Why is exclusivity in outdoor sports a topic that brands should address?
- How can we make outdoor sports more inclusive?
- What does the desired future look like when making the outdoors more diverse and inclusive?

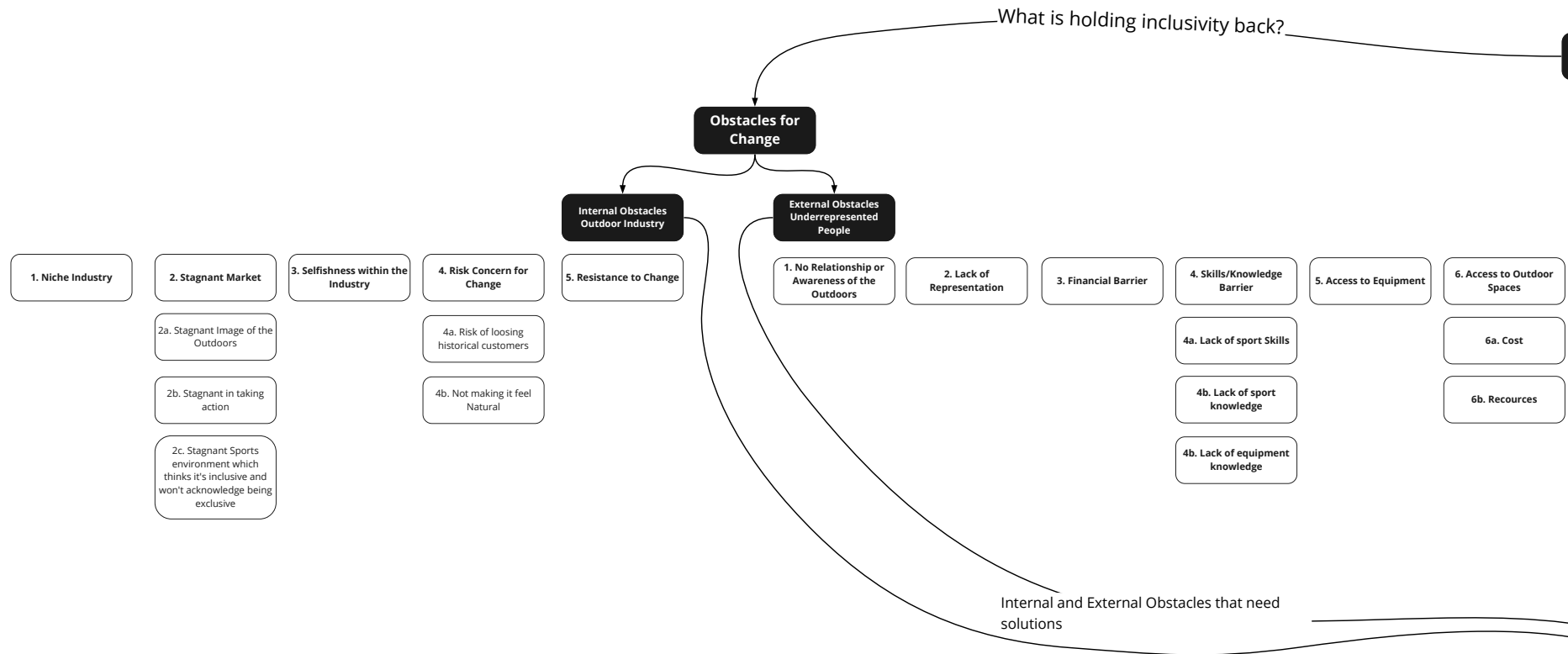
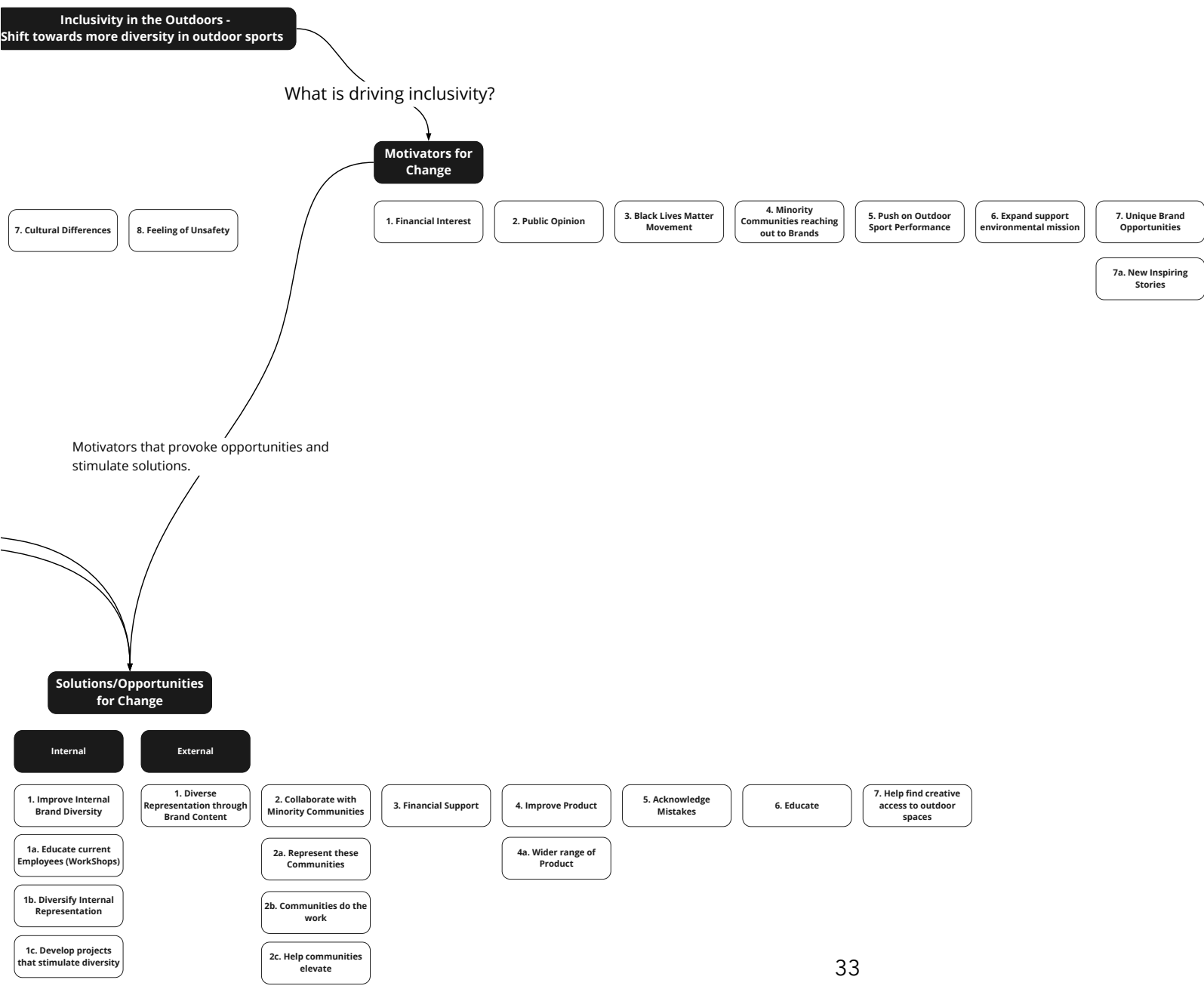


Figure 6: Structure map of the shift towards more diversity in the outdoors and outdoor sports. The map shows obstacles and motivators affecting the transition and solutions/opportunities provoking this shift.



Interviewees

Patagonia Employees



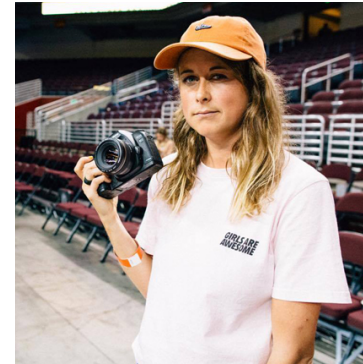
Matthew Pearce
Patagonia's Sports
Marketing Manager
EMEA



Rebecca Hardacre
Patagonia's Retail
Marketing Lead Europe



Lisa Douglas
Patagonia's Enviro &
Marketing Manager UK/
Ireland



Hannah Bailey
Patagonia's former
Interim Public Relations
Manager Europe

Patagonia Ambassadors

Zahan Billimoria
Patagonia's Skiing and
Climbing Ambassador



Paula Zibasa
Patagonia's Mountain
Biking Ambassador



Martin Johnson
Patagonia's Trail Running
Ambassador



Nicholas Wolken
Patagonia's
Snowboarding
Ambassador



Josh Dirksen
Patagonia's
Snowboarding
Ambassador



Community Leaders

Phil Young
Co-founder of Black Trail
Runners



Veronika Kamenicka
Founder of Outdoor
Chicks



Changing Environment

As stated before, most conversations started with the interviewee mentioning the changing culture of the outdoor space. A space that had been homogenous for a long time, which now needed and started to become more inclusive. This change has been going on for quite some time (quote 1.). Besides, the diversity issue was on Patagonia's radar even before the discussion of inclusivity started after the Black Lives Matter movement (quote 2.). Nevertheless, it became clear to (outdoor) brands that they have a responsibility, concerning that brands have the power to make consumers feel part of a group or environment (quote 3.).

1. *"Well, with time, we've already seen more women elevated to that space. So with time, we'll see more people of diversity elevated to that space. It's going to take a lot of time. But it did on the women's side of things as well."* - Hannah

2. *"It's absolutely not new to anyone in Patagonia that the outdoors and the community that we're a part of are not diverse. It's only become a heightened focus in the last two years because of a very tragic event of someone being murdered and the realization that we have a responsibility and an opportunity to help."* - Matthew
3. *"So we live our lives these days I believe around these brands, and we identify with brands and we become part of their tribe. And we decide who we are by whether it is a swoosh (Nike) or whether it is three stripes (Adidas). So there's a responsibility on those people if they have that much influence on our lives, I think to do what is good and what is morally right."* - Phil

Obstacles for Change

At this moment, Patagonia is looking into what they can do to support change in the outdoors. Despite plenty of motivators to support change, there are still obstacles withholding transformation of the outdoor space. These obstacles slow down or keep the outdoor environment from becoming more diverse and inclusive. Through the interviews, I discovered that these obstacles are divided into internal obstacles, obstacles within the outdoor industry, and external obstacles, obstacles that marginalized people experience.

Internal Obstacles

Niche Industry

The outdoor industry is a tiny industry, which includes outdoor brands, magazines, and outdoor sports organizations. There are not many jobs in this industry. Everyone knows each other, and the people who join the industry often have connections within a brand or an outdoor organization. These connections

and favoritism make it difficult for new people to become part of the outdoor industry. Besides, the small number of people in the industry can be the reason why the industry lacks diverse mindsets.

"But when you look into it, it's not that many people in there. There's not that many positions for people to work in the industry." - Hannah

Stagnant Market

Certain existing outdoor sports communities are extremely stagnant to becoming more inclusive. They do not want to acknowledge that their community is making others feel excluded.

"I think there's a certain amount of denial. Like I said, I think trail running likes to think that it's got this really laid back inclusive culture, and there are some within the community almost offended by the notion that it isn't as inclusive as perhaps they

think it is." - Martin

"There are a ton of white people who are being like this isn't a conversation. This isn't a problem. Keep this out of the outdoors. And that in itself shows that there is a problem. You don't want to accept that there is a problem." - Rebecca

Outdoor brands have also been stagnant. Not necessarily in acknowledging that they created an exclusive outdoor image, but stagnant in taking a step further and addressing the diversity issue.

"There's never been this intentional focus on what the broader work had to be to help drive the subjects of inclusivity in sport and in our outdoor communities." - Matthew

The image of the outdoors has been stagnant. The image has often showcased outdoor sports in a certain way, being the fastest and doing the extremest things. A reason for this might be that the same

photographers always captured the outdoor moments of the same elite outdoor athletes.

"The outdoor community at the moment is one narrative, which is who can do something the fastest, who can take the hardest route up there, who can battle adversity to win, who can jump the highest or the furthest or run the longest, which all, are great but all kind of performance based things." - Phil

"I think you see that in snowboarding. It goes both ways where the riders get more coverage if they are friends with the photographer, the photographer gets to be the photographer if they are friends with the riders. So unfortunately, it's all caught up in that (...) So if a certain magazine, like the Great Outdoors in the UK, for example, worked with the same photographer for ten years, it'll have the same message attached to those photos. Okay. That photographer will evolve with their thinking. But really, it's

kind of stagnant into what they show and what they want to show." - Hannah

Selfishness within the Industry

Since there have been few job opportunities in the outdoor industry, certain people want to keep their position and do their thing. These people might be afraid that their function might become irrelevant through diversity and inviting new people in the industry.

"It's been slow because the people behind the scenes have been slow to change because they're just keeping their thing going." - Hannah

Risk/Concern for Change

Making the image of a brand more diverse can bring about a negative effect. Namely, losing current brand customers due to a brand image that no longer resonates with them.

"So I think there's a massive risk that the consumer base that brands have worked hard to build and understand and communicate with and appeal to. That there is that huge risk that you turn them off, basically, from producing this more diverse imaging and storytelling." - Martin

A different risk is that change can feel unnatural or even be perceived as change without an actual purpose to make the outdoors more inclusive. Hopefully, it is only a matter of time until people realize that this transformation will become the norm.

"It's a little bit uncomfortable for some people. It does. It looks a bit strange, because it's intentional. It feels and looks a bit unnatural like all of a sudden. But hopefully we'll get over this period and it will just become the norm and it will just become a little bit more natural habitual and all of those kinds of things. But at the moment it does feel a bit odd and a bit

uncomfortable and a bit forced." - Lisa

Resistance to Change

Lastly, there will always be people resistant to change. This resistance is primarily because the new outdoor image will at first feel unnatural to some audiences.

"We will get that sort of short term resistance. It's unfamiliar to people. And you're going to get that resistance to the change." - Martin

External Obstacles

No Relationship or Awareness of the Outdoors

A main external obstacle is missing a relation with outdoor sports. Individuals are unaware of the sports, and nobody within their environment is involved with these sports.

"But most people of colour don't even consider joining sports because they know nothing about it. They have no relation. Their whole surrounding social system has nothing to do with these outdoor sports." - Nicholas

A suggestion to establish a relationship with outdoor sports is to encounter and interact with others involved in these sports.

"If you do not have people around you practising an outdoor sport, then why should I do it? To get involved you should surround yourself with people who are already doing it." - Paula

Lack of Representation

It is mentally difficult for minority individuals to engage in an outdoor sport because they feel unrepresented in the scene. This feeling of underrepresentation leaves them in doubt about whether or not they truly belong in any of these sports.

"What these minority people were saying was their experiences of, like going into the outdoors. Showing up at a climbing gym, getting a mountain bike, going on a hiking trail was so confronting and so challenging because they weren't sure they had a space." - Matthew

Not being represented in outdoor sports is an overarching obstacle for all minorities, which discourages them from participating in these sports.

"Let's say if you have a community group that wants to get people from the BAME community into hiking and a community group that wants to bring people from the nonbinary community into surfing, what they all have in common is that they are starting from a position whereby they aren't represented in the sport (...) Ultimately, they are often working within the same sort of guidelines and with the same challenges and structures." - Matthew

Financial Barrier

Outdoor sports are relatively expensive sports compared to other sports. There are a lot of costs in purchasing outdoor equipment and getting to outdoor environments, for example.

"The hardest part of getting into the sport is the initial cost. The cost of getting up the hill and getting equipment." - Josh

Certain minorities are financially unable to finance some of the sports.

"We didn't necessarily have money that we could fall back on." - Phil

Skills/Knowledge Barrier

Minorities and other individuals may feel they lack the knowledge and skills to participate in outdoor sports. The reason for this is mainly because these sports are promoted as extreme and only reserved for elites.

"I think there's far too much focus on elite level, certainly in the media and the press it is too heavily focused on that elite level, and it makes it just completely out of reach to so many people." - Martin

Some individuals are worried that they do not have enough experience to participate in outdoor sports.

"Sometimes there's girls texting me and asking, hi is it okay if I come to the event, because I have only biked 5 times." - Veronika

Access to Equipment

Not having access to the right equipment can discourage people from pursuing an outdoor sport. Lack of equipment may involve not having safety equipment or, for example, equipment that protects one from the elements, such as a wetsuit or thick winter jacket.

"When you're talking about the trails and the outdoors, there's a bit more to it in terms of equipment (...) Have you got the right gear with you, safety equipment and that sort of things?" - Martin

Sometimes not possessing the right equipment can lead to doubt among individuals—self-doubt about whether they can participate with their equipment.

"Girls sometimes say I do not have a full mountain bike. Am I able to join them?" - Veronika

Access to Outdoor Spaces

Not everyone can take it for granted that they can (easily) access outdoor places, events or activities. For some, this is due to financial disadvantage. Or the location of the events and activities is nowhere close to them.

"Access, the fact that these events are happening elsewhere, happening out in

the countryside that then requires transport, it requires funding to get to these events. We always talk about access being an issue." - Martin

Cultural Differences

People have different cultural backgrounds. Along with that come different cultural expressions. People may not associate certain expressions with outdoor sports. At times, it gets to the point where people do not respect certain cultural expressions within the outdoor environment.

"But if somebody even made a small climbing move, there was a lot of, like, YEAH! Great a lot of, like, congratulations and support, which, you know, the rest of the climbing wall kind of was a bit like you don't do that in a climbing hall." - Lisa

Feeling of Un-safety

Some individuals experience anxiety or a feeling of insecurity when they visit the

outdoors. This experience can create a barrier for these people to not participate in any outdoor sports or activities.

"Before a Muslim women even steps out the door, she's thinking, how much am I going to get stared at? Am I going to get spat at? Am I going to get verbally abused? Am I going to get physically abused? Will I be safe, that's before she even thinks about what the weather is going to be like?" - Phil

Motivators for Change

The following paragraph discusses motivating factors for brands to support change in outdoor sports. These are diverse motivators that involve financial, sports, and people related concerns. The first motivator is financial interest.

Financial Interest

Supporting change in the outdoors and becoming an inclusive company can have a positive effect on sales. By appearing

more diverse, a brand appeals to a wider range of new customers. Expanding the customer base will eventually make a brand sell more products.

"Close to 9 million people who aren't being sold to by the outdoor brands. Just think, like 1% that started buying outdoor jackets, millions and millions of pounds of dollars or euros or whatever that isn't being spent at the moment. So there's a commercial argument to say that should happen." - Phil

Numerous outdoor brands mainly target male audience. Except, this target group spends less money on products than female customers. Devoting marketing effort to those who purchase most brand products can help increase sales.

"The amount of marketing spend that goes to the guys scene, the number of guys featured in ads but then realize, well, actually, women spend more money." - Hannah

Public Opinion

The public is stepping up and puts pressure on brands to become more inclusive.

"And I think that's changing now because of public demand." - Hannah

Black Lives Matter Movement

In addition to the public's opinion, the Black Lives Matter movement puts emphasis on improving inclusiveness in various fields. Which also applies to outdoor sports.

"The murder of George Floyd prompted communities, businesses, society, to look at the deep divisions within them, and very quickly that spilled into the outdoor sports world." - Matthew

Minority Communities

Minority communities underline that outdoor sports are exclusive and that this must change. These communities are

striving to connect with outdoor brands in order to create collective change. These collaborations motivate brands to undertake meaningful change.

"And people also made it very clear to us that the outdoors is an homogeneous space, people who are working on diversity in, let's say, the outdoor sports communities, people were reaching out to us." - Matthew

Push on Outdoor Sports Performance

Promoting diversity in outdoor sports helps generate a broader range of outdoor athletes. Having more athletes in the outdoor scene can lead to improvement in sports performance. Increased performance is beneficial for new product development and brand promotion.

"I think there's potential there to push on performance wise. I think there's masses of untapped performance out there in these

sorts of outdoor sports, from black and brown participants that can push performance. There's an incentive there for brands to encourage that and participate in that." - Martin

Expand support Environmental Mission

Tapping into a broader audience is valuable to Patagonia in order to get more people to support their environmental mission.

"The more people that are using the outdoors experience, hopefully will then protect it and look after it. And that will help us to all try and, you know, save our home planet." - Lisa

Unique brand opportunities

Finally, variety among outdoor participants enables more diverse stories to emerge. Outdoor brands can market these new stories and use them to differentiate from other brands.

"I've never seen that before. And isn't that what media and brands are all about. It's like doing things differently, bringing new ideas (...) with more diverse faces in the scenes and being in the front of marketing and in the magazines, there's just so much more interesting stories." - Hannah

Solutions and Opportunities for Change

The next paragraph further explores what an outdoor brand can do to make the outdoors more inclusive. There are both internal and external opportunities to achieve more diversity. These are opportunities within outdoor brands, the industries, sports, and collaborations with grassroots organizations.

Internal

Internally outdoor brands can/are improving inclusivity through education, representation and project development.

Educate Employees

Companies, for example, are offering their employees the opportunity to attend workshops on Justice Equity Diversity and Inclusion (JEDI).

"I start an eight week, 3 hours session, workshops on power privilege and power, privilege and oppression. And there's a bunch of us that are doing those training sessions." - Lisa

Diversify Internal Representation

Another option is to hire people with a minority background. This simplifies the collaboration between brand and minority community by having a brand representative that is associated with the community.

"And I truly believe that you need to hire people so that you've got that touch point with local communities, because otherwise it's going to be very, very difficult." - Phil

Develop Projects that stimulate Diversity

Finally, a brand can begin to develop projects that will effectively encourage diversity within outdoor sports.

"Patagonia could take a chance on developing something to help develop the next generation of content creators of the outdoors. That would be a really beautiful project, it's like Patagonia Action works. We could have Patagonia Caption works." - Hannah

External

There are different external areas for brands to anticipate in to improve diversity and inclusion in the outdoors.

Diverse Representation through Brand Content

A much-cited opportunity to improve outdoor diversity is through representation of all kinds of people, skills, knowledge and cultural values. Furthermore, brands can also represent levels of sport safety

and access, for example, by showing the various ways of how these outdoor sports can be practiced and experienced.

"It's about celebrating different stories. I think it's about acknowledging that there are different ways to quote unquote outdoors." - Phil

Brands have a significant influence on the outdoor world and can shed new light on the variety of outdoor participants. Representing minority communities as a brand demonstrates that these people are also part of the entire outdoor sports community.

"The outdoor brands have channels, large audiences, and create content (...) We are responsible for a large chunk of storytelling. (...) which is consumed by the outdoor sports community. I would call it definitely an opportunity to better represent communities who have not been represented in the outdoors and doing

that, it shows that these people are there. They are an integral part of the outdoor sports community, even if they're a minority." - Matthew

Collaborate with Minority Communities

Collaborating with minority communities is another possibility that can bring more diversity to the outdoors—for example, joint discussion to see if the communities agree with the brand's ideas and actions.

"I think what we need to do is, as a Branded industry, make sure that whatever we do, we are always consorting the communities." - Lisa

Or cooperation involving sharing brand resources or financial support for outdoor minority organizations.

"Speak to the people on the ground. We are in that environment who are doing the work, you know, support them, give them the money, give them the resources

because they're the people who can talk to the communities that brands are trying to hit." - Phil

Financial Support

As mentioned earlier, brands can financially support organizations that contribute to diversity within outdoor sports.

"Funding comes up a lot, like actually having an actual funding process in place, an actual mechanism." - Lisa

Improve Product

Outdoor products are primarily designed for the traditional outdoor enthusiast. As a brand, it is possible to incorporate more diversity in its products' style, fit, application, and look. This more diverse product range allows more people to be drawn and use these outdoor products.

"We all started to agree that we needed to do something on certain things concerning

inclusivity like for female riders, what we did have from the very beginning was the idea that we just make unisex boards." - Nicholas

Acknowledge Mistakes

A company should acknowledge its mistakes. In doing so, a brand can learn from its mistakes. Besides, a brand can be educated by those that have worked on diversity and inclusivity for all these years. "Learn as a brand, learn from your mistakes or learn by being in touch with those communities." - Nicholas

Educate

As mentioned before, brands can learn from communities. However, educating can also be done the other way around. Brands can serve as educators, imparting knowledge to new outdoor athletes about equipment and safety, for example.

"I guess there is that educational piece as well for the Black and Brown communities

themselves. Okay. These might not be Nike Airs or whatever that you associate with whatever is appealing to you, but, this is the correct equipment for this activity. And this is why." - Martin

Help find Creative Access to Outdoor Spaces

Brands can label specific locations as outdoor spaces. In addition, brands can represent the atmosphere of such a space. Brands can creatively promote these spaces in various ways, so more people are drawn to those places. Getting to the outdoors should be encouraged in diverse ways, so everyone feels they have access to it.

"It has to feel natural to them that they feel as though it's a space that they can occupy. And it's a space where they feel they belong as well." - Phil

More specifically, brands and organizations can make outdoor sports events accessible to different participants.

"For the Derby this year we have an open division. I did a virtual derby last year online where people could build their own slalom courses (...) We created an open division where everyone is treated equally no matter their age or gender." - Josh

Conclusion Interviews

Change is Happening

Everyone I spoke to is aware of the diversity and inclusion change that is taking place in the outdoor scene. This transformation includes a shift in outdoor participants, the performance of the sport, and a shift in motivation and values to participate. However, factors within the outdoor industry and external factors affecting minority individuals hinder this transformation. Brands, minority outdoor communities, and individuals collectively remove these external factors. Often it is in financial interest for brands to contribute to this diversity and inclusion matter. Brands that do so appear like doing the right thing. They appeal to consumers, which may result in customer growth. In addition, public opinion puts a lot of pressure on brands to improve diversity and act responsibly. Outdoor brands are considerably responsible for determining which consumers fit into the picture of outdoor sports. People within the outdoor industry are convinced that promoting

diversity can also lead to increased performance in outdoor sports, new stories for marketing, and more brand followers.

Opportunities to Support Change

Several opportunities emerged after conducting the interviews to stimulate diversity in outdoor sports. Rather than specific ideas, these were directions that brands could pursue to make outdoor sports more inclusive—most opportunities centre on representing, engaging, and supporting minorities through branding.

After analysing the conversations, eight opportunities are identified:

1. Internally become more diverse as a brand.
2. Representing diversity in different forms.
3. Collaborate between brand and minority outdoor communities.
4. Provide financial support.
5. Make brand products more diverse and inclusive.
6. Learn from mistakes.

7. Educate the audience.

8. Look creatively at the outdoor space.

In my literature review in the next section, Exclusion and Inclusion in Branding, I examine other research on inclusivity opportunities created through branding.

Furthermore, in the Develop chapter, the application of these opportunities is visible in the co-creation tool prototypes.

Connecting and Collaborating

The third opportunity, collaborating with communities, appeared in many interviews. In addition, several interviewees talked about combining other options with community collaboration. Patagonia Employees seem interested in collaborating with minorities to address the diversity issue appropriately. The majority indicates that partnerships will have the most significant impact on the transformation of outdoor sports. The impact value is mainly due to minority outdoor communities playing a big part in understanding and connecting with minority individuals.

Furthermore, these communities understand the barriers of minority individuals. Communities are interested in financial support from brands and using their resources through collaboration. There is an opportunity for brands to partner up with communities and as such, I emphasize this finding as being one of the

most influential for the eventual outcome of this project. Therefore, in the next section, I reviewed what literature says about the connection between brands and communities and how groups feel connected or unaffiliated with a brand.

Exclusion and Inclusion in Branding

Aside from understanding the company and the context, it is relevant to look at how brands contribute to people's feelings. In particular, the reason why and how brands can either exclude or include people. Therefore, brand literature was studied related to this topic. I combined interviewees' quotes with overarching literature results to create more depth in the analysis.

So why is the image of outdoor brands making people from minority groups feel excluded from outdoor sports? For years, the outdoor industry and media have narrowly portrayed what an outdoor activity should look like and often, the emphasis was on the performance of those activities. This emphasis has created a one-sided view, while there are countless other ways for people to find enjoyment and a community feeling in the outdoors (REI, 2021). The reputation of groups can be damaged or convey a prejudicial message when, as consumers, they are barely or not

represented within the target market due to under-or misrepresentation in marketing (Bennett et al., 2013, Tadajewski, 2012).

The under- or misrepresentation in marketing can also affect individuals' self-perceptions, self-esteem, and social status (Bennett et al., 2015, Johnson & Grier, 2012). Exclusion in branding can make people feel that they are not crucial to the brand or think that they do not belong in the outdoors:

"So I've been speaking to trans people, nonbinary people they were like, I never thought, that Patagonia would ever represent or speak out for me in this way. Like, I didn't feel like I was important to the brand. Or I feel really seen by the brand in the first instance. That's incredibly important for people. A lot of people will say that they don't see themselves in brands in the outdoor space." - Lisa

Furthermore, making people feel unsafe or not being able to show up as themselves has led to exclusion in outdoor communities:

"But if people don't feel genuinely safe and secure being out there, if they don't feel like it's a place where they can see themselves or that they can see anyone like themselves, then it creates a very myopic community that isn't very inclusive." - Justin Clifton, Director of Patagonia's film They/Them (Patagonia, 2021)

Constantly excluding someone's ethnicity within marketing creates a high chance that this person will suffer the feeling of not being accepted within society (Licandru et al., 2018). Lack of representation of marginalized people in outdoor sports can lead to not feeling welcome and accepted in the outdoor space. This lack of representation and the exclusion of certain groups in outdoor sports can have various causes and sometimes even occurs

unconsciously. For instance, a brand's ambassadors team could lack diverse representation:

"I mean, we realized, oh, shit. We're like ten white dudes, and we're wondering why we're not selling a lot of boards to female snowboarders, even though we have unisex snowboards, and we realized we need to motivate the girls and get them into videos and give them a platform to shine. The same goes for people of colour."
- Nicholas

Or a brand's representation of employees and products is not including all body types:

"All of our staff are slim. They don't see any plus size products on the shop floor. So all you need to do is look into the window and see all of our imagery, all of our mannequins, all of our staff and think there's not going to be anything in the store for me." - Lisa

Or the outdoor environment lacks diverse cultural associations:

"There's no sort of cultural reference points for them to latch on to draw them to the outdoors." - Martin

The way outdoor sports are promoted needs to change to create a space where a wide range of people feel they fit in and can have their presence. The outdoor industry, including outdoor resorts, organizations, and brands, must find new ways to connect with the new audience. Reaching new audiences can be done by imagery and language that appeals to people outside the traditional demographic (BBC Sport & Young, 2021).

So how could an outdoor brand make people from minority groups feel welcome to practice outdoor sports? Inclusive marketing is an approach that could create more diversity in your brand image. A brand engages in inclusive marketing

when it uses people from different backgrounds in its campaigns. These campaigns often try to show people in the real world or break stereotypes (Bump, 2021). A study that Barkley and FutureCast conducted in 2016 showed that people of all ages like to see real people in advertisements instead of stereotypes. The same research showed that 61% of Generation Z-ers and 60% of Millennials prefer diverse ads (McCarthy, 2017).

Studies by Escalas and Bettman (2003) show that when there is a strong usage association between a student reference group and a brand, students are more likely to develop a self-brand attachment. Moreover, this creates a strong association between the reference group and the consumer's self-image. In addition, if a brand is associated with supporting a marginalized individual, the brand can create the feeling that it also helps others like that individual:

"When creating representation by saying this is my story, so this is what it means if you're supporting me in the right ways then you're supporting other non-binary people in the right way." - Lor Sabourin, Patagonia's Climbing Ambassador (Patagonia, 2021)

Brands can make good use of established communities and need to enhance these communities to create inclusive representation (Fournier et al., 2009). The amount of outdoor minority communities is increasing, allowing brands to connect with those people and use them as reference points for their brand. Creating various connections also accounts for having a mixed athlete and ambassador group with whom people can relate. Consumers become co-creators of a brand's identity when brands are part of their community and partly created by their communities (Brown et al., 2003). Working with communities can increase the chance to develop appropriate cultural

nuances within your marketing and branding and improve authenticity for the audience (Holt, 2004). The brand or company must exude the ethos of a community to be authentic (Fournier et al., 2009). Besides, if these communities and people help co-create your identity, it will be more vital to convince the customers you want to address (Holt, 2004). As a brand, you could even let specific communities represent minorities for you:

"I think the people who have done it right are the ones that have involved the community because if you're representing any sort of niche group or minority group, you should let them represent it." - Hannah

Beverland (2018) describes four processes that help create brand communities:

1. Create a social network. Among community members, a linking value can be provided by the brand. This link

helps to develop, improve and sustain relations between members.

2. Manage the impression of the brand and its communities. A brand shapes a positive image of itself and its communities. As a result, community members get a good impression of themselves, and outsiders get a positive impression of the brand and community.
3. Engage with communities. A brand focuses on increasing members' engagement with its communities.
4. Use the brand. A brand makes sure that community members make use of their brand. This brand usage is often applied to build community and collective value. For instance, using an outdoor brand could make consumers feel part of a particular outdoor community.

Next to that, sports, in general, can contribute to the process of inclusion (Bailey, 2005). This contribution is based on four things: Sports are promoted as communities where all people belong since they are accepted as they are (relational). These sports communities are open for all skill levels and can help you get better at a sport (functional). By promoting diversity, celebrating each other's differences and things you have in common, these communities close social distances (spatial).

Lastly, these sports communities can improve self-development and extend people's networks, enabling them to connect with the sports industry/scene (power) (Bailey, 2005). Take, for example, SCARPA's Athlete Mentorship Initiative. This program helps accomplished outdoor athletes from historically marginalized communities and supports them to bring their sport or career to a higher level. SCARPA does this by connecting and

engaging their athlete team with these marginalized individuals (SCARPA, n.d.).

To conclude, excluding marginalized people in outdoor marketing has caused people to feel like they do not belong in the outdoor space. Since brands make up a large part that defines the image of the outdoors, they are responsible for this feeling. The exclusion of marginalized people in outdoor marketing leads to minority groups feeling unwelcome or not accepted to perform outdoor sports. To change this, outdoor brands should represent more diverse people in their marketing. Furthermore, as was revealed in my interviews, brands should work with minority communities and let them represent. This collaboration ensures appropriate cultural nuances and increases authenticity for the audience.

Brand Change

It is gradually becoming noticeable that the culture associated with outdoor sports is changing. Holt's cultural brand positioning model is a method to address cultural change with your brand. The model concludes that brands engage in myth markets. These markets arise because there is a contradiction within the national ideology of the original market. The national ideology is a particular dominant perspective on how people perceive a custom or culture (Beverland, 2018). The consumers who experience this contradiction are looking for a brand to help them authenticate themselves. Connecting and engaging with minorities may allow a brand to understand how these people authenticate and let consumers identify with the myth market (Beverland, 2018).

Douglas Holt (2015) has used Patagonia several times as an example of a brand that significantly used Cultural Positioning: *"Patagonia has done this by addressing environmentalism at a dead-end in the risk*

of society (...). Patagonia is constantly taking their product and putting it into play in the conversation about the environment, saying this is not just a campaign, this is the actual product."

Holt's Cultural Brand Positioning model (Beverland, 2018) can be used to explain how Patagonia could/is tapping into the change of the historical outdoor image (see figure 7).

After my research, I can describe the national ideology of outdoor sports as activities performed on extreme and athletic levels by individuals who are part of an exclusive community, for instance. These individuals will often frame their identities as outdoor adventurers, elite climbers, powerful runners, and fanatic surfers and choose brands that reflect this identity. Brands that focus on these aspects may favour consumers who firmly believe in this national ideology (Beverland, 2018). However, this authentic outdoor sports experience does not include people who

value different outdoor adventures. These different values need to be addressed by brands to make outdoor sports more diverse. Some examples of different values for outdoor experiences: 1. People participated in outdoor activities to engage with others, this accounted for 40% of outdoor participants in 2020 (Outdoor Industry Association & Naxion, 2021). 2. In a Dutch study, Peters et al. (2010) showed that gathering with others by organizing an outdoor activity such as picnics or barbecues was far more important to Turkish and Moroccan immigrants than to native Dutchmen. 3. People from different cultural backgrounds have different sporting preferences. Outdoor sports need to raise interest and engagement of diverse cultures (Sport England & Outdoor Industries Association, 2015). It is crucial that when an outdoor brand wants to involve more people in the sports they promote, the brand also portrays the values and experiences of these people.

Due to changes in values, a gap emerges between the national ideology of the outdoors and the individual experience. The "individual experience" would like to believe that they can be part of these outdoor sports and make outdoor sports accessible and welcoming for everyone. Additionally, they would like to see their experience represented by the outdoor industry. If that does not happen, consumers experiencing the contradiction will likely experience anxiety. Consumers will question the truth of a brand, including the brand identity value (Beverland, 2018). Thus, brands that keep portraying the national ideology of outdoor sports make minorities feel excluded from outdoor spaces/sports. When a contradiction causes anxiety, Holt's Cultural Brand Positioning model recommends looking for alternative associations. These can be associations from "populist worlds" or subcultures. Brands can use populist worlds to build new brand myths that appeal to the

upcoming reality that consumers find themselves in (Beverland, 2018).

Steps to build cultural positioning (Beverland, 2018)

1. Identify the cultural schism (division between strongly opposed sections or parties) or contradiction.
2. Identify how different segments experience this contradiction.
3. Target the frame of reference in terms of the anxiety or tension experienced by users.
4. Target the populist world (minority communities, activists, minority athletes, diversity activists, minority photographers, etc.).
5. Source as much material that showcases the contradiction (extreme/welcoming).
6. Articulate your position, for example, in a strategy.

Figure 7 illustrates the Cultural Positioning Model of Douglas Holt, adapted to the cultural transformation of outdoor sports.

Internal Change

While changing a brand, the employees of the company must understand the brand. The brand must work as a centrally organized base, and employee behaviour must align with its values. After all, the employees are the people involved in developing the brand (Interbrand, 2007). Furthermore, the way customers see the brand should not/minimally differ from the way the employees see it (Beverland, 2018). For Patagonia, aligning would mean educating employees on JEDI, creating a safe space to talk about these issues, and creating diversity within the company. Next to that, the people in the industry must be willing to undergo change and acknowledge its importance. Effective internal branding ensures employees have a greater understanding of the brand and be treated in a manner that is appropriate

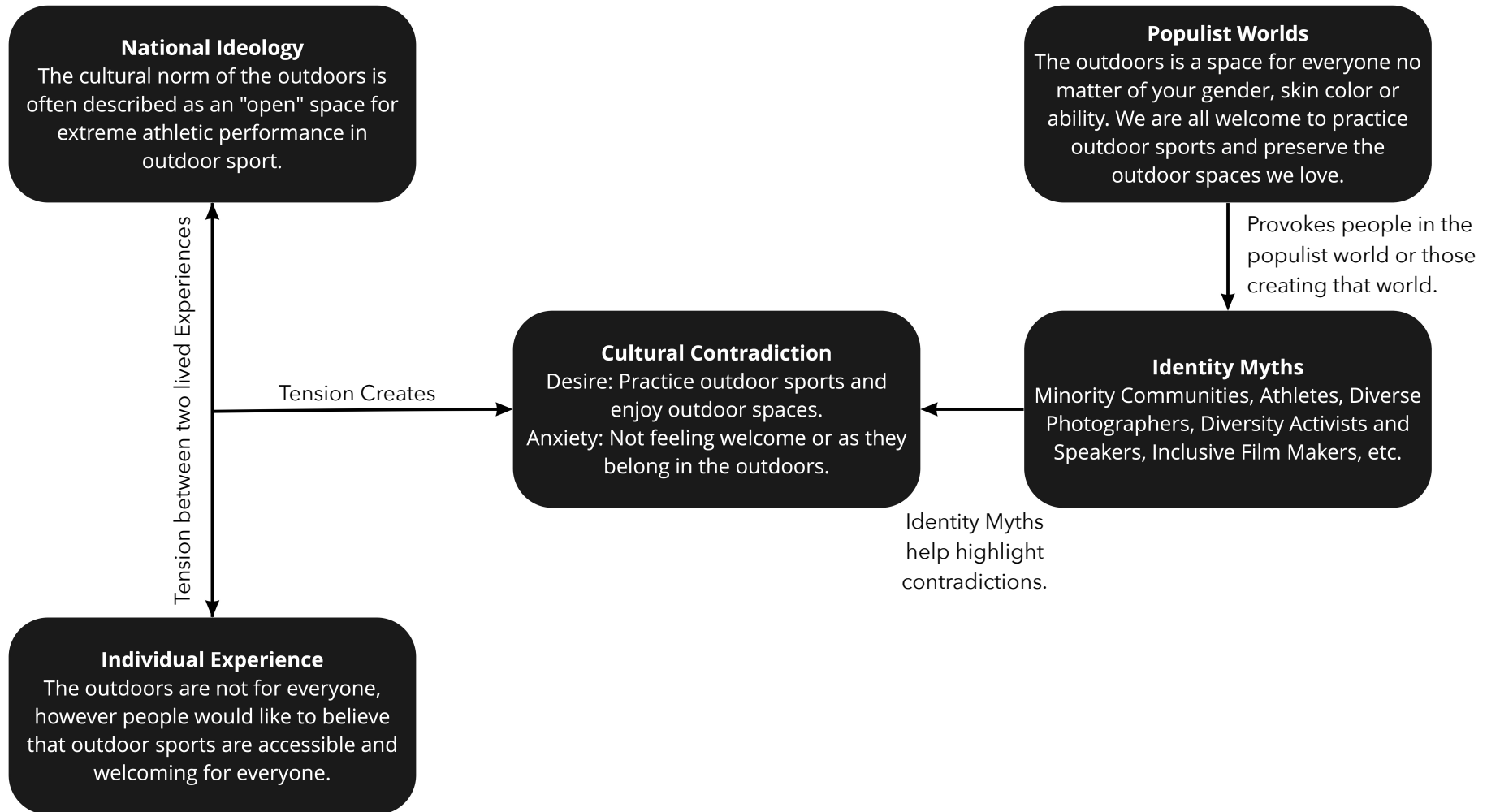


Figure 7: Adapted Cultural Positioning Model of Douglas Holt (Holt 2004).

to the brand's identity (Beverland, 2018). As discussed in several interviews, this is a challenging process. Internally it would help if a brand created an environment where employees can discuss these topics:

"Why hasn't this been tackled before? It's because it's been such a taboo subject. It's such a taboo subject, and there just hasn't been that environment to enable those conversations to happen in the way that they have the last couple of years." - Martin

Furthermore, the brand needs to be willing to change:

"But in the end, we're quite a selfish industry. And also, we're reluctant to change. And I think it's reluctant to change because the industry is small." - Hannah

Providing a method to brand employees to think about the inclusivity problem in outdoor sports may ultimately lead to understanding and change.

Risk of Change

When a brand changes, it may dilute the brand image. If this happens, the connection between the consumer's identity and the brand's image will diminish, and the brand will lose its ability to act as an identity marker (Gaustad, 2019). Brand managers must ensure that during brand development, the identity of the brand remains constant and clear, ensuring that the brand maintains stable references for its consumers (Kapferer, 2008). It is essential that whatever change or repositioning Patagonia will undergo, the brand will still serve as a strong identity maker.

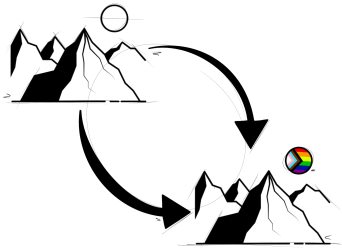
Another risk of change is that when a brand shifts its focus to more ethnic marketing, it can underrepresent some consumer groups. In addition, it brings risks such as misunderstanding of cultural nuances, stereotyping, and consumer bias (Davidson, 2009).

Brands may also risk excluding different varieties of ethnic segments or ethnic identities a consumer may associate with when marketing communications are

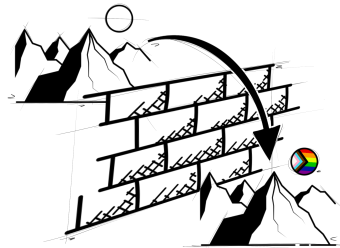
targeted at predetermined broader ethnic groups (Burton, 2002). Therefore, showing multiple cultures and representing more ethnicities is essential. By doing so, brands can reach an ethnically diverse target audience. This approach is called multi-ethnic marketing (Johnson & Grier, 2011). Multi-ethnic marketing is more often found to have a positive effect on subjective social inclusion than mono-ethnic marketing. Mono-ethnic marketing reaches only a narrow and specific ethnicity, while multi-ethnic marketing achieves a broader ethnicity reach among customers (Licsandru et al., 2018).

To conclude, Patagonia needs to understand cultural nuances and new outdoor experiences. Ensuring Patagonia can appropriately support cultural change in outdoor sports. Holt's model (Beverland, 2018) is well applicable since it is used for brands to create cultural change. Additionally, internal change needs to be taken into consideration to ensure consistency in the image and identity of Patagonia.

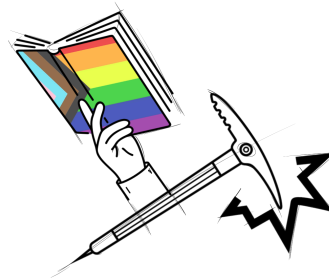
Key Takeaways



The outdoors is changing, and is slowly becoming more inclusive.



There is still quite some work to do if the outdoor industry wants to overcome internal and external obstacles which are causing exclusion.



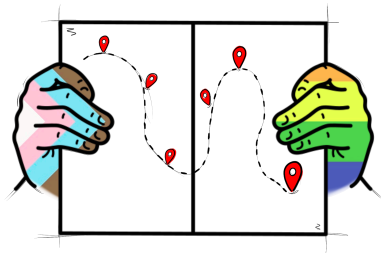
Outdoor brands have a significant impact on how people perceive the outdoors. Therefore, brands need to tell more diverse outdoor stories to improve outdoor inclusion.



Outdoor brands need to collaborate with minority outdoor communities. Communities understand marginalized individuals and know how to get them engaged.



Lack of minority representation in outdoor branding makes people feel as they do not belong in the outdoor space.



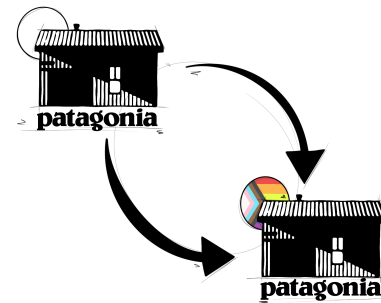
Follow the steps of the Cultural Brand Positioning Model to create a suitable myth.



Outdoor brands need to understand cultural nuances.



Brands need to portray outdoor sports in a way that appeals to people outside the traditional demographic.



Internal brand change needs to be aligned with the companies employees.



Brands need to look at a multi-ethnic approach to ensure everyone is included.

Define



Myth Creation

To get my project goal, connecting minorities with Patagonia, aligned with my vision, I created the following myth, based on Holt's Cultural Model of Brand Positioning (Beverland, 2018):

" Let's create outdoor stories together: We can all go out there! "

The myth helps establish a project direction and serves as a vision of the design process. The goal of the myth is that all people can tell their own outdoor stories. This chapter will elaborate on how I used the steps to create the myth.

Initially, I looked at what the populist world is. Over the years, groups and individuals with minority backgrounds started to pick up outdoor sports. They began to promote their view of the outdoor space and became icons of the populist world, for

example, Selema Masekela, Zahan Bilimoria, Lor Sabourin, etc. These individuals from the populist world commit to making the outdoor space a place for everyone, regardless of gender, skin colour, culture, or ability. In the populist world, everyone is welcome to practice outdoor sports and preserve the outdoor spaces they love. Diversity is celebrated, and mistakes are acknowledged.

Furthermore, I looked at what are the cultural schisms and contradictions. Based on my research, I found seven differences between the historical culture of the outdoors and the future culture of the outdoors.

1. Solo sports vs community sports and activities: The way people practice outdoor sports in the future is based on communities and collective activities. Undertaking sports together will help make outdoor sports more accessible due to shared cultures, knowledge,

skill, equipment and ways of accessibility.

2. Inaccessible spaces in nature vs combination between nature-urban and creative access to the outdoors: Going outdoors is becoming an everyday activity for more and more people. Those people try to find outdoor activities that they can practice close to home.
3. Promote high skill and knowledge level vs promoting all skill and knowledge levels: Outdoor sports are more about learning and doing instead of only aiming for the most extreme activities.
4. Market extreme stories vs market diverse stories: To continue with the previous contradiction, people are more interested in outdoor stories they can relate to and learn from. They want to see themselves in the outdoor space and validate diversity in the outdoors.

5. The technicality of the sport is essential vs the story around the sport is essential: Technicality of outdoor sports equipment is a standard for most outdoor brands. However, people desire to see brands tell about how, where, and why they run their business and help them practice an outdoor sport.



6. Old participants (25+) vs young participants (under 25): Even though we are seeing an ageing population, outdoor sports are becoming more and more accessible for younger people.

7. White men dominated culture vs mix of ethnicity, gender and culture: More and more diverse outdoor communities amplify their race, gender and culture in outdoor sports.

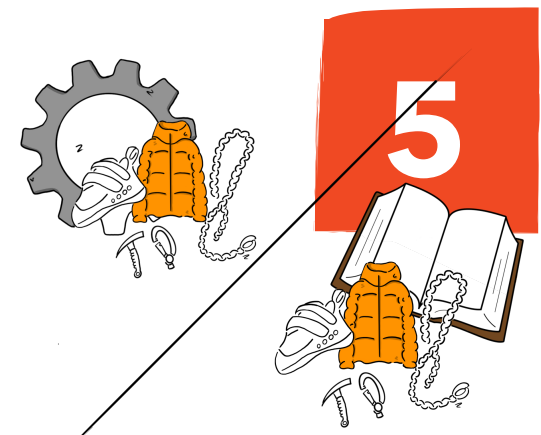




Figure 8: Differences between the historical culture of the outdoors and the future culture of the outdoors.

Holt's model suggests the next step is to find and target anxieties (Beverland, 2018). The discussions show different barriers and anxieties for marginalized people to feel unwelcome or reconsider practising an outdoor sport. The tensions revealed in the interviews are:

- Believing your ethnicity or culture is not accepted in the outdoor space or considering your culture does not respect you practising these sports.
- You do not know or see other people like you doing these sports.
- You do not see the possibility to access the outdoors or outdoor sports.
- You do not know what to do, how to practice the sport, or how to use the equipment.
- You do not know if you are skilled or physically strong enough to practice these sports.

Currently, brands seek to remove these anxieties by representing more minorities in outdoor sports. They do this by describing the populist world. Outdoor brands showcase diverse athlete teams, people who host sports events, films, photography and social content of diverse outdoor sports participants. Next to that, brands try to take away anxieties. They showcase people from the populist world who have overcome their anxieties. Outdoor brands support minority outdoor communities financially and with their brand resources.

Furthermore, brands tell stories that make people believe they can practice these sports. These are relatable stories or have a main character that marginalized people can relate to. Through this storytelling, brands highlight cultural schisms and contradictions. Telling these stories can help create a space in outdoor sports where everyone feels like they belong.

Targeting, representing and funding are significant initiatives that help to make outdoor sports feel and look inclusive and diverse. However, these initiatives sometimes seem passive. Making people feel like they belong is one thing, but making sure they are included and participate goes further. There are opportunities for brands to take this next step and interactively contribute to inclusion. Outdoor brands are often niche and lack internal diversity. Further exploring the possibilities for brands to interact with those who truly experience exclusivity can lead to meaningful change and more inclusion in outdoor sports. Therefore, I want to use my project to ensure that minorities and Patagonia come together.

Having used the first five steps of the model, I was able to create the "Outdoor Stories" myth:

"Let's create outdoor stories together: We can all go out there!"

What is your outdoor story? Patagonia believes that everyone should be able to create one, no matter who you are or where you come from. We encourage you to explore, create adventures and preserve the spaces you love. Outdoor sports are for all of us. So tell us your story because stories lead to understanding.

patagonia®

Various visual impressions of the Myth



Photo: Anthony Tran



Photo: Aly Nicklas



Photo: Haroon Mota



Photo: Matthew Cunningham

A part of the cultural schisms and contradictions are reflected in the myth. As an example, participating collectively in outdoor sports is highlighted by encouraging people to create outdoor stories together. Outdoor stories in this context are synonymous with engaging in outdoor sports. People create memories when performing an outdoor sport or activity, and individuals can share their memories through stories—the word "stories" highlight Patagonia's strength of being an excellent storytelling company. Plus, the myth underlines preserving "wild" spaces, one of Patagonia's values. The word wild is placed in quotation marks and is left out because not everyone may associate with remote, untamed nature. Lastly, the myth highlights understanding and learning from and about each other by linking Patagonia and minorities. Besides, it points out the direction of my project: create a new form of connection that goes beyond what Patagonia already does.

I thought of four opportunities Patagonia could carry out to create connections and improve inclusivity in outdoor sports:

- Specifically, tell stories about how people can practise these sports: Outdoor brands could act as educators. Brands teach people about outdoor spaces, equipment, safety, rules, and sports. Brands can guide people from "newbies" to "experts" of the sport.
- Interact with minority individuals and communities to create solutions together: Co-create solutions that take down the barriers experienced by minority individuals.
- Validate the nearby populist worlds, such as communities: outdoor brands could help marginalized people find the right community. Brands could eventually connect these people with the matching community.
- Use brand touchpoints to "physically" take away anxieties: Outdoor brands could remove specific barriers for people to practise an outdoor sport. For example, they could host a "culturally appropriate" event amongst similar people. The event's focus would be to introduce people to these outdoor sports. Besides, it could help marginalized people make their first step in the direction of an outdoor sport or activity.

Myth to Reality

The last step in Holt's model is articulating your position (Beverland, 2018) and making the myth a reality. To do so, I created two project definitions. I based both projects on establishing a connection and creating outdoor stories. These two project directions incorporate the four "connecting" opportunities mentioned previously. The first project aims to connect marginalized individuals with outdoor sports communities and, therefore, validate the populist world. The project aims to create outdoor stories between people and minority outdoor communities that appeal to these individuals. The second project intends to connect marginalized individuals with Patagonia to find solutions for creating outdoor stories. The following paragraphs elaborate on both projects.



Figure 9: Mikey February is the first black surfer to compete on the World Surf League championship tour (left). He can be considered a mythical role model of the populist world. On the right, Surfers not street children, is an organization that empowers (primarily black) kids and connects them to surfing. This organization can be considered a reality maker for kids that want to become surfers like Mikey.

Project 1

The first project definition is to design an elaborate myth by creating a strategy plus structure (e.g. roadmap). The strategy illustrates how Patagonia should develop a combination of brand touchpoints to educate and introduce marginalized young adults (age 17-21) to outdoor sports. Patagonia has a well-established network of minority outdoor communities. Therefore, with this strategy, Patagonia could help young adults find the right communities that can introduce them to outdoor sports in an approachable way. Furthermore, the strategy aligns with Patagonia Action Works, a digital platform that connects individual activists with activist organizations. The strategy could be designed as a similar touchpoint, where Patagonia connects minority youth to the minority outdoor communities.

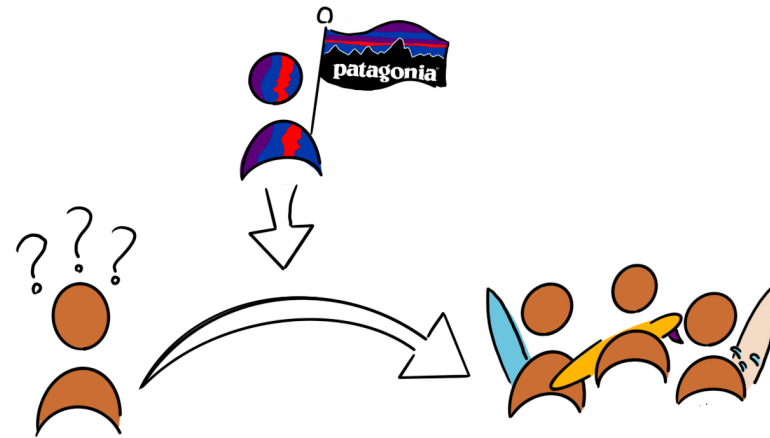


Figure 10: Connecting individuals with communities.

Project Values

- The strategy and a possible service demonstrate how Patagonia addresses the inclusivity issue within outdoor sports towards its consumers. It will show how the company takes action.
- This strategy ensures that individuals are brought together with matching outdoor communities. These people benefit from being part of a community since connecting them will enable marginalized youth to engage in outdoor sports.
- This strategy helps to reach new customers.
- Patagonia can use its well-established network of (minority) outdoor communities for this strategy.

Project Challenges

- Finding and applying the right cultural nuances for this strategy and drawing youth to the service.
- The challenges lie in designing a service that operates autonomously from Patagonia. Individuals and communities must be able to interact with each other while Patagonia only facilitates the service.
- In the long run, the challenge lies in keeping this service relevant. For example, how will this service continue to be relevant when individuals are connected to communities? This possibility will have to be taken into account in the strategy.

Project 2

The second project definition is to design a co-creation strategy that Patagonia can use to create outdoor stories. This strategy is in the form of a toolkit with an accompanying manual that guides all stakeholders through ideation sessions. The toolkit facilitates creative collaboration between Patagonia, young minority adults (age 17-21) and minority community leaders. The toolkit should assist in co-creating solutions to make outdoor sports more inclusive for marginalized individuals. Patagonia could apply co-creation, for example, during the Outsiders Summit. The Outsiders Summit is an event organized in cooperation with The Outsiders Project that promotes inclusion and diversity in outdoor sports (The Outsiders Project, n.d.). Outsiders Project set up this summit to connect representatives from marginalized outdoor community groups to share their experiences and knowledge through outdoor activities. Furthermore, this gathering is used as a space to develop

ideas to overcome outdoor challenges faced by these minorities (The Outsiders Project [the.outsiders.project], 2021). Patagonia funds the event, and some employees have participated in the summit.

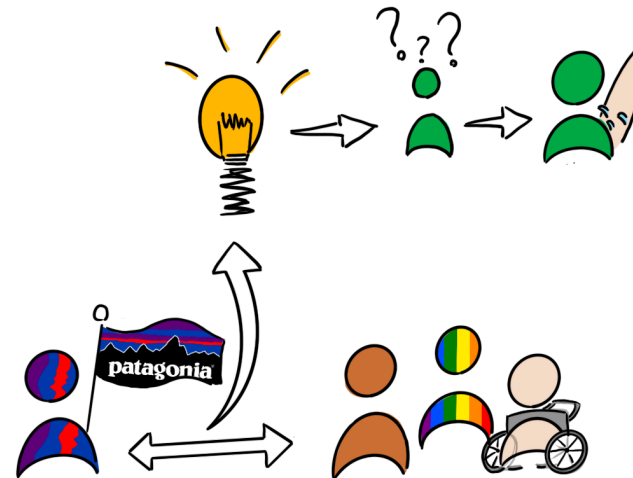


Figure 11: Co-Creating with individuals and communities.

Project Values

- Patagonia can apply a co-creation tool and strategy to current events like the Outsiders Summit.
- A co-creation tool can provide structure during such an event, go beyond discussion, and allow hands-on solution development.
- Co-creation will lead to internal understanding for all stakeholders and culturally appropriate solutions to tackle inclusion issues in outdoor sports.
- Minorities and their communities have the chance to shape how they would like to create Outdoor Stories.

Project Challenges

- Co-creation is a time-consuming process. Stakeholders will need to be thoroughly engaged and motivated to fulfill the co-creation.
- The toolkit needs to be applicable for all stakeholders and allows participants without a design background to use it.

Project Selection

Both projects are worth working out. However, completing both within the given time frame is impossible. I selected the project I can develop into a tangible solution that will influence Patagonia. In addition, I base my decision on the project that best aligns the key takeaways mentioned in the Discover chapter:

It becomes apparent that brands need to collaborate with marginalized individuals and communities to overcome internal/external barriers to inclusion. Brands can collaborate and better understand cultural nuances with the support of a co-creation tool. By co-creating, brands will better understand the new outdoors and its users. Therefore, brands can create products, stories, and services that resonate with marginalized people. Co-creation allows brands to develop new solutions to eliminate barriers experienced by minorities within sports and the outdoor industry.

Ultimately, brands can collectively create a more diverse outdoor scene, increase minority representation and portray outdoor sports in a way that appeals to people outside the traditional demographic.

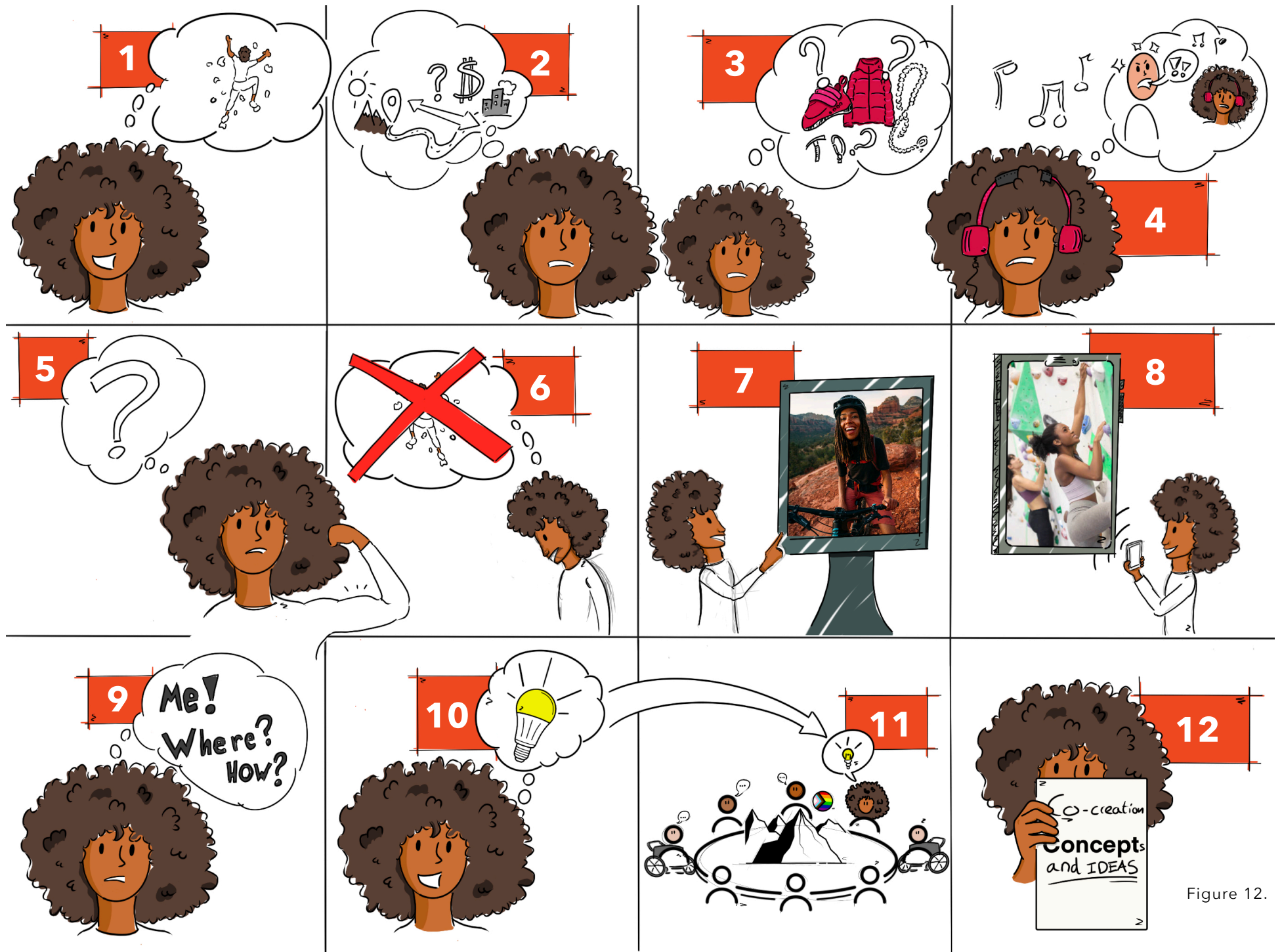


Figure 12.

The Journey towards Co-creation

Figure 12 shows how the obstacles experienced by an individual can eventually lead to ideas used in co-creation.

1. The main character imagines practising climbing.
2. Soon she realizes that climbing comes with financial costs and that she cannot simply practice it in her neighbourhood.
3. Not to mention that she doubts what kind of gear she needs and how to use it.
4. She starts to question whether she fits amongst all those hardcore climbers.
5. And whether she is actually strong enough to climb.
6. So many doubts. She decides to put aside her desire to climb.
7. Until she suddenly spots a billboard showing just someone who looks like her and engages in outdoor sports.
8. Several channels confirm that people like her are involved in outdoor activities.
9. Slowly she starts to feel like she belongs amongst all the other outdoor participants—however, her question of where to start and how to begin remains.
10. Suddenly she has some ideas.
11. She attends a co-creation session where she shares her ideas and experiences with other individuals and people within the outdoor industry.
12. By letting all these people collectively express their ideas, new insights and solutions are discovered. These solutions become concepts that outdoor brands eventually develop into products, campaigns, and services.

Minority Young Adults

The project focuses on young adults, as there are different interests in designing for or collaborating with this age group. The Outsiders Project (n.d.) states that it is essential to see how the youth can be involved to provide the outdoors with a new look that is more accessible. Research by Sport England et al. (2015) shows that when someone has participated in outdoor sports at a young age, they are more likely to pick up an active outdoor lifestyle. It appears that 75% of the children who participate in an outdoor sport continue to do so throughout their lives (Sport England et al., 2015). Phil Young mentioned something similar, that if a kid is introduced to outdoor sports at an early stage, it will help them get familiar with these sports once they grow older:

"When you get older, it's difficult to say I'm going to go out and take up trail running or mountain biking because you don't know that environment. When kids are aware of the actual space, it becomes second nature

to them so that when they are older, they don't have that barrier of: we don't know what this is." - Phil

In addition, by including young people in shaping the outdoor space collaboratively, they may shine new light on the scene:

"Someone younger probably has a mindset that gives a new shape to the outdoors." - Lisa

To better understand the obstacles that marginalized teenagers experience, I spent a day with BIKKL, an organization that introduces teenagers to outdoor sports. While mountain biking with these kids (figure 13 and 14), I discovered that they often experience barriers similar to those I found in my research. For example, access to equipment or access to the outdoors. The kids had a hard time figuring out how to get a mountain bike or get to the mountain bike track independently. However, the kids did not see these as

barriers, as they were constantly looking for alternatives and more everyday activities, such as soccer. In addition, it was hard for these teens to share their thoughts about these obstacles as they felt they had not yet faced them.

For this reason, I want to involve young adults in co-creation. This target group can look back on the outdoor experiences of their youth. Young adults tend to be at an age where they can independently practice or form interests in outdoor sports. To gain rich information and understanding of those participating in co-creation, these participants must be able to reflect on their past experiences (Sanders & Stappers, 2013).

The following is an example from professional mountainbiker Brooklyn Bell talking about forming interests in outdoor sports in her late teens:

"Towards the end of high school, I started to find other girls who were interested in spending more time outdoors. (...) and I remember being 18 and 19 and scrolling through my Instagram and thinking all these badass women are coming together and they are making these communities for themselves in the outdoors." - Brooklyn Bell (Patagonia, 2020b)



Figure 13: Mountain biking with kids during an observation day with BIKKL #1.



Figure 14: Mountain biking with kids #2.



Figure 15: BIKKL office in Rotterdam.

Co-creation

Co-creation is generally known as the value creation process through collaboration between an organization and people. This process differs from the value created by an organization alone (Ind & Coates, 2013). Co-creation is used to develop new and relevant ideas and helps to visualize and understand each other's issues. What is paramount in a co-creation session is the session's journey and the tools used (Sanders & Stappers, 2013).

Furthermore, co-creation often consists of several steps: preface and sensitizing, introduction and approach, problem-solving, evaluating, prototyping, testing, developing, applying. The co-creation is led by a facilitator who ensures that the participants can complete all the steps flawlessly and express their experiences and ideas (Tassoul, 2009).

In addition, the facilitator is responsible for the session to meet the primary goal of the co-creation. Nevertheless, while

maintaining the session, the facilitator avoids judging the process (Tassoul, 2009) and (Sanders & Stappers, 2013).

Co-creation with Youth

Since young people will participate in this session, the literature recommends considering various matters. For instance, Sanders and Stappers (2013) mention that a session with youth should be fun, engaging and without restrictions. Sanders and Stappers (2013) also describe that when participants are under 18, the co-creation host should obtain permission from the participants' parents. Vettraino et al. (2017) noticed in their study that games allow youth to share their feelings and ideas, make them feel comfortable and cause them to mingle with other young people they would not normally interact with.

These and previously mentioned insights of the literature are applied to develop the ideation tool (chapter Develop) and the co-creation strategy (chapter Deliver).

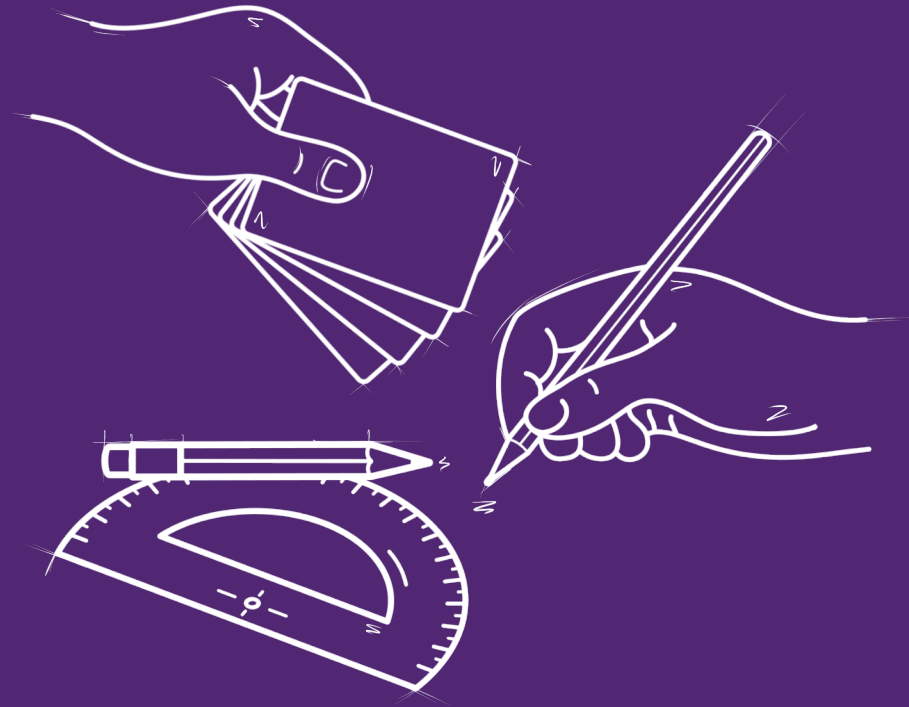
Develop



Prototypes

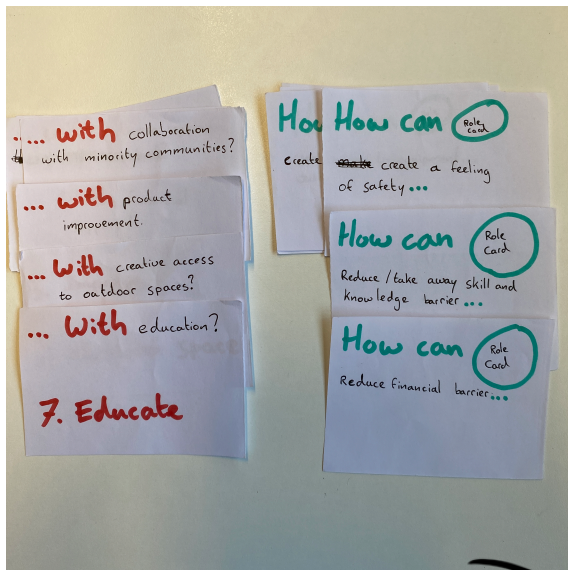
Developing and Testing

The ideation tools on the next two pages have been designed for a potential co-creation session between Patagonia employees, minority outdoor community leaders and marginalized young individuals. The overarching goal of the prototypes is to establish ideas to get more marginalized people be able to participate in outdoor sports. This chapter describes the developed prototypes of the ideation tool. Designing these prototypes required an iterative process, for which I used rapid prototyping. I conducted multiple prototype tests with a variety of students. In the end, I hosted a validation session of the final tool with Patagonia employees and students from the Technical University of Delft.



Ideation Tool Prototypes

opportunity, obstacle and role cards



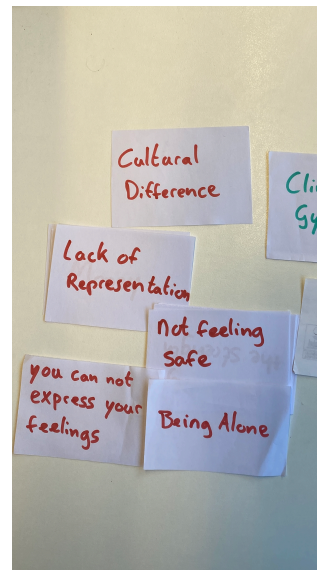
1.

opportunity and obstacle cards + analogy cards



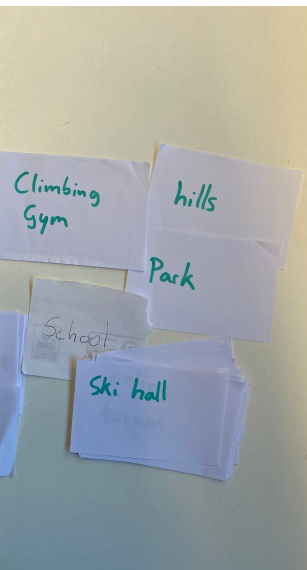
2.

obstacle and



3.

context cards



obstacle and context card + descriptions and visuals



obstacle and context card + examples



4.

5.

Prototype 1

The initial prototype consisted of opportunity, obstacle and role cards. The obstacle and opportunity cards are partly derived from the interviews' insights and the anxieties mentioned in the myth paragraph. These cards showed people's obstacles to participating in outdoor sports and showed abstract opportunity directions that participants can use to generate ideas.

The role cards illustrated the stakeholders of the session. Participants could fill these cards in with the role of Patagonia, the role of community leader, or the role of the individual. During the session, participants used these cards to develop ideas based on the perspective of one of these stakeholders. Combining all three cards allowed participants to create a "How can you?" question. For example, "How can Patagonia create a sense of safety with education?" or "How can an individual celebrate cultural differences in collaboration with minority outdoor communities?". Participants would

generate ideas with the help of these questions.

A session consisted of three ideation rounds. The first round used only the role and obstacle cards. Participants selected one obstacle card and started generating ideas from the three stakeholder perspectives to solve the obstacle card. Participants visualized or wrote down their ideas on post-it notes. During the second round, participants would add an opportunity card of their choice to their last obstacle card. Again, participants explored solutions from the three perspectives to answer the obstacle card with the help of the opportunity card. Making the participants combine three cards led to a more specific approach to solving the obstacle. Participants discussed the post-it notes from round two in a group in the third round. The group clustered the ideas and redefined them to assemble final solutions.

Participants' response to prototype one was that the examples on the cards made it hard for them to generate ideas. Unfortunately, the tool failed to trigger sufficient creativity among the individuals. In addition, some participants found the cards lacking a professional look, and some had trouble phrasing the "How can you?" question.

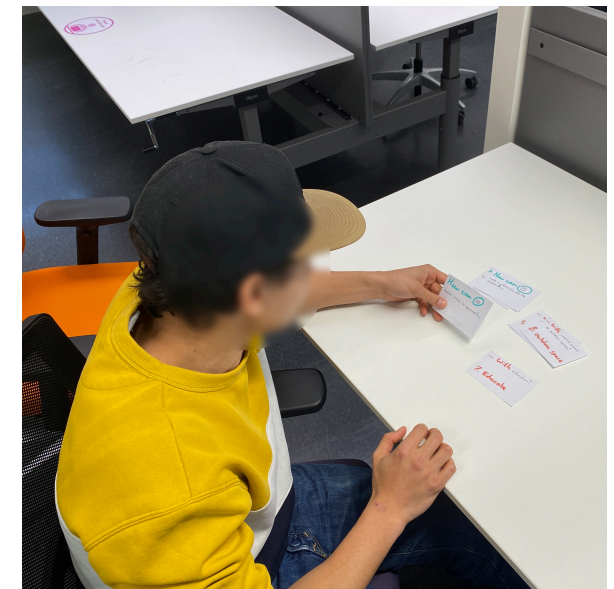


Figure 16: Testing Prototype 1.

Prototype 2

In the second prototype, I added analogy cards to trigger creativity. Analogies can inspire participants and allow them to let go of the original problem statement, making it easier to find new and innovative solutions (Tassoul, 2009). The analogy cards featured all outdoor sports Patagonia promoted, including a card that featured activism. I added character traits matching the cards' roles on the back of these cards. In addition, I added an extra round to the session. In the first round, participants used analogy cards instead of role cards. Participants had to invent ideas by combining obstacle cards with these characteristics.

Furthermore, I graphically redesigned the cards. As a result, the new cards looked more professional. Moreover, I included several example questions to give the participants a better idea about how to formulate their "How can you?" questions.

Despite the addition and adjustments, it was very challenging for the participants to brainstorm ideas. The analogy cards were too specific, did not appeal to everyone, and were not inclusive enough. Moreover, participants felt there were too few obstacle cards, and the opportunity cards gave them less freedom to think creatively. It appeared that participants were fixated by a particular opportunity, causing their ideas to remain limited.



Figure 17: Testing Prototype 2.

Prototype 3

The third prototype contained more obstacle cards. In addition, the opportunity cards got replaced by context cards. These new cards displayed different scenes in which outdoor brands operate. The session consisted of three ideation rounds. In round one, participants discussed the obstacle cards in groups, whereafter they individually chose three cards. Individually and sometimes in consultation with others, participants invented ideas to overcome their selected obstacles.

In the second round, participants discussed the context cards together. Each individual chose three contexts that they felt matched their solutions from round one. The participant's task was to imagine how they could further apply their first ideas within these contexts and make them more specific. Ideas were clustered and redefined in the third round, similar to the previous prototypes.

This new combination of cards seemed much more straightforward for participants

to create ideas. In fact, this prototype generated more creative ideas compared to the other prototypes. In addition, it was pleasant for the participants to discuss the cards in a group. After all, everyone had their perspective of the obstacle cards, and participants found it interesting to listen to other people's points of view. The minor issue was that although there were many more cards available, some participants still felt that contexts or obstacles were missing.



Figure 18: Testing Prototype 3.

Prototype 4

The fourth prototype expands on the last obstacle and context cards. As such, visuals and a short description have been added to the obstacle cards. In addition, I added blank obstacle cards. Participants were allowed to fill these cards in with obstacles they believed were missing. The context cards remained the same except that I also added blank context cards. Also, the steps of the session remained the same.

The images and descriptions made it easier for the participants to understand the cards. A few participants suggested putting short examples on the obstacle cards to understand the obstacle better.

Prototype 5

I added only one minor modification to the fifth prototype: the examples included in the obstacle cards. However, this caused various people to focus only on these examples rather than thinking about the obstacle more broadly.

The fourth prototype's design allowed participants to generate more original ideas, especially since the examples did not fixate them in the ideation session. That is why I removed the examples from the cards in the final design.



Figure 19: Testing Prototype 4.



Figure 20: Testing Prototype 5.

Validation Final Prototype

For my final prototype, I updated the style and graphics of the cards. The toolkit still consists of the same obstacles and contexts. However, the cards now all have illustrations with an overarching look. The final toolkit was developed both digitally and physically. See chapter Deliver for the physical version.

To validate the final tool, I organized an online ideation session with Patagonia staff and five Delft University of Technology students. Three employees participated on behalf of Patagonia, each with a marketing or graphic design background. During this ideation session, I took on the role of facilitator (figure 21). The session took place via Zoom and Miro (digital whiteboard application). Participants could communicate via break out rooms in Zoom and could write down, select and cluster their ideas in Miro. The eight participants were divided into two brainstorm groups, and each group included at least one representative of Patagonia. Three ideation

rounds were held during the session. In round one, participants discussed the obstacle cards and brainstormed solutions for several selected cards. In round two, groups discussed the context cards. Additionally, participants specified their ideas from the first round and applied them to different contexts (figure 22). In the final round, these ideas were clustered and redefined into concepts.

At the end of the session, I asked the participants for their initial reaction and subsequently had them fill out a short questionnaire about the tool. In summary, this lists their experience, feedback and thoughts about the tool:

Feedback Session

Participants found it pleasant to ideate within groups since this ensured that they could develop more complete solutions that tackled multiple obstacles. They all appreciated my guidance as a facilitator,

which allowed them to keep track of time or ask burning questions. In the end, many participants agreed that the tool addressed a very needed topic and that it helped to make sensitive issues they might never have considered more tangible.

Feedback Ideation

Some participants suggested adding one extra ideation round to the session. Rather than developing solutions within chosen contexts, the facilitator should select random contexts for the participant during this ideation round. The facilitator compels participants to create more uncommon and new ideas by providing unexpected contexts. Participants could explore what they believe might influence these other contexts that they did not choose voluntarily. Another suggestion was to add a framework to guide participants to finalize their ideas in the cluster and redefinition round.

Feedback Cards

Participants found that the cards assisted them in reason beyond the main topics of exclusivity. Furthermore, they found it interesting to hear people's different perspectives about the obstacles cards. For some participants, the obstacle cards made them reflect on their experiences of barriers in the past and how they overcame them.

One of the participants suggested developing this tool in multiple languages so brands could use it in different international contexts.

I took these suggestions and feedback into account in the final design and recommendations. See the next chapter.

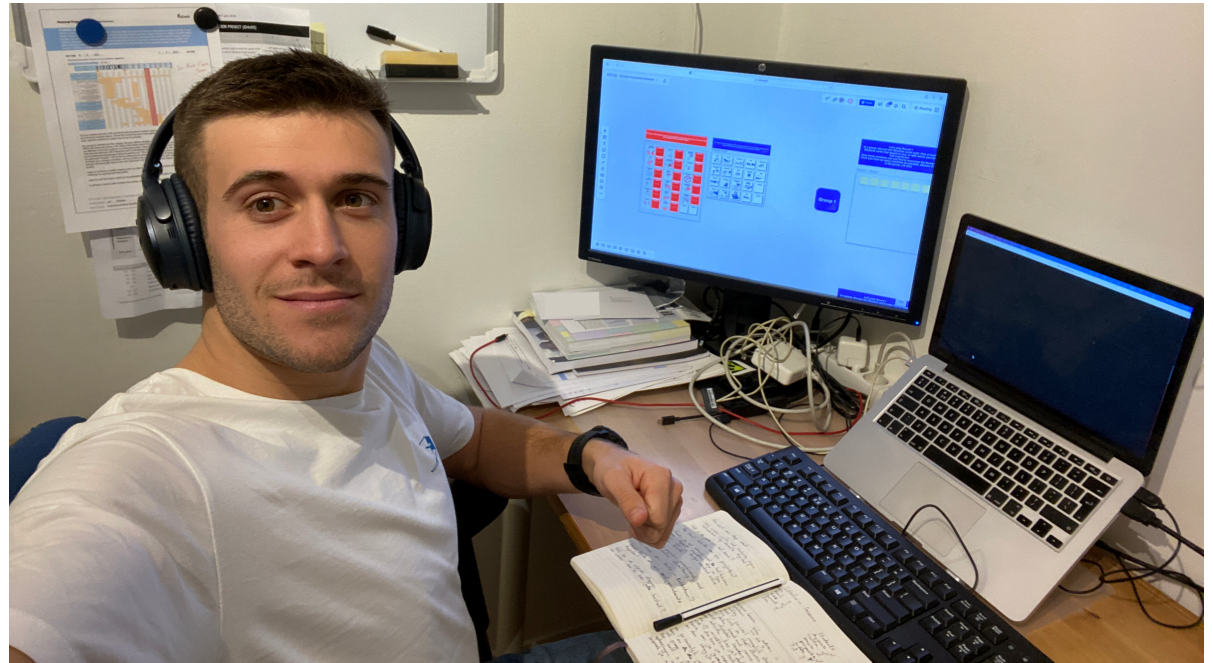


Figure 21: Preparing and facilitating the validation session of the final prototype.

Round 1

Round 2

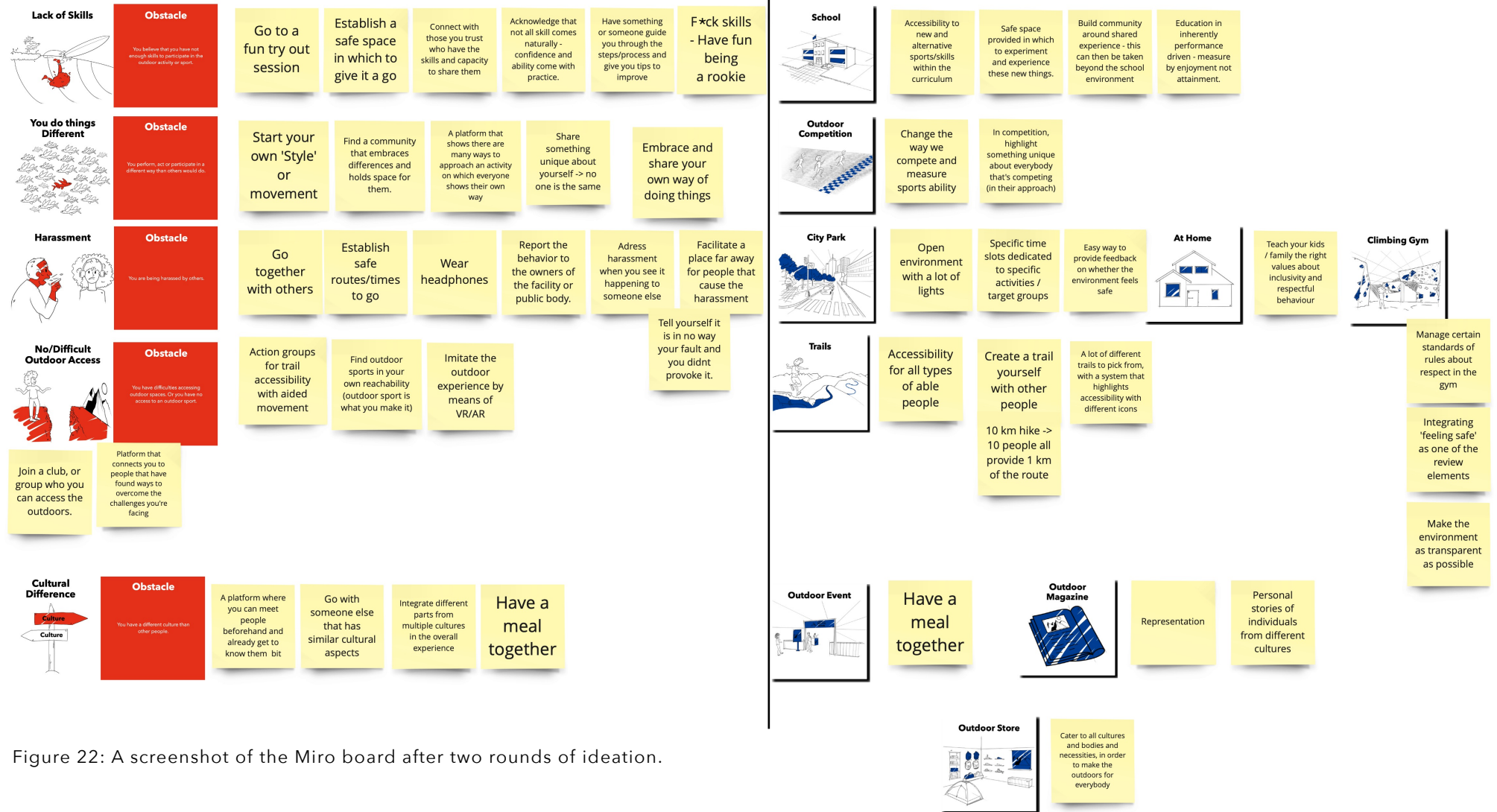


Figure 22: A screenshot of the Miro board after two rounds of ideation.

Deliver



Discussion

This validation session showed that the tool supports developing new insights about inclusion in outdoor sports by connecting brand employees and outsiders. Patagonia employees were, for example, able to gain new insights through collaboration with students. This observation aligns with certain literature, showing that collaboration causes a better understanding of each other's values (Holt, 2004) and provides insights into differences in experiences between a brand's employees and consumers (Beverland, 2018). Realizing new insights occurred when Patagonia employees discussed the obstacle cards with students. Students sometimes shared different ideas, values, or experiences about the obstacles compared to Patagonia employees.

The co-creation tool helped create new understanding of the inclusion issue and led to new ideas outside Patagonia's current focus on diversifying outdoor sports. As examples, creating an online

sports community or introducing an event where visitors could exchange outdoor equipment.

Another main finding was that participants found various forms of assistance helpful. As mentioned in the previous chapter, participants suggested a framework that could provide step-by-step instructions to turn ideas into concepts. Apart from that, I guided the participants through all the rounds with step-by-step explanations. Considering several other options to assist participants, I added a manual to the tool for extra guidance and understanding of the tool's use. Offering participants different forms of assistance during co-creation can help guide them towards the end goal of the session (Sanders & Stappers, 2013). The suggestions for a framework and manual have been incorporated in the final design.

I will discuss the final design, project limitations and recommendations for a complete co-creation session in the following paragraphs.

Final Design

The final version of Designing Outdoor Inclusion is designed for a physical co-creation session involving a facilitator and approximately 15 participants (5x young adults with different minority backgrounds, 5x minority outdoor community leaders and 5x Patagonia employees).

The tool consists of a physical set of cards. These come in a small box containing a manual, several concept framework sheets, stickers and post its. The card set has eighteen obstacle cards, eighteen context cards and twelve free space cards; see figure 24 for an impression of some of the cards. You can find the complete set of cards in the Appendix. The free space cards are kept blank so participants can write or draw their own obstacles and contexts on them.

The top of the box features the Designing Outdoor Inclusion logo; see figure 23. The "Outdoor Stories" myth is printed on the inside of the box.

The manual has the shape of a triptych folder; see figure 25. It lists the contents of the tool, introduces the purpose of the session, shows the preparatory steps to be taken, and describes step-by-step how participants should use the tool. The facilitator can use the manual to conduct the session.

The concept framework is a sheet that lists questions participants have to answer to turn their ideas into concepts; see figure 26. These questions guide the participants through the concept creation process.

Instead of three rounds, the final Designing Outdoor Inclusion tool consists of four ideation rounds.

In the first round, participants are divided into five groups of three, assuming 15 participants. The facilitator asks the participants to discuss the obstacle cards briefly. On the back of the cards is a short description of each obstacle. After

discussion, each individual selects 3-4 obstacles related to them. Participants will have to brainstorm as many ideas to overcome these barriers.

After the first round, the facilitator asks the same groups to discuss the context cards. After discussion, each individual picks 3-4 context cards and combine them with their previously used obstacle cards. Participants now brainstorm how they would apply their ideas within these contexts.

In the third round, instead of letting participants pick 3-4 context cards themselves, the session's facilitator randomly hands out 3-4 contexts per participant. The brainstorming now focuses on how participants would apply their ideas within these new contexts. Providing the participants with unexpected contexts could lead to brainstorming new and uncommon ideas. At the end of each of these three rounds, participants discuss

their ideas in the groups.

In the last round, participants transform these ideas into concepts with the help of the concept framework. One person of each group presents their concepts to the other groups.

Once all groups finish presenting, a collective round of clustering is held during which participants group similar concepts. A wall or whiteboard can serve as a place to hang and cluster the concept framework sheets. After that, three concepts are selected through dot voting. During this selection technique, participants receive an equal number of dots (figure 27) to stick to the concept(s) they consider most valuable (Tassoul, 2009). In this selection process, participants are asked to choose the concept(s) that they think will predominantly impact the session's goal: getting more marginalized people to participate in outdoor sports and create

their outdoor stories. The three concepts with the most votes are selected and will either be developed by Patagonia, marginalized youth, community leaders or a collaboration between them. More on additional concept development in the recommendation paragraph.

Finally, as Tassoul (2009) described, throughout co-creation, it is essential that while brainstorming ideas, judgement is postponed, quality generates through the number of solutions, no idea is too absurd, and working together on each other's ideas is encouraged. Sticking to these principles will help create an atmosphere where participants can comfortably generate ideas.



Figure 23: Designing Outdoor Inclusion box.

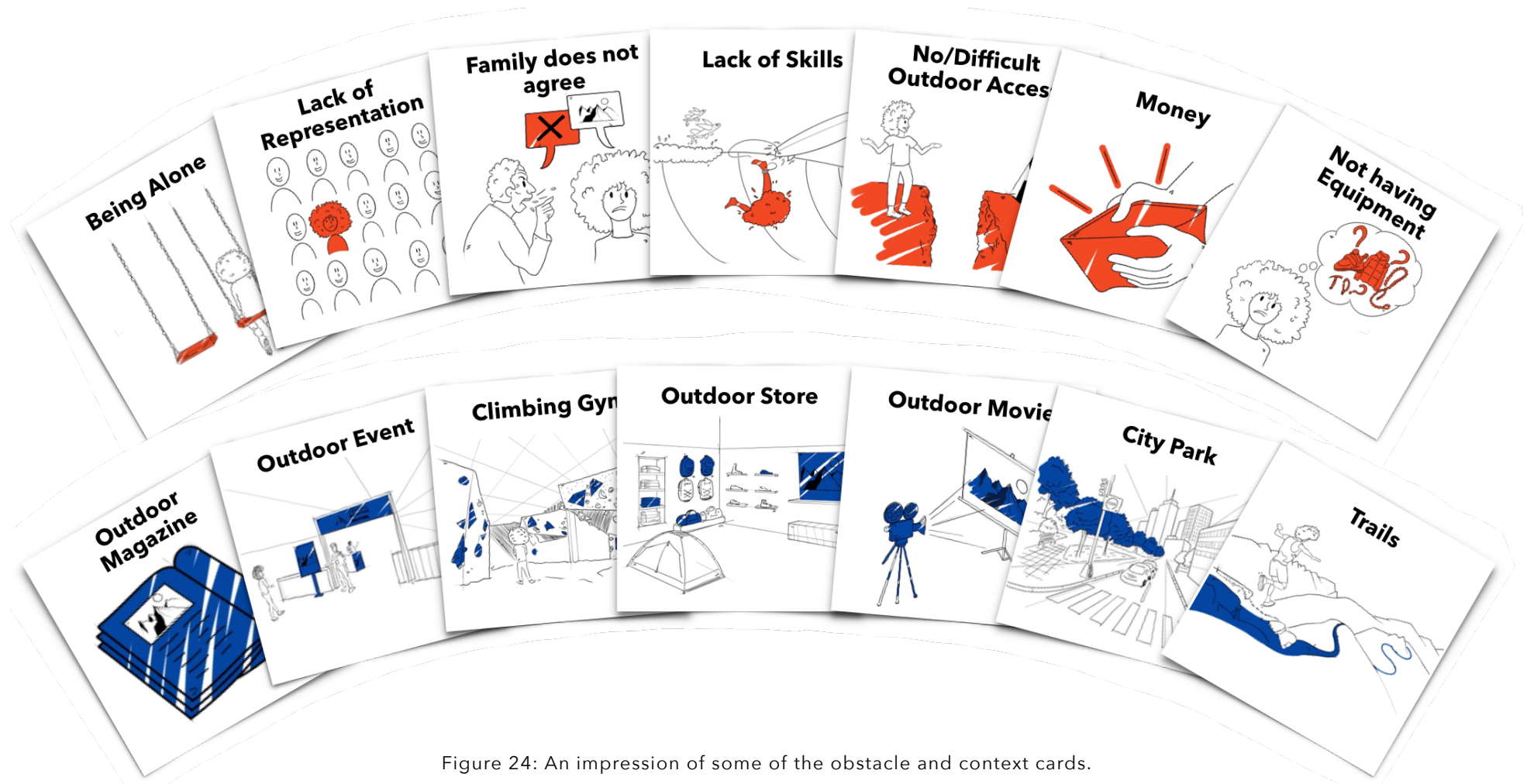


Figure 24: An impression of some of the obstacle and context cards.



Figure 25: Designing Outdoor Inclusion manual.

What is the name of the concept?	What obstacle(s) does this concept tackle?		
Give a short description of the concept.			
	In which context(s) will this concept be applied and used?		
Who will use this concept and how?	Who is involved: role 1.	What will they realize?	What is required of them?
How will this concept help people with a minority background to create their own outdoor stories and practise outdoor sports?	Who is involved: role 2.	What will they realize?	What is required of them?
	Who is involved: role 3.	What will they realize?	What is required of them?

Figure 26: The concept framework sheet.



Figure 27: Dot voting stickers.

Limitations

One of the limitations of this project has been the testing of the tool. It was solely possible to physically test the Designing Outdoor inclusion tool with students. Trying the tool with Patagonia employees was only possible online. As a result, this tool was not tested in the eventual setting involving Patagonia, marginalized young adults, and communities. As a result, minorities or collaboration between minorities and Patagonia could not validate the tool for this research. The validation test between Patagonia and students was a way to mimic the eventual scenario. However, this does not indicate if minorities would interact or experience the tool similarly.

Another limitation is that the tool's ideation method relies on one specific form of idea-generating, namely how to solve obstacles in particular contexts. Literature provides several other creative techniques, including mind mapping, brainwriting, and using analogies (Tassoul, 2009). Applying

other techniques could perhaps lead to different co-creation tools. Various tools could provide new insights or engage differently with participants.

Next, I proposed that the tool is used to co-create simultaneously with different minorities. However, this proposal excludes the possibility to set up a specific co-creation session per minority. Collaborating with different minorities simultaneously could result in finding superficial information during co-creation.

Other than that, the tool has a limitation regarding language. At the moment, the tool is available in English. However, Patagonia works in different countries across Europe. If the tool is used within a non-English speaking country or with a non-English speaking community, the cards and manual may be hard to understand.

Furthermore, based on my research and observation session, I propose co-creating with minority young adults. However, this does not imply that a younger age group could not participate in the co-creation process. The research of this thesis does not examine how a younger target group could be involved or how they would use Designing Outdoor Inclusion.

Lastly, I conducted an uneven analysis of all the different minorities throughout my research. This study mainly looked at what exclusive issues people from the BIPOC community experience within outdoor sports. However, it did not place as much emphasis on what people from the LGBTQ+ community or disabled people experience.

Recommendations

This section covers recommendations on how to address the limitations described in the previous section. Besides, this section covers suggestions on how to proceed with a complete co-creation and the development of concepts. Lastly, an extra recommendation is made regarding the future application of Designing Outdoor Inclusion throughout the entire outdoor industry.

Limitations

Additional research and testing need to be conducted to determine how this tool performs in a setting with minority individuals, minority community leaders and Patagonia employees. Particularly since they will be the eventual users of the tool, and might be less comfortable with design workshops than the students. The critical aspect is whether these stakeholders can use the tool and whether it supports them in inventing new and creative concepts. Besides, to validate the overall project idea a complete co-creation

should be organized while using the final tool. A possible way to do this is in the form of a pilot. During this pilot ideas can be generated and Patagonia could analyze whether they can realize the conceived concepts.

Using other ideation or co-creation methods can be researched further, involving exploring differences between the current tool and other existing methods. For example, one could study whether a different tool stimulates more creativity, resulting in newer and innovative concepts to improve inclusion. Tassoul (2009) recommends that concepts be clearly distinguishable from what a group is already doing to prevent the concept from falling back into existing solutions.

Running different sessions with particular minorities might generate deeper insights, better understanding of minority's obstacles and solutions how to solve them. Therefore, testing the tool with specific

minorities is interesting to see if more information and ideas can be co-created.

Besides, additional research should be conducted looking into exclusion issues experienced by people from the LGBTQ+ community and people with disabilities. It is essential to examine whether they share the same obstacles as the ones illustrated in the tool. Eventually this project has only partly considered adding new barriers to the tool using free space cards.

Translating Designing Outdoor Inclusion should also be considered. I recommend developing a version for each region in Europe in which Patagonia is operational. Patagonia has regional marketing managers based in France, Germany and Italy. These managers can use a French, German, and Italian version to co-create with local communities.

Developing a Designing Outdoor Inclusion version for collaboration between Patagonia and minority youth can be considered. Co-creation with a younger group may provide different insights and ideas to solve exclusivity barriers experienced at an early age.

Co-Creation

Throughout this graduation project, emphasis has been placed on developing the co-creation tool, concerning that the tool is one of the essential parts of a co-creation (Sanders & Stappers, 2013). However, eventually, Designing Outdoor Inclusion remains a part of an entire co-creation between Patagonia and Minorities. Therefore, I would like to make one more overall suggestion on conducting the co-creation. As mentioned in chapter Define, the literature describes different phases to split co-creation (Tassoul, 2009). Therefore, I created an overview of different recommended stages

with corresponding activities (figure 28). The actual co-creation is divided into four days, day 0 until day 3. Day 0 to 2 take place within one to two weeks. These days are organized to get to know the participants, explain the purpose of the co-creation, and start ideation and concept creation. Day 4 is a follow-up day that occurs after 4-5 months. During this day, Patagonia presents where they stand with the realization of the concepts to all who participated. In addition, figure 29 shows an illustrative outline of the entire co-creation.

Extra

As the Discover chapter mentions, Patagonia is more than willing to help and inspire competition (Cornelissen & van der Velden, 2021). Because of this attitude, it is possible to consider how other outdoor brands could use the tool. For example, one could look at whether other brands could apply the tool to their events similar

to the Outsider Summit. Additionally, one could look at how several outdoor brands could use Designing Outdoor Inclusion together. Applying the tool among other companies and organizations, creates an abiding application of the tool that addresses inclusivity and diversity within the broader outdoor industry. In the long run, the application of the tool may contribute to new inclusive initiatives within different domains of the outdoor sports world. Consider, for example, large outdoor sports organizations, competition federations, outdoor magazines and sports clubs.

Overview Co-creation

Stage	Time	Description	Goal
Preface	Day 0	One week before co-creation, participants are asked to capture their outdoor experience or what they believe their outdoor experience should look like in a 1-minute video. Participants could use their phones to capture the footage and edit it with a movie editor. Participants will use this video to introduce themselves on day 1.	Allow participants to reflect on their outdoor experiences to familiarize themselves with the topic of the co-creation. Create an icebreaker for people to introduce themselves.
Introduction	Day 1	During the introduction, welcome the participants, share their videos, and let them introduce themselves to the other participants. The goal of the co-creation is introduced, and the process and rules of the Designing Outdoor Inclusion tool are explained. The facilitator prepares for the ideation session and divides participants into groups. The facilitator should follow the steps described in the Designing Outdoor Inclusion manual. See the appendix for the full manual.	Arrange for everyone to get acquainted with each other. Explain the purpose and rules of the session and kickoff to the ideation session.
Ideation	Day 1	Throughout the ideation stage, participants make use of the Designing Outdoor Inclusion tool. Participants go through the four rounds of ideation. In the end, the groups are asked to discuss their ideas and develop concepts with the help of the concept frameworks.	Develop new and innovative concepts that will support marginalized people to participate in outdoor sports and thus be able to create their outdoor stories.
Evaluation	Day 1	One person per group presents their concepts to all participants. Once all concepts have been introduced, it is time to cluster and evaluate concepts. Through dot voting, participants select the concepts they believe in having the most impact on the goal of the co-creation. Each participant receives three-dot vote stickers to express which concepts they prefer. The three concepts with the most votes are selected for further development.	Select the three most impactful concepts, which Patagonia or a collaboration between Patagonia and minorities should develop.
Development	Day 2	Spend the next day to develop the three selected concepts further. Participants may use the concept frameworks to work out the additional concepts' details. During the development, participants must agree on the extent Patagonia can make these concepts feasible. In addition, participants should agree on who will work on the concepts and what they will do to realise them. Participants should use this stage to arrange a time frame to develop the concepts and set a return date.	Patagonia should see to what extent they can involve the various participants in the concept development. Clarify as Patagonia what is feasible and how much time is needed to develop the concepts.
Reconvene	Day 3	For this stage, all participants are invited to get back together. Patagonia will present the state of affairs regarding concepts development. Participants will then have the opportunity to discuss the concept development with Patagonia and offer relevant suggestions or comments. Where necessary, Patagonia can make adjustments to the concepts according to these suggestions. After the reconvene stage, it is up to Patagonia to turn the concepts into products, campaigns or services.	As Patagonia, demonstrate your genuine engagement with input from those minorities who participated in the co-creation. Allow room for participants to respond to developments and make last-minute adjustments if necessary.

Figure 28: Overview and descriptions of the co-creation stages.

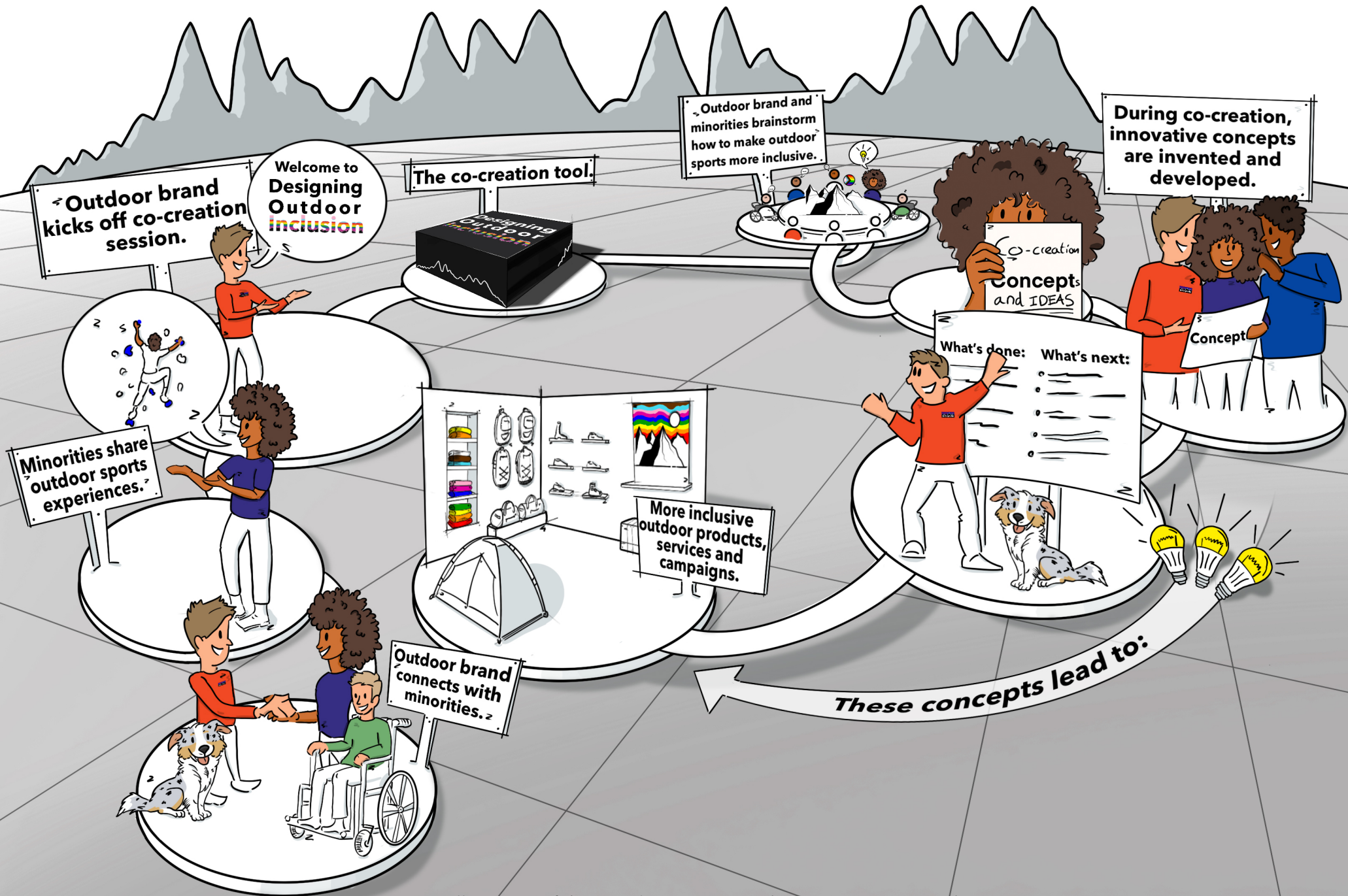


Figure 29: Illustration of the complete co-creation between Patagonia and minorities.

Conclusion

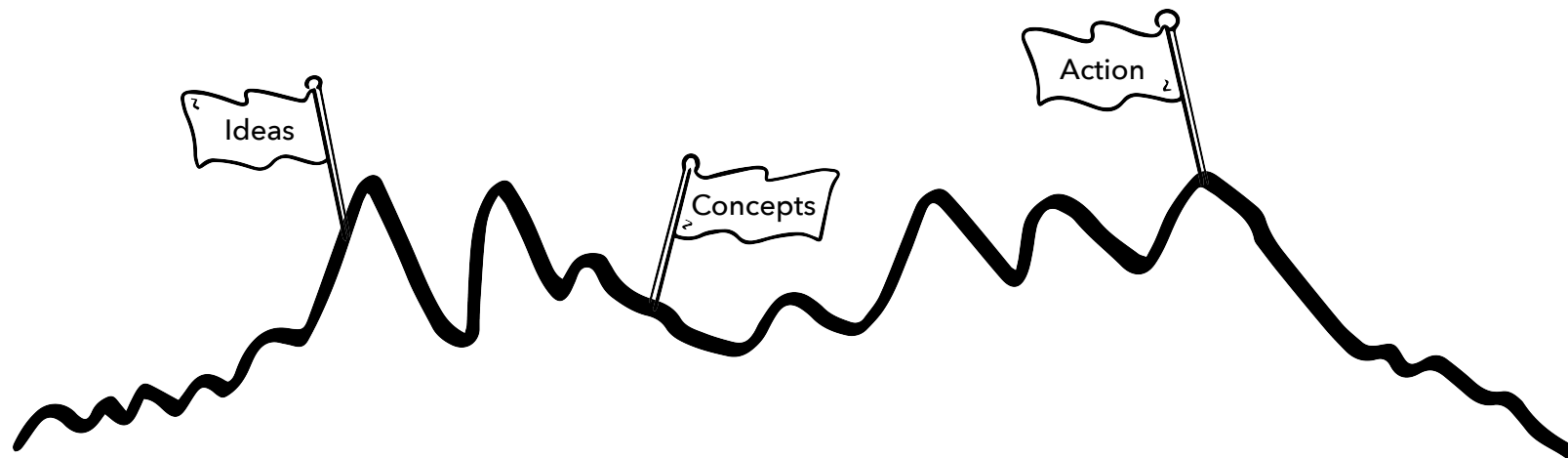
Traditionally, outdoor sports have been exclusive, as seen from the lack of diversity among its participants and communities. Until recently, outdoor brands portrayed and promoted this exclusive image across their products, services, and campaigns. Since brands play a significant role in how people perceive outdoor sports, their portrayed image has excluded various people. Furthermore, exclusiveness within the outdoors, its communities, and these brands have caused minorities to experience barriers to participating in outdoor sports. Fortunately, several outdoor brands are committed to contributing to diversity and inclusivity. Yet, many brands lack internal diversity and understanding of minorities and their outdoor concerns and interests. In the endeavor of inclusion and diversity, outdoor brands seek to understand these people better to support them to engage in outdoor sports. To make this happen, it is important that outdoor brand Patagonia holds a way to connect with marginalized communities.

Through interviews with multiple people within the outdoor industry and a literature review on brand change, inclusion and exclusion, this study established that the outdoor culture has been undergoing significant change in recent years and is slowly becoming more inclusive and diverse. Outdoor brands want to contribute to this change because of public obligation, financial interest and a chance to create unique brand material. In addition, this study showed that cooperation between brands, minorities and their communities is vital. After all, they are the ones who experience obstacles and who can make clear what would support them. Cooperation should ensure that a brand, internally, starts to understand minorities and their issues better and discover how these people would want outdoor sports to be portrayed. Currently, outdoor brands fund and represent minority outdoor communities, which undoubtedly contributes to diversity within outdoor sports. However, these initiatives do not

eliminate all barriers experienced by minorities. Therefore, it is imperative to consider how outdoor brands can further contribute to removing these barriers.

I developed a project vision based on these insights and the Cultural Model of Brand Positioning (Beverland, 2018). The vision seeks to establish a way for marginalized young adults to create their own "outdoor stories" by connecting them with the outdoor brand Patagonia. Ultimately, the vision led to designing a co-creation tool for Patagonia. The tool, Designing Outdoor Inclusion, is developed to connect minorities with Patagonia and provides a way to create innovative solutions to tackle exclusivity issues within outdoor sport. It allows Patagonia to, collaboratively, develop initiatives beyond the brands ongoing financial and representative support. For instance, by co-creating more inclusive products, services, and campaigns that support marginalized people to participate in outdoor sports.

Furthermore, the co-creation tool allows Patagonia employees to comprehend minorities better, understand what barriers they experience and why, and explore what these people value about outdoor sports. The initiatives and actions deriving from the co-creation session ensure minorities can create and share their outdoor stories, making the outdoors more accessible to them.



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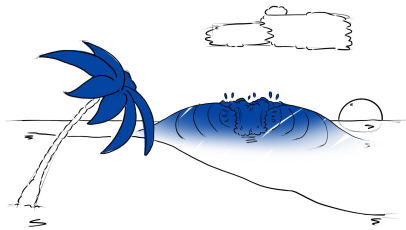
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Appendix

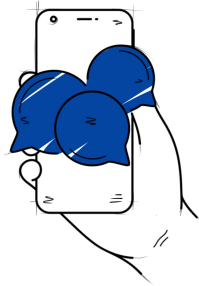
Print Version Cards

The print version +
of the context
and obstacle
cards.

Beach



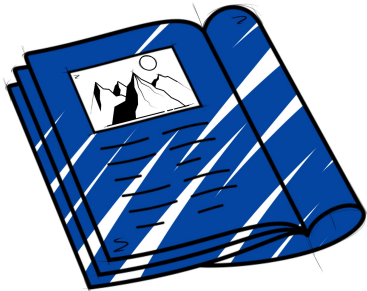
Social Media



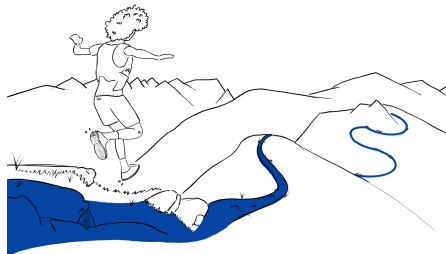
Job Interview



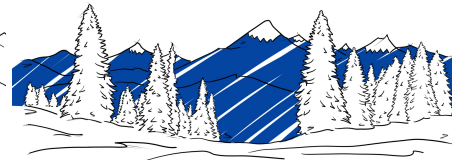
**Outdoor
Magazine**



Trails

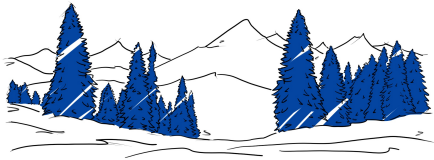


Mountains

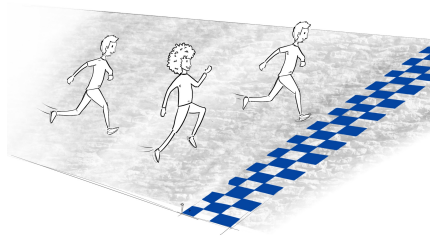


+

Forest

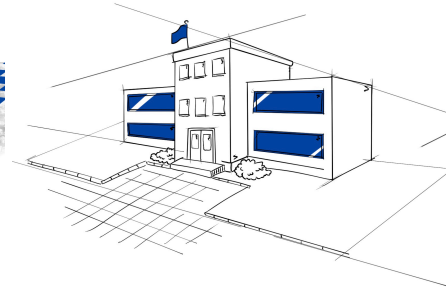


**Outdoor
Competition**

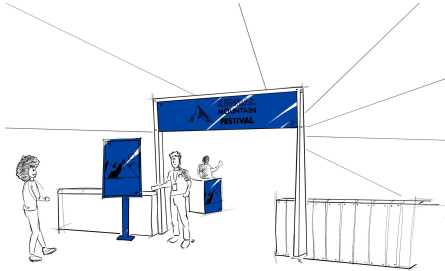


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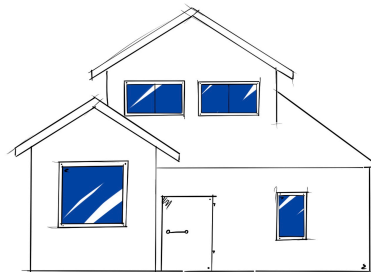
School



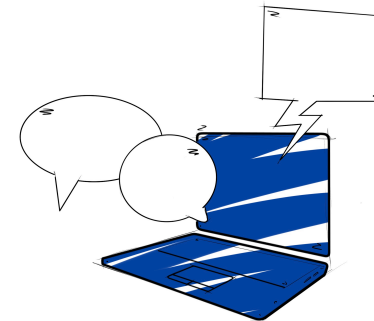
Outdoor Event



At Home



Online Forum



+

+



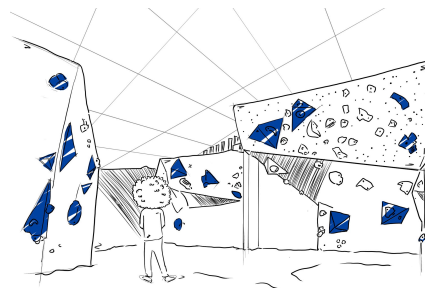
Outdoor Brand Office



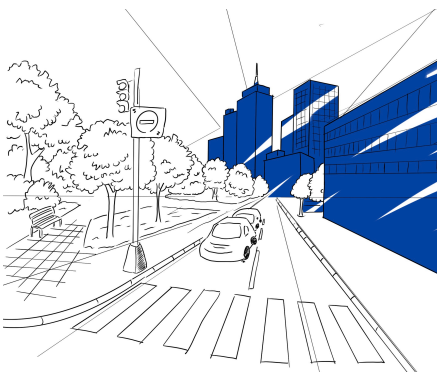
Outdoor Store



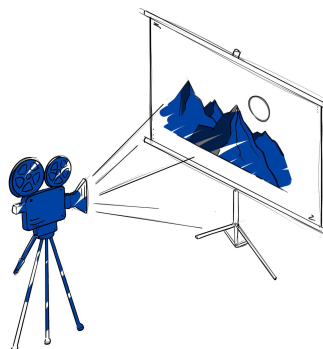
Climbing Gym



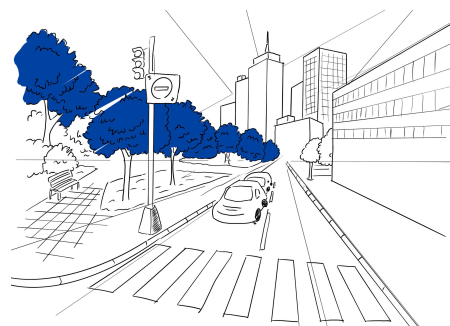
Urban Area



Outdoor Movie



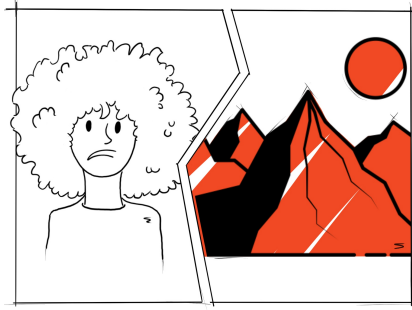
City Park



The back of the context cards.



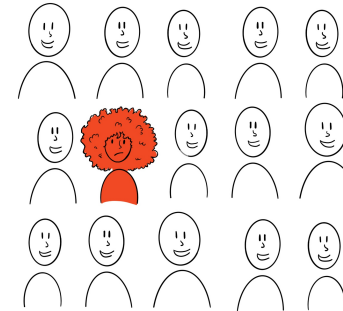
**No connection
with the Outdoors**



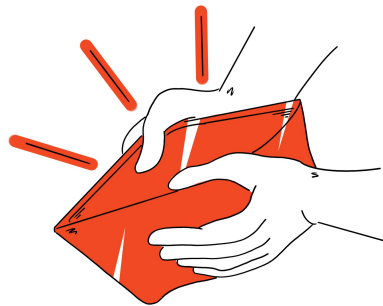
**Cultural
Difference**



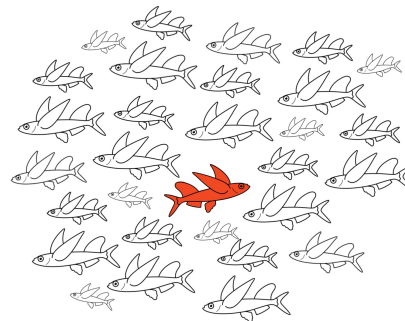
**Lack of
Representation**



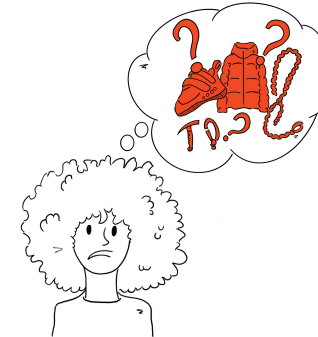
Money

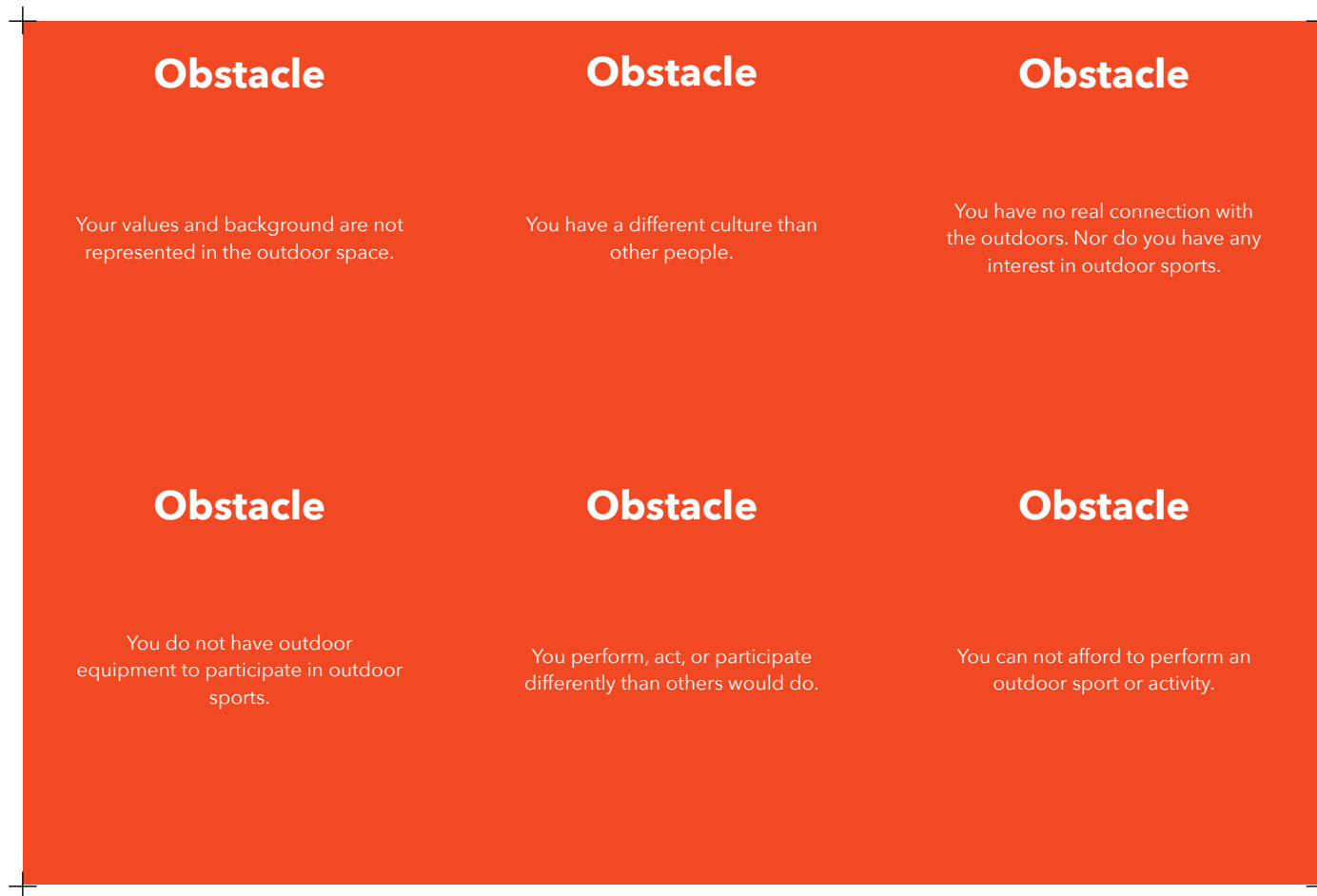


**You do things
Different**

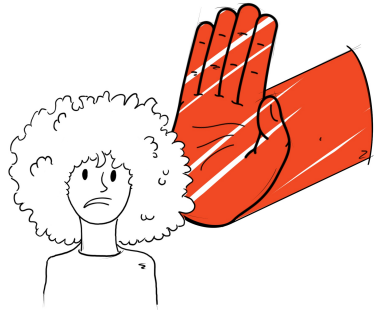


**Not having
Equipment**

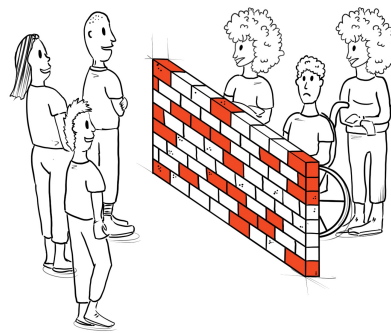




People think you do not belong



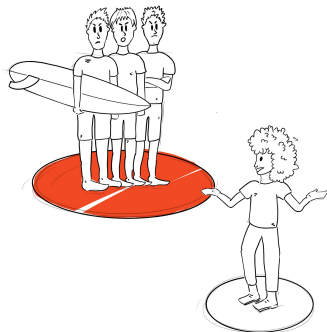
Your group is kept separate



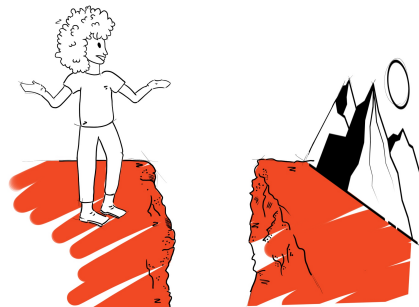
Being Alone



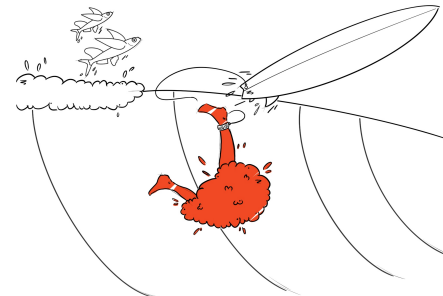
You are kept separate

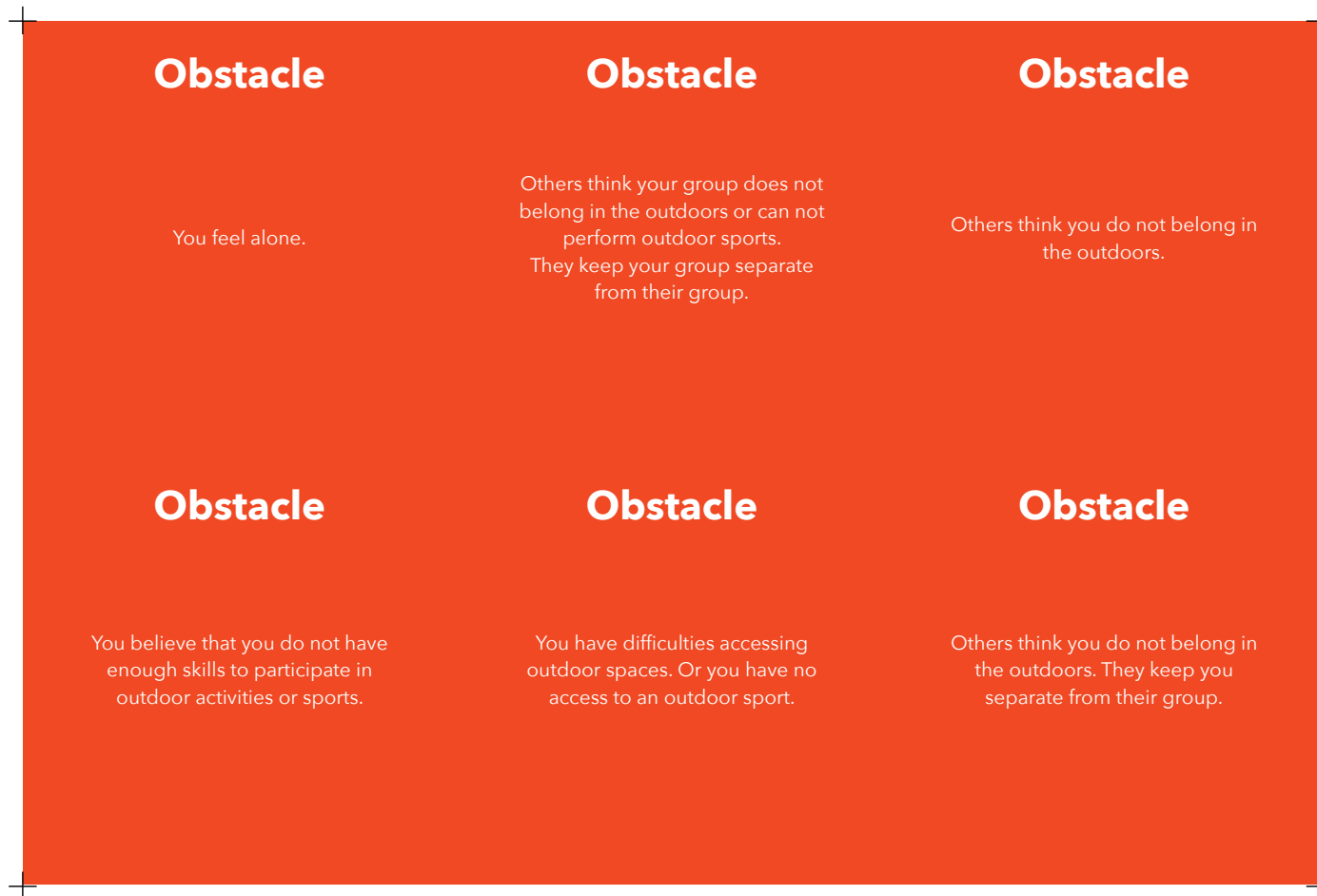


No/Difficult Outdoor Access



Lack of Skills





+

**Not feeling
Safe**



**Lack of
Strength**



**Family does not
agree**



+

**Lack of
Knowledge**



**You can not express your
feelings**



Harassment



+

+

Obstacle

Your family does not agree with the outdoor sport or activity you participate in.

Obstacle

You believe that you do not have enough strength to participate in the outdoor activity or sport.

Obstacle

The sport does not feel safe. Or you do not feel safe in the outdoor environment for other reasons.

Obstacle

Others are harassing you.

Obstacle

You can not express your feelings while performing outdoor sports because others may not like you doing so.

Obstacle

You have no idea where to start or what to do when performing a particular outdoor sport.

+

Free Space

Free Space

Free Space

+

Free Space

Free Space

Free Space

+

+

The back of the obstacle cards.



Concept Framework

This framework guides participants to turn their ideas into concepts. This is the print version including two concept frameworks on A4.

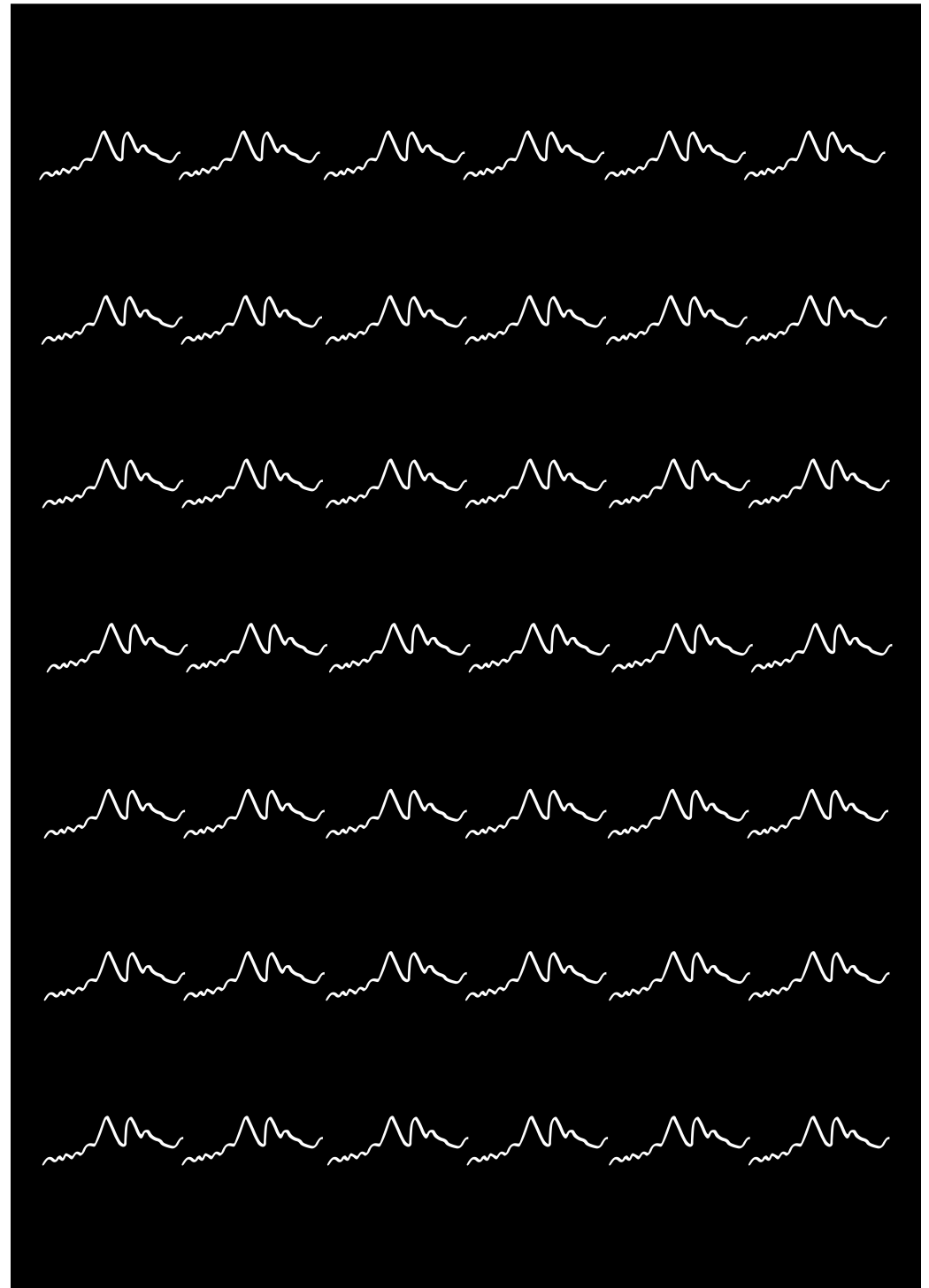
What is the name of the concept?	What obstacle(s) does this concept tackle?			What is the name of the concept?	What obstacle(s) does this concept tackle?		
Give a short description of the concept.				Give a short description of the concept.			
	In which context(s) will this concept be applied and used?				In which context(s) will this concept be applied and used?		
Who will use this concept and how?	Who is involved: role 1.	What will they realize?	What is required of them?	Who will use this concept and how?	Who is involved: role 1.	What will they realize?	What is required of them?
How will this concept help people with a minority background to create their own outdoor stories and practise outdoor sports?	Who is involved: role 2.	What will they realize?	What is required of them?	How will this concept help people with a minority background to create their own outdoor stories and practise outdoor sports?	Who is involved: role 2.	What will they realize?	What is required of them?
	Who is involved: role 3.	What will they realize?	What is required of them?		Who is involved: role 3.	What will they realize?	What is required of them?

**Concept
Framework**

**Concept
Framework**

Dot Voting Stickers Sheet

The graphic for the dot voting stickers that are used in the concept selection round.



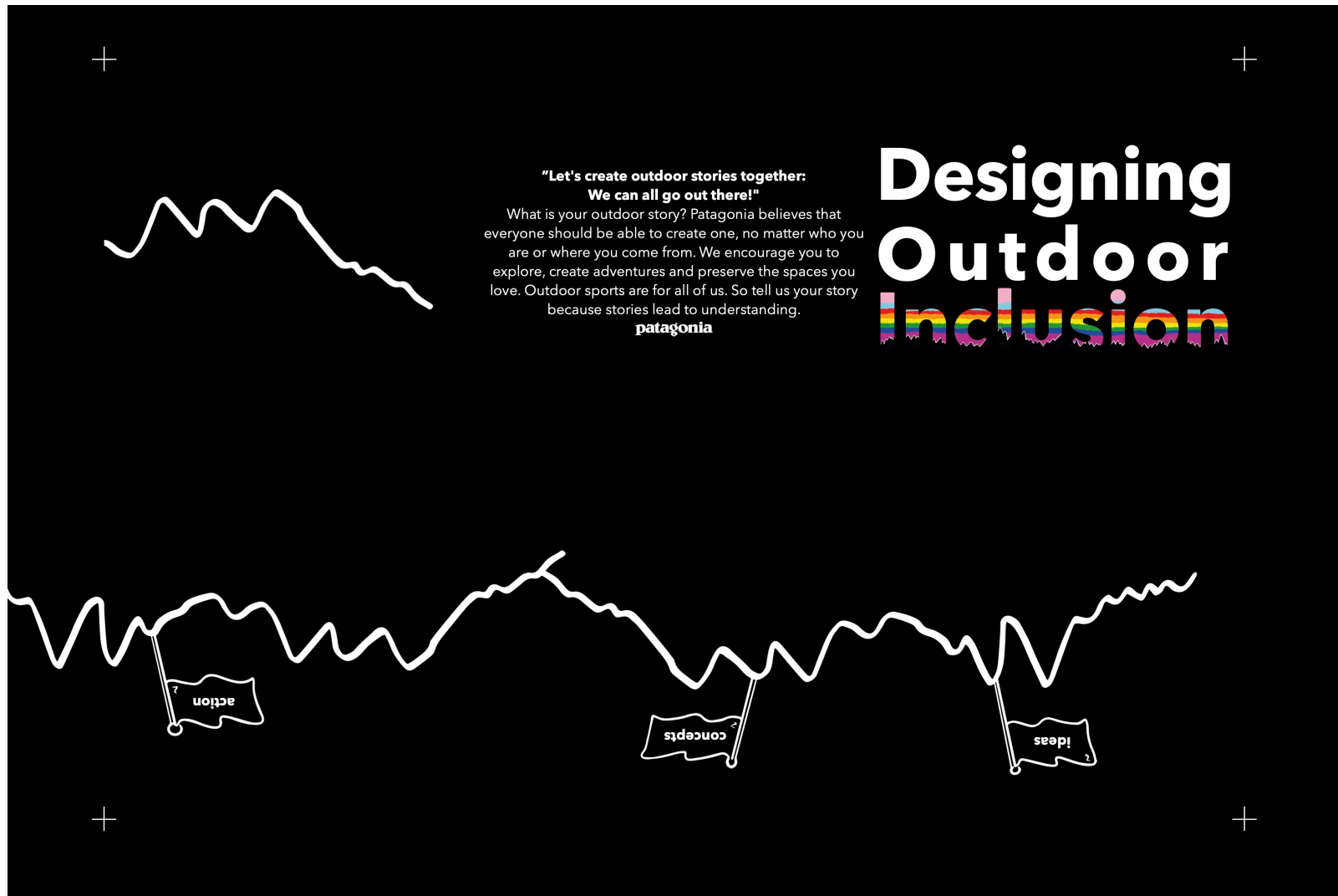
Cover and Inside Stickers

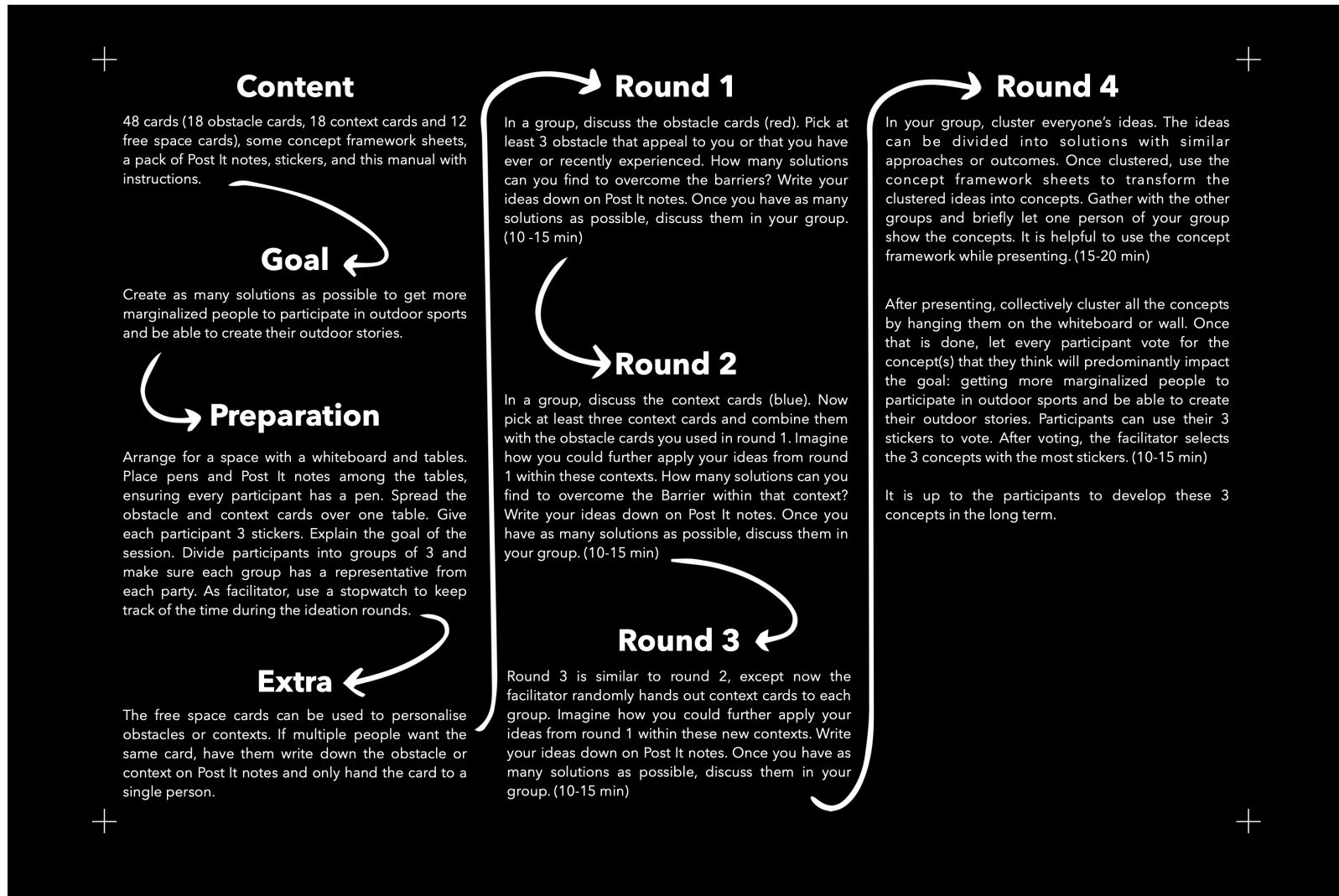
The graphics used on the cover and inside of the Designing Outdoor Inclusion tool box.



Manual

The Designing Outdoor Inclusion manual.





Designing Outdoor Inclusion - Physical Tool



The physical tool being used by students.



Interview Template

Interview template which I used to guide parts of the conversations with athletes, Patagonia employees and minority outdoor community leaders.

GRADUATION - INCLUSIVITY IN OUTDOOR SPORTS INTERVIEW TEMPLATE

Main research question:

Inclusivity in Outdoor sports, exploratory interview.

Checklist for start

- Microphone test
- Check online recording device

Introductory script

- I am a Strategic design students at TU Delft and I extremely passionate about surfing and the outdoors;
- I have started graduating on the topic of Inclusivity and diversity in the outdoor space
- And I am researching ways to improve this
- I would like to use the contents of this interview for exploratory work and research for my graduation, which eventually will be used for a report.
 - Ask permission to record (either only notes, the audio or also the video for us)
 - Do you want to be anonymised in my GP?
- There are no right or wrong answers to the questions, I am interested in your perspective, opinions and personal experiences
- You are free to interrupt at any time

Interview:

Interview questions:

Theme 1.1: Introduction Inclusivity

- What does outdoor inclusivity mean for you?
- And what do you think are the major problems that are making outdoor sports so exclusive?
- What needs to be done to get more marginalized people to enjoy and practice outdoor sports?

Theme 1.2: Introduction Inclusivity Patagonia

- What does outdoor inclusivity mean for Patagonia?
- How can an outdoor brand get more marginalized people to enjoy and practice outdoor sports?
- And what has Patagonia already done so far to accomplish that?
- How does Patagonia connect with new minority communities and how can they connect with Patagonia?
- What are the major obstacles you guys are currently facing at Patagonia when it comes to including minority groups?
- What are the key enablers for minority groups to accept an outdoor brand, such as Patagonia?

Theme 1.3: Introduction Inclusivity Patagonia Critical

- Why does Patagonia really want to include more marginalized people in their branding?
- And why now and not 5 years ago?

Theme 2.1: Inclusivity Outdoor Sports

What does this mean for Patagonia's Brand identity?
Do you want to change the image of Patagonia?

-
- Do you believe that there is a difference between sports when it comes to making them more inclusive for others?
 - If yes, what sports and how do they differ?

Extra Theme 2.2: Inclusivity and Minority Groups

- Which other minority groups/people are there, next to POC, LGBTQ+ and People with disabilities?
 - What is the biggest difference between these groups?
 - When comparing different minority groups (for example POC, LGBTQ+, People with disabilities) which one of them will be the hardest to include for Patagonia and why?
-

Follow-up questions:

(01) What would be the desired future for Patagonia when it comes to moving towards a more diverse and inclusive outdoor space?

(02) Is there anything we did not touch upon? Or do you have any further thoughts or things you want to discuss with me?

(03) Would you consider supporting me later on during my graduation project, with any further research for more specific information concerning inclusivity in the outdoors?

Thanks so much for your participation.
Great talking to you!

What does your perfect snowboard world look like?

How do you guys ~~get~~ welcome new people in the Derby family?

an event.

How big influence has it on Snowboarding world

Art sport ~~like~~ do things more creative.

→ Through what channels do you think a brand should and could change, to welcome more minority people within the outdoor space / sports?

→ What do you believe are the most crucial elements that are creating the gap between the historical outdoor space and the way we would like to see it as a place for ~~all~~ everyone.

→ What are the most important values ~~for~~ of the outdoors/sports for "minority" people?

Project Brief

DESIGN
FOR our
future



IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according to the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !



family name	<u>Wobben</u>	Your master programme (only select the options that apply to you):
initials	<u>L.W.</u> given name <u>Wobben</u>	IDE master(s): <input type="radio"/> IPD <input type="radio"/> Dfl <input checked="" type="radio"/> SPD
student number	<u>4440668</u>	2 nd non-IDE master: _____
street & no.	_____	individual programme: _____ (give date of approval)
zipcode & city	_____	honours programme: <input type="radio"/> Honours Programme Master
country	_____	specialisation / annotation: <input type="radio"/> Medisign
phone	_____	<input type="radio"/> Tech. in Sustainable Design
email	_____	<input type="radio"/> Entrepreneurship

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair	<u>Dr. Kranzbühler, A.-M.</u>	dept. / section: <u>MCR</u>
** mentor	<u>Dr. Polyportis, A.</u>	dept. / section: <u>MCR</u>
2 nd mentor	_____	
	organisation: _____	
	city: _____ country: _____	
comments (optional)	I chose Dr. Kranzbühler, A.-M. since she has a background in marketing and shares a passion for surf/kitesurfing. I chose Dr. Polyportis, A. for his expertise in consumer behaviour, sustainability and design.	

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..



! Second mentor only applies in case the assignment is hosted by an external organisation.



! Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair Dr. Kranzbühler, A.-M.date 10 - 09 - 2021

signature

Anne-Madeleine Kranzbühler

Digitally signed by Anne-Madeleine Kranzbühler
Date: 2021.09.10 19:42:26 +02'00'

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 30 ECOf which, taking the conditional requirements into account, can be part of the exam programme 30 EC

List of electives obtained before the third semester without approval of the BoE

☒ **YES** all 1st year master courses passed

☐ **NO** missing 1st year master courses are:

J. J. de Bruin, SPA

Digitally signed by J. J. de Bruin, SPA
Date: 2021.09.14 09:48:28 +02'00'

name J. J. de Bruindate 14 - 09 - 2021

signature

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks?
- Does the composition of the supervisory team comply with the regulations and fit the assignment?

Content: ☒ **APPROVED** ☐ **NOT APPROVED**

Procedure: ☒ **APPROVED** ☐ **NOT APPROVED**

comments

name Monique von Morgendate 28 - 09 - 2021

signature

Improving Outdoor Diversity and Inclusivity through Branding

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 08 - 09 - 202107 - 03 - 2022

end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Historically speaking, people of color, marginalized minority communities and other diverse groups have been underrepresented in the outdoor industry, and its advertising campaigns, despite their undeniable purchasing power (Diversify Outdoors, n.d.).

Patagonia, the activist outdoor apparel company, has set its purpose to become an antiracist company that will improve equity and diversity in the environmental movement and outdoor industry. However, this is not just something that can be done from one day to the next, by for example showcasing minority groups in their campaigns. No, this is an action that needs fundamental changes and additions to the brand and its identity.

Currently, Patagonia is setting up a more representative athlete team over the coming three fiscal years. Next to that, they are following internal training for Patagonia staff and ambassadors to do more and better work in the JEDI (Justice, Equity, Diversity, and Inclusion) space. The brand is supporting grassroots groups both financially and with brand skills and they set inclusion goals in many facets of their work from marketing/communications to internal employee-linked topics such as hiring practices.

There are many opportunities for Patagonia when developing its brand by contributing to a more diverse outdoor space. One of them is making the underrepresented part of their consumer base. However, more importantly, and in line with Patagonia's mission statement; We are in business to save our home planet, a bigger customer reach can lead to more consumers learning about the importance of protecting and safeguarding our outdoor spaces. Therefore my project will also focus on the consumer behavior of these minority groups and how a brand can steer/motivate those to save our home planet.

The main stakeholders of this project will be Patagonia's marketing staff since they will value the insights of new market and consumer research. For example, insights based on including minority groups within the outdoor space and how to get them on board of Patagonia's environmental mission. Secondly, this project will commit to a better representation of minority groups/communities (stakeholders) within the outdoors. Making these people feel more included and represented is a major drive for me to execute this graduation project.

The key limitations are accessing all outdoor sports communities since people practice so many different outdoor sports. I will therefore divide the major outdoor sports into two categories, 1. water/surf sports and 2. mountain sports. Next to that, I will make use of an external advisor instead of a company mentor within Patagonia, which could limit the amount of time I can ask from him. However, due to my previous internship at the company I have many contacts within Patagonia and their athlete team that are willing to contribute to my graduation project. It is important for me to keep in mind that whatever the outcome of this GP might be, that I will validate its feasibility, viability and desirability. In the end, diversity can be a sensitive topic for some people, therefore during my research, I will try my best to put everyone at ease so they will open up about the topic.

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introduction (continued): space for images

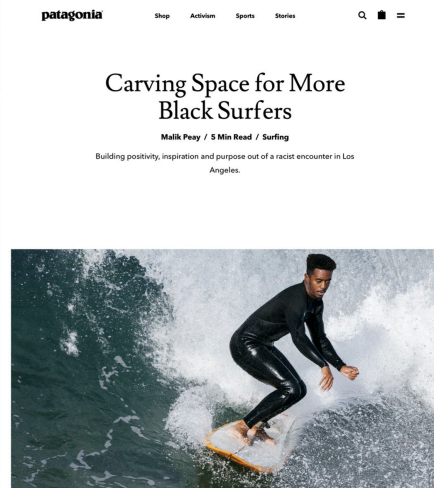


image / figure 1: Patagonia.Cleanest Line Article about Racism in Surfing



or at least that's how traditional narratives have portrayed it

image / figure 2: The way outdoor sports have been portrayed over the last decades

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Scope:

The outdoors has been a historically homogeneous space, or at least that's how traditional narratives have portrayed it. Outdoor brands such as Patagonia (and outdoor communities) have often reflected that in the past through the image of the outdoors they portray: "wild and inaccessible spaces, sports that are often perceived (sometimes rightly) to be the preserve of privileged sections of society and a brand ambassador team full of predominantly white, straight and able-bodied athletes (which until recently has been overfilled with male athletes)". Their products have also been designed with the traditional outdoor community in mind, so has their tone of voice, and even their own brand of environmental activism. However, Patagonia has done this while not always acknowledging that there are many sections of society and marginalized groups who cannot connect with this messaging, because these places and causes the brand campaigns on are outside of these people's lived experiences.

So how can an outdoor brand such as Patagonia drive and support more marginalized people to enjoy and practice outdoor sports?

Solution Space:

For Patagonia, the solution space will be to develop a brand strategy that will help them connect with minority groups in an authentic way. Not only including and connecting with these (new) people through its (sports) marketing but also finding a way how to let them join Patagonia's environmental mission. As a design strategist I will develop a strategy for Patagonia on how to perform within this new/unfamiliar context.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

1. I want to research how outdoor brands can connect and support minority groups within the outdoors. 2. Creating a way for outdoor brands (in this case Patagonia) to encourage and make people within minority groups feel included in the outdoor space. 3. Help Patagonia understand the consumer behaviour of these minority groups and how they might trigger behavior change that could support the company's environmental mission.

I want to obtain this through interviews and workshops with outdoor athletes (for example Patagonia Ambassadors, athletes from minority groups, etc.), Patagonia staff, and underrepresented outdoor communities/groups. In extension to that, I will analyze consumer behavior (within minority groups), related to outdoor activities. I want to put the focus on how those groups/people act to preserve nature and wild spaces.

Possible Graduation Deliverables:

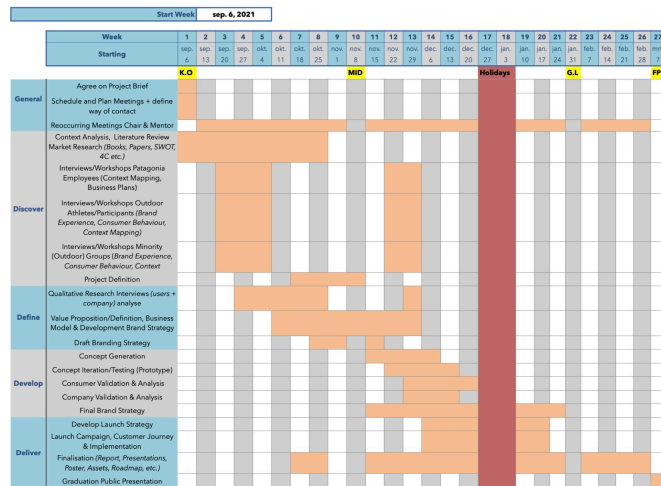
1. Brand Strategy that includes an extension of the brand identity, concentrated on a more inclusive outdoor brand (positioning, brand visualization/identity, customer journey, brand touchpoints). Focuses on: Delivering a strategy that helps the Patagonia brand become more inclusive.
2. A campaign that includes a strategy/service which enables/helps more people of underrepresented groups to go outdoors and preserve the (wild) spaces they love. Focuses on: Ways that Patagonia could support minority groups to become better represented in the outdoor space.
3. Internal Brand/Company strategy which improves internal diversity and inclusion within the company of Patagonia. Focuses on: Strategy for internal change of the brand/company/staff.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 8 - 9 - 2021 7 - 3 - 2022 end date

Planning Graduation Project Lorenzo Wobben patagonia



For my creative process, I will use the Double Diamond model in search of an innovative solution for a more diverse and inclusive outdoor space. I chose this model because I have applied this to different projects in the past. Next to that, I see this method as a great way to log my process.

My process is divided into four stages: discover, define, develop, deliver. Within the discovery phase, I will collect information about the company, context, consumer, competition, etc. I will use different channels to gather my information/data: Literature about diversity and inclusion, outdoor forums, interviews/workshops with Patagonia staff, its athletes/ambassadors, interviews with minority outdoor communities/groups/people, books/magazines, etc. This research/discovery phase will help me define the direction of my graduation project. I will do this by analyzing my data through qualitative research. After that, I will develop concepts (e.g. strategy, campaign, service, product, etc.) and validate those with consumers and Patagonia. This process will eventually lead to one main idea that I will further develop and deliver as the final result of my graduation project.

I plan to schedule a weekly meeting with my chair and mentor to update them about my progress, plus use these meetings for sparring and discussions.

I plan to work four days a week on my graduation project since I work a part-time job one day a week.

In addition, I want to plan at least one outdoor activity with my chair and mentor.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

Diversity and inclusivity is an important issue within outdoor sports and the outdoor industry. I realized this when working for Patagonia when the events of Black Lives Matter took place. These event made many outdoor companies open up their eyes. There have been so many people underrepresented and blocked from enjoying outdoor spaces through sexism, racism, financial barriers, and inaccessible spaces. I have practiced surfing on a competitive level from when I was a teenager and never realized that the sport was so exclusive. I feel like as a privileged outdoor athlete I want to contribute to making more people feel welcome outdoors. Outdoor brands play a big role in making people feel welcome in outdoor spaces since brands can change the historic tone of the outdoors and promote diversity.

Next to that, I would like to pursue a career in the outdoor industry or work within sports marketing. Since sports inclusivity is such a big topic at the moment I hope that my graduation project will contribute to a professional portfolio that could open up the doors towards a job in the sports innovation industry. Investing time to research this topic will provide me with specific knowledge about this subject, this will surely come in handy when looking for a job. Additionally to that I hope to make some new connections within the outdoor industry along the way.

Besides, I see this graduation project as an opportunity to fully develop my skills to become a great strategic designer. For me, this means improving myself as an innovative thinker and working on my marketing expertise, and the consistent use of design methods. Since this project is human-centered and involves people's behavior it will not only test my product design skills but also designing experiences.

In brief:

1. Justice, equity, diversity, and inclusivity is a major problem within sports and people need to hear about it.
2. As an individual, I want to contribute to a more diverse and inclusive outdoor space.
3. After graduating I want to pursue a career within the outdoor sports industry.
4. I want to develop the SPD student I am today into an emerging strategic designer.
5. I want to work on my marketing expertise and design for behavior and experiences.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

