

ABSTRACT

DEGIRMENCIOGLU, NIMET. Motivations and Practices among U.S. Companies Engaged in Fair Trade for Textiles and Apparel (Under the direction of Dr. Marguerite Moore and Dr. Lori Rothenberg).

Fair Trade (FT) is an evolving movement from a principal idea that everyone should be fairly compensated for their work in the global trade system. FT focuses on paying a fair wage, improving workers' daily lives, enhancing working conditions, and contributing to environmental sustainability. Today, the FT industry is populated with entrepreneurs working in both for-profit and nonprofit sectors who trade in a range of products, including agriculture, crafts, coffee, and sugar, and working directly with producer and artisan groups. However, FT apparel has a minimal market share compare to FT agriculture.

The purpose of this research is to explore the motivations for engaging in FT practices from the founder's perspective, determine the structural characteristics (i.e., organizational status, product offerings, distribution model, and source countries), and determine the current engagement in forms of digital marketing communication (i.e., social media presence, visual, and written communication) among U.S. companies in the textiles and apparel industry in the United States.

The outcome of this research will provide a comprehensive overview of firms' motivations for engagement in FT, the current mechanisms used to constitute FT business structures and the presence of digital connectivity. The specific population of interest is the Fair Trade Federation (FTF), the primary membership organization for FT businesses and nonprofits in the United States that support North American organizations committed to FT. Data come from 132 FTF members' online websites related to the production and distribution of apparel, textiles, jewelry, and personal products. Exploratory qualitative analysis using a framework on

motivations from the founder's viewpoint is presented with descriptive analysis for structural variables, organizational form, product categories, and distribution channels. The guiding framework includes three general categories for eighteen motivations that guide the coding: Emotional Motivations, Self-oriented Motivations, and Other-oriented Motivations.

Empowerment is identified as the most frequent motivation in the analysis, followed by Passion, Idealism, Relatedness, Creativity, Educational and Achievement, consecutively. The outcomes of this research provide a comprehensive overview of firms' motivations for early engagement in FT, the current mechanisms used to constitute FT business structures, and the degree of digital connectivity pursued by active FT firms in the U.S. textile and apparel market.

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Motivations and Practices among U.S. Companies Engaged in Fair Trade for Textiles and
Apparel

by
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DEDICATION

There is no beauty in the finest cloth if it makes hunger and unhappiness.

Gandhi

To my lovely family and friends that became family.

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CHAPTER 1

INTRODUCTION

Fair trade (FT), which originated from an alternative trading model in the 1950s, is now a global movement based on a social justice-based trading system that supports producers and communities worldwide (Nicholls, 2010). FT focuses on paying a fair wage, improving workers' daily lives, enhancing working conditions, and contributing to environmental sustainability (Davies, 2009). FT activities require compliance with an accepted form of certification and usually involve consumers' paying a higher retail price for goods (Karjalainen & Moxham, 2013). Additionally, a percentage of revenue is distributed backward in the supply chain to the original producers. FT is a global movement, and there are over a million small-scale producers and workers in as many as 3,000 grassroots organizations in over 70 countries, mainly in developing countries (WFTO, 2015).

A famous allegory tells of numerous men trying to identify an elephant in a dark room. With their limited perspective, one man says it is rigid, one man says it is round, and another says that it is flexible and breathing. Each man is correct, yet each man is incorrect. The FT concept is suffering from the lack of a commonly accepted definition. Numerous stakeholders define FT within their limited perspective and experience. Suppliers define FT as an opportunity to support their families by accessing new markets, while buyers define FT as an alternative format to diversify their products and empower communities. In contrast, consumers define FT as an impactful way of helping marginalized communities, while FT activists promote FT as a social movement to develop communities further and abolish poverty. Each stakeholder has different priorities and motivations for defining FT, and consensus on a single definition of the

trading model does not exist and continues to be a matter of widespread debate (e.g., Davies, 2009; Doherty & Tranchell, 2007; Moore, 2004; Nicholls & Opal, 2005).

Though FT has grown significantly since the 1960s, the business model captures a relatively small share of global trade (Moore, 2004). In the United States, FT companies lack adequate power and resources to drive demand for their products to facilitate growth, unlike their for-profit counterparts. FT has attracted attention from researchers in different disciplines including agriculture, economics, marketing, development economics (Moore, 2004) and has focused on defining its history, goals, achievements, contradictions, impact studies, and consumer behavior (Littrell et al., 2005; Bezencon & Blili, 2011). A great deal of FT research has been conducted regarding food commodities, most notably the production and marketing of FT coffee (Mare, 2012) compared to FT products in other sectors, such as clothing, jewelry, apparel accessories, household textiles, housewares, and holiday items, which have been neglected in marketing research (Shaw et al., 2016). Though no academic explanation for the lack of attention to FT in apparel and textiles exists, the imbalance can likely be attributed to the limited history of FT retailing in the domestic U.S. market. Currently, the U.S. FT market includes evolving companies with increasing ties to corporate influence, which critics perceive as a potential weakening of the fundamental principles of FT (Doherty et al., 2013). Others suggest that FT is best positioned to move beyond its niche status and achieve mainstream distribution through partnering with corporations (Davies, 2009; Low & Davenport, 2008).

There are two contradicting visions of FT: the pragmatic and the idealistic. While the pragmatists see the FT increase the standard of living for the disadvantaged producers in developing countries through fairer trade relations by adapting the current system, the idealistic

vision sees FT as an alternative form of trade to replace the trading system (Renard, 2003). U.S. FT companies have a combination of both practical and idealistic visions.

Background

The global apparel retail market generates close to 1.5 trillion dollars in revenues ("Global Apparel Retail," 2018). The U.S. apparel market is currently the largest globally based on 2017 retail sales valued at \$215 billion and is predicted to rise to \$385 billion by 2025 ("Statista: U.S. Apparel Market – statistics and facts," 2017). In terms of supply, more than 98 percent of apparel sold in the U.S. market is manufactured outside of the United States. China represents the largest exporter to the United States, accounting for 34 percent of imports in 2017, followed by Vietnam with 14 percent and Bangladesh with 6 percent of total imports (OTEXA). However, the cost of manufacturing in China has recently increased. As a result, U.S. buyers are starting to increasingly move to Vietnam and Bangladesh for lower-cost production (Chen et al., 2017).

The apparel market in the United States is predominantly price-driven. Though niche segments exist in all product categories in the U.S. retail market, the past decade is characterized by fast fashion and downward price pressure on the mass market. Cost is commonly cited as a fundamental criterion for U.S. buyer selection of global suppliers for their products (Dong, 2011). This dynamic leads to negative social and economic implications in developing economies engaged in cut make and trim (CMT) operations heavily reliant on unskilled laborers (Miller & Williams, 2009). Developing economies of the past relied on apparel production as a low-cost economic force to industrialize within the global economy. However, low-cost countries that produce apparel for an increasingly demanding and competitive global market are

vulnerable to human rights violations due to poor oversight for worker safety and environmental protection ("The need for social justice," 2019).

Growing recognition of corporate social responsibility and environmental sustainability among mainstream consumers in the west creates market opportunities for companies that do not adhere to the traditional mass-market practices. Among the models that emerged from recognizing negative impacts of global mass production, FT focuses on improved working conditions for employees, including payment of a fair wage and safer facilities, improving workers' quality of life (Dammert & Mohan, 2014). Another core component of FT is the focus on long-term relationships between buyers and producers to work towards meeting their shared goals. For FT businesses to function, they need to comply with one of many third-party certification bodies, thereby rendering FT products more expensive than those in mass markets for both the business buyer and the end consumer (Karjalainen & Moxham, 2013). Theoretically, the marginal increase in price is distributed to producers to improve their work situations and thereby accomplish the overall goal of FT (Langen & Adenaeyer, 2013).

Origins of FT

The original concept of FT was promoted among European countries concerned with social justice in an increasingly consumer-driven world with clear economic divides between developed countries and developing countries. The founder of the concept, the Oxford Committee for Famine Relief (OXFAM), created a network of non-profit retailers to sell goods from suppliers located in developing countries. The OXFAM organization joined forces with 38 organizations to form the *World Fair Trade Organization* (WFTO) in 1989 to promote social enterprise in global markets. These early FT companies were initially referred to as *alternative trading organizations*. ("History of Fair Trade," 2015). The WFTO formed a certification body,

Fair Trade International (FTI), to provide FT products and entities credentials to increase awareness and trust among producers and consumers. The existence of the WFTO certification facilitated the emergence of agricultural products, particularly coffee and cocoa, as the first successful examples of FT products in the U.S. market. The certification process extended to additional agricultural products, including tea, wine, spices, grains, cotton fiber, and, more recently, flowers.

The FT Concept

This study adopts the widely accepted universal definition of FT set by FINE, an association of the four largest FT networks that includes Fairtrade Labelling Organizations International (FLO), World Fair Trade Organization (WFTO) (formerly International Fair Trade Association), Networks of European World-Shops, and European Fair Trade Association.

Fair Trade is a trading partnership, based on dialogue, transparency, and respect, that seeks greater equity in international trade. It contributes to sustainable development by offering better trading conditions to and securing the rights of, marginalized producers and workers - especially in the developing countries. Fair trade organizations (backed by consumers) are engaged actively in supporting producers, awareness raising and in campaigning for changes in the rules and practice of conventional international trade ("WFTO: Definition of Fair Trade," 2014).

In order to effectively implement FT practices, the WFTO recommends that organizations conform to ten core principles: (1) *opportunities for disadvantaged producers*; (2) *transparency and accountability*; (3) *fair trade practices*; (4) *payment of a fair price*; (5) *no child labor and forced labor*; (6) *commitment to non-discrimination, gender equity, and women's economic empowerment, and freedom of association*; (7) *good working conditions*; (8) *capacity building*;

(9) *promoting fair trade*; and (10) *respect for the environment* ("WFTO: 10 Principles of Fair Trade" 2017, p.16). FT's principles should be achieved through long term international business partnerships, making a reasonable profit while achieving social goals (Grimes, 2005).

FT started as a response to conventional trade shortcomings to deliver sustainable livelihoods and development opportunities to people in the world's poorest countries. FT is an evolving movement from a principal idea that in the global trade system, everyone should be fairly compensated for their work (Shorette, 2014). FT seeks to transform international free trade from a vehicle of exploitation to an avenue of empowerment by linking marginalized producers in developing countries with progressive consumers in the developed countries. The suppliers in the developing countries engage in FT by strengthening information exchanges, access to social services, opportunities for self-determination, and local organizations, whereas the buyers in the developed countries engage by bolstering more equitable trade policies, business models, and consumption practices (Raynolds & Bennett, 2015).

FT in the United States

Even though FT is popular among old and young generations (Bezencon & Blili, 2011), market share is still comparatively small in the total global retail market. Global FT sales reached \$9.2 billion in sales, with eight percent annual growth in 2017 (Freund, 2018). While the United States accounted for retail sales of more than \$1 billion in 2017 for the entire FT product categories, this number is relatively small compared to that of the E.U. (FLO, 2017). The United States is currently the third-largest market behind the United Kingdom and Germany. Within textiles, FT cotton is the largest category in the textile commodity market, with sales of 8,125 metric tons in 2016 produced by 18 certified organizations (FT International, 2017). Unlike agriculture, where commodity products such as coffee and cocoa considered as *fair* when the

harvesting adheres to FT principles, apparel is regarded as *fair* when the final process of sewing adheres to FT principles (Wilber & Pasricha, 2016; Littrell et al., 2005)

FT in U.S. Textiles and Apparel Companies

The origin of FT in the United States can be traced to 1946 when Edna Ruth Byler visited Puerto Rico, where she discovered local women's talent for creating beautiful lace and witnessed their impoverishment. Byler subsequently established a retail shop in 1958 to sell their work. This company evolved over the years and is today recognized as Ten Thousand Villages, representing the largest FT retailer in North America ("FDF: About Us," 2019).

Apparel produced by FT companies was commonly perceived by consumers as ethnic or basic, potentially due to simple, unstructured designs required for low-technology production. Litrell and Dickson (1998) point out that product development challenges for apparel related to achieving adequate fit posed a particular problem for FT apparel producers in the past. The researchers cite the discontinuation of Ten Thousand Villages clothing line due to fit and sizing complexities to illustrate this challenge.

As the overall FT global market expanded, the FT apparel industry's development has been comparatively slower, and FT apparel holds a smaller market share than other FT product categories. The slow adoption of FT practices in the apparel industry may be due to the complexities and high standards of apparel production (Doherty et al., 2013). In addition to the complexities of apparel production, FT apparel has a very complex supply chain widely scattered worldwide, making it difficult to establish reliable suppliers (Littrell et al., 2005). Unlike commodity products such as coffee and cocoa, apparel is "fair" when the FT company completes the final process of sewing (Wilber & Pasricha, 2016).

Research Purpose

The purpose of this research is to explore the motivations for engaging in FT practices from the founder's perspective, determine the structural characteristics (i.e., organizational status, product offerings, distribution model, and source countries), and determine the current engagement in forms of digital marketing communication (i.e., social media presence, visual, and written communication) among U.S. companies in the textiles and apparel industry in the United States. The outcome of this research will provide a comprehensive overview of firms' motivations for engagement in FT, the current mechanisms used to constitute FT business structures, and the presence of digital connectivity pursued by active FT firms in the U.S. textiles and apparel industry.

Research Objectives

In order to address the study's purpose; three research objectives are posed:

RO1: Explore the motivations for engaging in FT practices from the founder's perspective among active U.S. FT companies in the textiles and apparel industry.

RO2: Determine the structural characteristics of U.S. FT companies (i.e., organizational status, product offerings, distribution model, and source countries) in the textiles and apparel industry.

RO3: Determine the extent of marketing communication (i.e., social media presence, visual, and written communications) among the U.S. FT companies in the textiles and apparel industry.

Justification

The research contributes to both academic and practical knowledge related to the motivations and engagement in FT apparel businesses in the United States. The study provides a

comprehensive analysis of motivations for engagement in FT supported by the individuals' personal stories and statements directly engaged in these activities by using a qualitative approach. Further, the related historical events and missions of FT companies are also used to inform understanding of motivations.

The study raises awareness of the current FT activities in the United States in academia for further research. The results of this study will contribute to the FT literature by providing an updated, comprehensive understanding of the development, structure, stakeholders, and marketing strategies among active textiles and apparel FT firms in the United States. The study's outcomes will describe the FT market for individuals or businesses interested in entering a new market or testing a new market strategy. The study also establishes the role of digital engagement among FT companies. Finally, the study contributes to the promotion and advancement of FT within the U.S. textiles and apparel companies by promoting FT by sharing the motivations, missions, and experiences of current FT companies.

CHAPTER 2

REVIEW OF LITERATURE

The review of literature includes consideration of existing research focused on the structural characteristics of FT organizations, motivations from the founder's perspective, and the extent of their marketing communications. The first section will give an overview of the structure of FT companies and the FT value chain. The relationship between social entrepreneurship and FT will be discussed briefly. The second section focuses on motivations and identifies several motivations for the research framework. The third section discusses the key stakeholders and goes in-depth on how FT companies use digital marketing in their communications. Based on the literature review, exploratory qualitative analysis using a framework on motivations from the founder's viewpoint and descriptive analysis for structural variables will be presented.

Structure of FT Companies

Fair Trade Organizations (FTOs) have become commonplace for regulating the production, distribution, and consumption of certain commodities and crafts in the FT global market. The FT global market, whose infrastructure is established by FTOs, has expanded dramatically since its emergence in the mid-twentieth century. FTOs have since evolved into three distinct organizational forms based on (1) direct sales networks, (2) product labeling, and (3) organizational screening (Shorette, 2014).

Three major participants of direct sales networks are the producers, traders, and retailers. FT producers usually represent farmers and artisans by forming co-operatives or associations (Doherty, 2008; Goworek, 2011). Traders are importers, exporters, or processors who deal with FT trade products (e.g., OXFAM). Retailers are mainly the world shops that mostly sell FT

products (e.g., Ten Thousand Villages), and recently more mainstream stores (e.g., Starbucks, Whole Foods).

The FT industry is populated with entrepreneurs working in both the for-profit and non-profit sectors. As such, FT can be qualified as a *mixed form market, i.e.*, in which for-profit, non-profit, and government providers coexist and compete in the same sector (Huybrechts, 2010). On the one hand, there are mainly non-profits and co-operatives active in trading and education, lobbying, and development activities, and they rely on gifts and public grants besides their commercial income. On the other hand, for-profit companies are mainly active in trading as their primary objectives (Becchetti & Huybrechts, 2008). For example, Child et al. (2015) studied the key drivers in selection between for-profit and non-profit organizational forms and proposed that entrepreneurs' choices could be based on instrumental (e.g., consideration of resources, outcomes, managerial capacity, and efficiency), expressive, relational and historical rationales factors. As a result, the decision to establish as a nonprofit or for-profit is strategic (Child et al., 2015). Nonprofits have access to revenue-raising activities through donations and grants, whereas for-profits, on the contrary, have more financial flexibility in their spending and salary decisions. Granted, the entrepreneurs set up a sister or subsidiary organization in the opposite organizational form to capture some of the alternative form's benefits (Witesman et al., 2019).

The WFTO is the global authority in FT. Its third-party certification branch is Fair Trade International (FTI), with offices located in each country of engagement, including the United States with Fair Trade USA (FT USA). However, recently, FT USA withdrew from FTI in 2011 and launched its FT label, *Fair Trade Certified*. The FT USA left the global organization so that it can promote mainstreaming initiatives among corporations. One of mainstreaming initiatives is to certify plantations with hired labor, not just co-operatives, which causes significant debates

about diluting the FT movement (Smith, 2013; Doherty et al., 2013). FT USA extended the certification to a wide range of categories: independent shareholders, farmworkers, trade, apparel and home goods, and fisheries. While FT USA was promoting mainstream initiatives, at the same time, FTI established a new office, Fairtrade America, to keep the United States compliant with global FT standards. In addition to FT USA and Fairtrade America, many other voluntary sustainability standards emerged even with some overlapping goals. However, each has its focus and priorities (e.g., Organic certification for food and agricultural products, Rainforest Alliance for protecting the environment, and UTZ Certified for sustainable farming) (Dragusanu et al., 2014). In addition to FT USA and FT America, the other major third-party certification groups are Fair Trade Federation (FTF) and Fair for Life.

Alliances, networks, and third-party certifications, such as buyer-supplier relationships, strategic partnerships, and industry associations, are fundamentally crucial for the FT market's success. These interactions help companies exchange information, knowledge, expertise, and other forms of capital and resources (Koka & Prescott, 2002). Networks improve sales and profitability by virtually integrating companies and presenting them larger than they are, as well as extending the scope of trusted partners and pool of shareable skills (Davies, 2009).

The FT Value Chain

FT companies in the United States have different levels of involvement in the global value chain (Doherty et al., 2013). Reed (2009) categorized the nature of the FT value chain by the level of corporate involvement ranging from 100 percent social economy to 100 percent corporate. Before the emergence of certification credentialing in 1988, FT companies were 100 percent social enterprises with no corporate involvement. Still dominated by the social economy, FT developed in niche markets where corporate involvement was limited only to retail. Later, the

FT value chain moved towards mainstream markets by integrating different levels of corporate involvement ranging from licensing or retail to 100% corporate involvement, including not only licensing and retail but also production (Reed, 2009). When the level of corporate involvement increased, the challenges to preserve the core values of FT to deliver sustainable livelihoods and development opportunities to people in the poorest countries of the world became more difficult (Moore, 2004). Based on the global value chain, Doherty et al. (2013) supported the idea that the growth of FT corresponded with growth in mainstream corporate involvement, thereby effectively increasing the delivery of societal change. Doherty suggested seven types of FT value chain by the level of corporate involvement and participants (Table 1). Doherty's work was illustrated by analyzing FT practices in agriculture in the United States and the United Kingdom. Based on the review, Doherty characterized the U.S. FT market as dominated by a single supplier (i.e., type 4), corporate manufacturer as a licensee to the retailer (i.e., type 6), and corporations and plantation production (i.e., type 7).

Table 1. FT Value Chains (Doherty et al., 2013)

Value chain	FT Value Chain
Type 1	FTO / Social Economy value chain: 100% FT
Type 2	FTO value chain with corporate retail participation
Type 3	FTO supplying supermarket own-label
Type 4	Corporate dominated licensee and retailer
Type 5	Corporate retail dominated but not a licensee
Type 6	Corporate manufacturer as a licensee to retailer
Type 7	Corporations and plantation production

Is FT Social Entrepreneurship?

Social entrepreneurship is a form of entrepreneurship designed to address social needs and create social value. In traditional trade, entrepreneurs are expected to identify opportunities, leverage resources, and establish ventures with the primary purpose of capturing maximum

financial gain (Timmons, 1978). Similarly, social entrepreneurs should be creative, innovative, and resourceful. Unlike traditional trade, social entrepreneurs fill a market-based gap in the provision of goods or services to an underserved, neglected, or highly disadvantaged population (Martin & Osberg, 2007). To accomplish their social duties, social entrepreneurs prioritize nonfinancial outcomes including, cultural, social, and natural values over economic gains (Seymour, 2012). As an example, *Toms Shoes*, a shoe wholesaler and retailer based out of Santa Monica, California, initiated their business under the pretense of being a "good global citizen" by giving a pair of shoes to a needy child for every pair of shoes they sold ("About Toms," n.d.).

Social enterprises' main characteristics, such as social goals and committing a share of profits to the community causes, are identical FT principles (Harding, 2006). Therefore, some researchers classified FT as a subdivision of social entrepreneurship (Alter, 2006; Huybrechts, 2010). Nicholls and Opal (2005) described participants in FT enterprises as social entrepreneurs achieving systemic change by influencing social behavior on a global scale. Furthermore, Huybrechts (2010) characterized FT as a typical example of the simultaneous pursuit of economic and social benefits. In this study, the term founder corresponds to founder-entrepreneur-practitioner or social entrepreneur who engages FT practices.

Motivations for Founders

Motivation is defined in the Cambridge dictionary (n.d.) as "enthusiasm, the need, or reason for doing something." Motivation is formed by several factors, including emotions (Batson & Shaw, 1991), intentions (Krueger et al., 2000), and experience (Delmar & Wiklund, 2008). In early motivational research, theories are formed by articulating the needs to understand what makes a person behave a certain way or by how one behaves in the process of motivation. First, Maslow's hierarchy of needs theory (1943), widely recognized by the five-level pyramid

with basic needs at the bottom and complex needs on top, demonstrates that individuals are motivated by unsatisfied needs. Then, further theories addressed motives (White, 1959), needs (Herzberg, 1965; Ryan & Deci, 2002; McClelland, 1985), drives (Maslow, 1943), desires (Reiss, 2004), instincts (McDougall, 1918), and goals (Kasser & Ryan, 1993; Sheldon et al., 2004) and emotions (Ruskin et al., 2016). The terms need, motive and drive will be used interchangeably in this study.

Motivations can be either intrinsic, extrinsic, or both. Intrinsic motivation refers to doing something because it is inherently interesting or enjoyable. Extrinsic motivation refers to doing something because it leads to a desirable outcome (White, 1959). Thus, extrinsic motivation contrasts with intrinsic motivation, which refers to doing an activity solely to enjoy the activity itself, rather than pursuing external rewards (Ryan & Deci, 2000). When both intrinsic and extrinsic motivations manifest, internally, a person may be motivated to succeed and accomplish a goal, whereas externally, he may be motivated to obtain wealth and status. Also, a similar but more practical classification for motivations is self-oriented and other-oriented. A self-oriented motivation is when people act in their own interest to satisfy their basic desires, and other-oriented motivation is if the primary intention to benefit another individual or group of people and personal rewards for the behavior is secondary (Batson & Shaw, 1991). As stated in the FT principles, the primary goal of FT is to benefit communities and improve living conditions for people, which represents the overarching other-oriented motivation. Either personal, social, or both, motivations of an entrepreneur may change throughout the life of the venture in response to situational and contextual factors. However, entrepreneurship studies tend to treat motivation as constant (Fox & Wade-Benzoni, 2017).

Emotional Motivations

Emotional motivations influence the direction, intensity, and persistence of behavior (Seo et al., 2004). The study of emotional motivations among social entrepreneurship research tends to focus on a recognized group of emotions (Table 2) defined in this section. Passion is an emotion that is a feeling of intense enthusiasm towards an activity that one enjoys, finds important, or a compelling desire for someone or something. Passion can range from eager interest in or admiration for an idea, proposal, or cause; to enthusiastic enjoyment of an interest or activity (Vallerand et al., 2003). Frustration is a negative emotion compared to passion, sympathy, and empathy; however, it is one of the crucial drivers for social innovation (Ruskin et al., 2016). Frustration refers to feelings of stress, irritation, and annoyance (Hart & Staveland, 1988). Sympathy is the capability to feel concerned for others, whereas empathy is the capacity to understand, to place oneself in another's position, or to feel what another being is experiencing from within their frame of reference (Bar-Tal, 1985). For instance, empathic people experience both negative and positive emotions towards others, which may elicit unpleasant feelings such as frustration or may motivate individuals through altruism to help impoverished people (Hwang & Kim, 2016). The complexity and overlap of emotions make it difficult to identify them, such as sympathy and empathy, and these two emotions are precursors for other-oriented motivations (e.g., altruism and empowerment). In brief, passion is associated with maximizing personal satisfaction, frustration is linked to minimizing personal dissatisfaction, and sympathy and empathy foster the drive to help others; for the study, these emotions are considered emotional motivations (Ruskin et al., 2016).

Table 2. Emotional motivations

Motives	Definition	Citation
Passion	Feeling drawn toward an activity that one enjoys, finds important, and chooses to do	Vallerand et al. (2003)
Frustration	Feelings of stress, irritation, and annoyance	Hart & Staveland (1988)
Sympathy	The capacity to feel concerned for others	Bar-Tal (1985)
Empathy (compassion)	The ability to assume another person's emotional state	Bar-Tal (1985)

Self-oriented Motivations

As mentioned earlier, a self-oriented motive is when people act in their own interest to satisfy their basic desires (Table 3). For example, Stoll & Ha Brookshire (2012) studied the motivations of the owners of textiles and apparel small-medium enterprises using a framework based on Marlow's hierarchy theory. The study revealed the owners' self-oriented motives, such as strength, achievement, confidence, respect, and recognition. Similarly, self-determination theory claims that motivations are driven by the fulfillment of innate and universal needs, which are autonomy, relatedness, and competence (Ryan & Deci, 2002). Autonomy is the drive to have the freedom to determine how to manage personal choices, and relatedness is the drive for warm, close connections with other individuals (Ryan & Deci, 2002). More specific for this research, entrepreneurial autonomy is defined as having the freedom to determine how to manage one's own ventures (Santos et al., 2018). Achievement is the drive to complete challenging tasks to a high standard (McClelland, 1985). Achievement is a task-oriented motivation and can be evaluated by some internally or externally imposed outcomes, such as leaving a legacy. The desire to leave a legacy by creating and successfully developing new firms, markets, and products that can endure beyond the entrepreneurs' involvement with their own creations constitutes a central aspect of entrepreneurial motivation (Fox & Wade-Benzoni, 2017).

Creativity was defined as the process of using a creative ability, generating novel and outstanding ideas and solutions for emerging problems, capturing opportunities, and taking risks in demonstrating originality in one's work (Bansing et al., 2018). Creativity is an essential part of innovative work and is driven by materialism, achievement, and power motivations (Nisula et al., 2016). Power, or influence, is the drive to alter the behavior of others (Winter, 1992). Curiosity is the desire to learn or know (Reiss, 2004). Even though motivations differ for the individuals and context, the researchers create psychological profiles of individuals to differentiate them from others and try to understand what motivates a person to behave a certain way (Reiss, 2004). For example, Karimi et al. (2017) studied the entrepreneur motivations in a developing country; they identified entrepreneurs as having the following characteristics: desire for independence, greater propensity for risk, high need for achievement, and a preference for innovation.

Table 3. Self-Oriented Motivations

Motives	Definition	Citation
Achievement	The drive to complete challenging tasks to a high standard	McClelland (1985)
Autonomy (Entrepreneurial autonomy)	Having control over one's own behavior Having the freedom to determine how to manage their ventures	Deci & Ryan (2002) Santos et al. (2018)
Relatedness	The drive for warm, close connections with other individuals	Deci & Ryan (2002)
Influence (Power)	The drive to alter the behavior of others	Winter (1992)
Curiosity	The desire to learn or know	Reiss (2004)
Creativity	The process of using a creative ability	Bansing et al. (2018)
Altruism	Voluntary drive to help others without anticipating external rewards	Bar-Tal (1985)

Other-oriented Motivations

As mentioned earlier, motivation is other-oriented if the primary intention is to benefit another individual or group of people, and personal rewards for the behavior are secondary (Table 4). Forbes (2011) identifies four explanations of prosocial motivation: the anticipation of personal benefits, the emotional response to people in need, the drive to help a target community, and the motivation to uphold a principle such as social welfare. Prosocial drive retains an external reward expectation, whereas altruism is a voluntary drive to help others without anticipating external rewards (Bar-Tal, 1985). Nurturance was defined as the need to care for, encourage, and foster the development of familiar others (Reiss, 2004). Women face gender-role expectations as they are portrayed as more nurturing and caring, which even results in limiting their ventures to keep control of their close-knit relationships within the community (Bryne et al., 2019). Correspondingly, research shows that while women entrepreneurs help others earlier across their careers, their male counterparts are more likely to have other-oriented motivations later in their careers (Wasserman 2008). Furthermore, mainstream entrepreneurs focused on meeting their family responsibilities through their ventures, however, social entrepreneurs cast a wider net, and they care and foster more relationships in the community (Shaw & Carter 2007).

Empowerment is the drive to help individuals overcome a sense of powerlessness, lack of resources, and limited autonomy to gain control over their lives. FT plays a critical role in the empowerment of communities for promoting social justice in developing countries. Social justice is equitable access to opportunities and resources, participation in the decisions which govern their lives, and equal rights (Perkins & Zimmerman, 1995). Spirituality is the drive to being dedicated to God, religion, or spiritual values (Murray, 1938). In a study, Cater (2017) studied the other-oriented motivations for individuals that engage in FT activities and listed altruism,

social justice, ethics, and religious beliefs or a major triggering event. Spirituality is one of the earliest motivations of FT. FT initially started by church initiatives, religious commitment, and missionaries traveling to developing countries ("History of Fair Trade," n.d.). Sense of obligation is perceiving work as a calling, involves fulfilling one's destiny, doing one's duty for society, and even feeling drawn to a particular type of work by fate (Hall & Chandler, 2005). Altruistic values may motivate individuals to care and act in others' interests without anticipating external rewards (Romani et al., 2013). Educational is the drive to provide knowledge or training in a particular area or for a particular purpose (Conger & Kanungo, 1988). Educational motivation is a precursor for empowerment and autonomy for the artisan group in developing companies.

Table 4. Other oriented motivations

Motives	Definition	Citation
Idealism	Working to improve society	Reiss (2004)
Nurturance	The need to care for, encourage, and foster the development of familiar others	Reiss (2004)
Empowerment	Help individuals overcome a sense of powerlessness, lack of resources, and limited autonomy to gain control over their lives	Perkins & Zimmerman (1995)
Sense of obligation	Fulfilling one's destiny, doing one's duty for society, and even feeling drawn to a particular type of work by fate	Hall & Chandler (2005)
Spirituality	Being dedicated to God, religion, or spiritual values	Murray (1938)
Educational	To provide knowledge or training in a particular area or for a particular purpose	Conger & Kanungo (1988)

Evolution of Engagement in FT

Since FT first emerged, involvement in FT activities advanced over time. Davies (2007) identified four distinct eras of FT market evolution, including solidarity, niche-market, mass-market, and institutionalization. During the solidarity era (i.e., 1970- 1990), the primary FT

stakeholders included charities, activist organizations, and underdeveloped countries. Also, during this era, FT engaged heavily in disseminating information about poverty and the crippling effect of market prices (Tallontire, 2000). In the niche-market era, primary stakeholders evolved from charities to more commercial, profit-seeking companies, aiming to create a core group of ethical consumers (i.e., 1990-2002). More recently, however, in the mass-market era (i.e., 2002-present), stakeholders expanded from a secluded group of ethical consumers to include a broader public. The sudden increase in the number of FT companies, including corporations' involvement, created an environment where brands began to participate in FT marketing practices among mass markets. (Slack et al., 2009). Last, the institutionalization era predicts that stakeholders will further expand to include mainstream companies, even at the risk of losing some of the core FT ethical principles, to establish FT as the default trade rather than conventional trade (Davies, 2007).

Stakeholders

The producers, the FT companies, and the consumers are the three pillars of the FT network. The motivations of producers, suppliers, brands, and consumers were reviewed in different studies for engaging in FT in the global FT market.

Producers and Suppliers

As discussed in the history of FT, FT practices are more common among agriculture, primarily through forming co-operatives. Brown (2012) studied banana growers' motivations in Ecuador and Columbia in participating in FT, which he categorized as practical and philosophical. Practical motivations include the following goals for engagement: to improve market position, to support pre-existing commitments to workers, to stabilize market access. Brown suggested two philosophical motivations: to enhance the morality of the workers and to improve training.

Mare (2012) focused on identifying the motivations of FT producers by examining the handicraft sector in Bangladesh and exploring producers' perspectives on the meaning of FT. The study suggests that producers approach FT to achieve personal development linked to collective responsibility across an organization, contribute to the potential for national development, and reform the local business environment. Providing training, benefits, and culturally sensitive work to women producers fosters a loyal and well-trained workforce, stimulating the collective responsibility across the organization (Mare, 2012).

Buyers and Brands

In contrast to Mare's approach to studying producers' motivations, Joo et al. (2010) studied brands' motivations for implementing FT practices. The researchers compared the impacts of pre and post-implementation of FT practices among brands, as well as comparing FT retailers to non-FT retailers, and concluded that those who implemented FT performed better. Their findings suggest that increases in perceived brand image outweigh the potential negative impacts of higher prices for FT goods. They were thereby suggesting that the FT model is likely more suited to mainstreaming among larger retailers (Joo et al., 2010).

Cater (2017) agreed that shared values (ethical, religious, or business) and the desire to help others (altruism), often triggered by a critical incident, leading social entrepreneurs to establish and sustain FT businesses. Cater also suggests that the relationship between shared values and engagement in FT and the relationship between altruism and engagement in FT are strengthened by four motivating factors: direct relationships with producers, support for social causes, the desire for the preservation of craftsmanship, and the desire to share aesthetic products. Bezencon and Blili (2009) studied the motivations, strategies, and managerial practices of FT distributors in Sweden and concluded that the diversity of commitment within the

companies where the mainstream actors contribute to increasing of FT global sales but do not convey the transformative message of FT. Whereas the distributors commit to FT values and principles fully, they communicate the FT principles while selling the products.

Littrell and Dickson (1998) study introduced five major themes that motivate FTOs to establish their strategic roles: (1) utilize a large labor pool of artisans that are eager to collaborate; (2) guide artisans to gain organizational skills so they can be self-sufficient; (3) provide resources to artisans to design distinctive, functional and authentic products that are attractive to global markets; (4) connect artisans with customers by narrating artisan stories; (5) provide a retail presence in developed countries for the artisans to sell their products. A long-term goal of FTOs is that the producer groups to become independent businesses in the local, regional, and international markets. FTOs motivate the producer groups to become sustainable by training them in new skills to develop new products.

Consumers

Consumers represent an important stakeholder in FT and, therefore, the common focus of consumer behavior research. Dickson and Littrell (1998) examined societal values, attitudes toward issues in developing countries, various product attributes, and their impact on purchase intention for FT apparel. They found that while consumers held strong environmental and human rights values, the consumers were unwilling to sacrifice the product quality for the sake of purchasing FT products. In a later study, Jin Ma et al. (2012) demonstrated similar findings that young female consumer beliefs about FT, product attributes, attitudes, and perceived behavioral control related to FT purchases were essential factors determining consumer willingness to purchase FT products. Littrell et al. (1999) found that the desire for individuality in a dress is positively correlated with consumer attitudes toward supporting FT. In another study, consumers

were asked to differentiate FT from mainstream business; subjects suggested that FT includes social benefits such as fair worker compensation (Littrell et al., 2005). These studies help FT companies understand the consumer's voice, investigate the consumer needs and develop high-quality products while communicating the social purpose to support producers and artisans in developing countries (Halepete & Park, 2006).

FT Marketing

Effective communication strategies are fundamental to market the FT products successfully. The marketing strategies are defined by a pragmatist approach or a radical approach. The pragmatic approach focuses on commerciality in FT marketing and strong branding, promotions, and advertising strategies. The radical approach is idealistic and focuses on promoting FT principles in marketing to transform the trade (Golding, 2009).

Social marketing, first introduced by Kotler and Zaltman (1971), uses the marketing principles and techniques in pursuit of social goals. FT companies blend social marketing in their commercial marketing. The FT marketing has an online presence (e.g., websites, blogs, and social media) where the main goal is not to communicate their product's attributes; but the social values; to establish a relationship between the consumer and producer. FT companies share details about the producer's lives, economic status, family status, hardships, and visual images of the producers and their environments on their online platforms. In fashion marketing, it is critical to creating a space for consumers to provide feedback for the product they bought or share photos of themselves wearing their new garments. The communication provides consumers a way to show their appreciation and inclusion in relationship building (Wilber & Pasricha, 2016).

Initially, FT products had been sold at churches, world shops, and to an audience sensitive to social issues. One of the main challenges of FT marketing is to reach a broader

market segment without diluting the FT brand. While the FT companies create narratives that align with FT values and principles, the consumers may receive a wide range of messages due to the various narratives the companies use in marketing. Another threat is termed as *Clean-wash*. It occurs when a company derives positive benefits from its association with the FT movement; however, it puts minimal effort to uphold the values of FT (Renard, 2003).

Summary

It can be seen from the literature that FT research has increased over the last few years; however, there are gaps in the FT practices literature in the United States, especially in the textiles and apparel industry. This study will be an exploratory study that explores the motivations for engaging in FT practices from the founder's perspective, determines the structural characteristics (i.e., organizational status, product offerings, distribution model, and source countries), and determines the current engagement in forms of digital marketing communication (i.e., social media presence, visual, and written communication) among U.S. companies in the textiles and apparel industry in the United States.

CHAPTER 3

METHODOLOGY

This chapter presents an overall description of the research design as well as the methodological details. The methodology includes the proposed sample selection, plan for data collection, and procedures for data analysis. Measures and focal variables are described within the presentation of each research objective.

Research Design

This study adopts a qualitative approach to investigate the three focal objectives. Creswell (2014) defined qualitative research design as typically used to explore and understand the meaning individuals or groups ascribe to a social or human problem. Qualitative research design is appropriate when the purpose of the study is to gain an in-depth understanding of a phenomenon based on the detailed information from a sample (Leavy, 2017).

Specifically, in this study, a content analysis technique is used to analyze the qualitative data. Mayring (2014) describes content analysis as a bundle of text analysis procedures integrating qualitative and quantitative steps, which in some cases constitutes a mixed-methods approach. In the mixed methods approach, both qualitative and quantitative data are interpreted to answer the research questions that cannot be answered using quantitative or qualitative methods alone (Creswell, 2014).

Through the content analysis technique, this study will incorporate a mixed methods research design to address the research questions. The advantages of content analysis include the ability to simplify a substantial amount of data into enumerative information; the ability to analyze interactions from a distance providing a sense of 'objectivity'; capability to combine both

qualitative and enumerative approaches to look at relationships among the cultural context (Grbich, 2013).

Quantitative research is a method for testing objective theories by analyzing a series of variables collected by an instrument. The researcher interprets the meaning of the data based on the results from a specific statistical analysis (Creswell, 2014). In this study, simple descriptive statistics were used to analyze the frequencies of the structural characteristics and variants of FT companies, stakeholders, and marketing communications. The quantification of the qualitative data assisted the researcher in the interpretation of the subsequent qualitative data.

Sample Selection

In order to address the study's objectives, a database was generated using active members of the Fair Trade Federation (FTF) during Spring 2019. The FTF was established in 1994 in Wilmington, DE. The mission of FTF is to strengthen and promote organizations fully committed to FT in the United States and Canada. The FTF is a part of the global FT movement as an active member of WFTO, with whom they share the same mission: to build equitable and sustainable trading partnerships, to create opportunities to alleviate poverty by continually and significantly expanding the practice of trade that values the labor and dignity of all people ("FTF: About Us," 2019). Currently, the FTF represents the primary organization for independent FT entities in the United States and therefore provides a valuable resource for identifying companies active in the sector.

The following criteria are required for an organization to be eligible for FTF membership: the organization must source a minimum of 90 percent of products in compliance with WFTO FT principles discussed earlier in the FT concept. The organization must focus on FT as an integral part of the mission, structure, and daily operations; the organization must be in

operation for at least one year, pay sales taxes in the United States or Canada, and maintain an operational presence in the United States or Canada ("FTF: Benefits & Eligibility," 2019).

Eligible companies are required to submit a comprehensive application with extensive financial information and other content, which are stringently reviewed by the FTF before membership acceptance. FTF members include retailers, wholesalers of agricultural and handmade goods, brands, and coffee shops.

Total current membership includes 233 organizations, which FTF classifies into thirteen product categories (Appendix A). Among FTF member companies, only those that offer textiles or apparel products were selected, including clothing, jewelry, personal accessories (e.g., bags, hats, and scarves.), housewares (e.g., linens), children's items, and rugs ("FTF: Browse FTF Members," 2019). Companies that offer few textile products in terms of breadth were not included in the study's sample. Judgments regarding the proportion of textiles in each company's product mix were based on their current online offerings. The sample only included U.S.-based companies (218) and excluded the Canadian based companies (15) ("FTF: Browse FTF Members," 2019). A total of 132 companies met the inclusion criteria; therefore, they constitute the study's sample (Appendix B).

Data Collection and Analysis

Following the establishment of the final sample, each FT company's website content was collected to address the study's objectives. Specific variables and measures were used to document the data for each objective as follows.

Research Objective One (RO1)

The first objective of the study focuses on exploring the motivations for engaging in FT practices from the founder's perspective. In order to identify the motivations of founders,

respective company websites were used to capture qualitative data. These data tend to fall under *history, mission, values, about, and founder's biographies* but are not consistently presented among websites. All background information was sourced directly from the company's website.

All text data related to motivations were compiled into a single document and were content analyzed manually. A guiding framework for this research was created by reviewing the existing literature. The guiding framework for this research includes three general categories for motivations that guided the coding: Emotional Motivations, Self-oriented Motivations, and Other-oriented Motivations. Among these three categories, seventeen original motives (subcategories) distributed among the three general categories were present in the sample data; Passion, Sympathy, Frustration, Empathy (compassion), Relatedness, Creativity, Achievement, Influence (power), Curiosity, Autonomy (entrepreneurial), Empowerment, Idealism, Educational, Sense of obligation, Altruism, Nurturance, Spirituality. An additional type of motivation emerged in the analysis related to a company's interest in environmental protection and sustainability. This motive, referred to as Environmental Motivations, was classified as a new subcategory within Other-oriented motivations. After evaluating the output associated with motivations, motives were identified and examined for their importance among the data using frequencies and manual contextual evaluation (i.e., priori coding).

Research Objective Two (RO2)

The second objective focuses on determining the structural characteristics of FT companies in textiles and apparel, including organization status, product offerings, distribution model, and source region. The focal structural characteristics previously used by researchers in related fields are; business structure (i.e., profit, non-profit) (Becchetti & Huybrechts, 2008); market segments (Bezencon & Blili, 2011); product category (Litrell & Dickson, 1998).

Structural characteristics and their variants are presented in Table 5. Again, the company websites provided data for each structural characteristic. Data were gathered using the list of characteristics and variants in Table 5 to document the existence of each characteristic as well as the degree or variation of each characteristic for subsequent analysis. These data were analyzed using descriptive statistics based on frequencies where applicable.

Table 5. Structural Characteristics and Variants of FT Companies

Structural Characteristic	Variant
Organization status	Profit* Non-profit
Product category	Personal accessories (e.g., bags, hats, scarves) Jewelry Housewares (linens) Clothing and shoes Children's items Furniture, rugs Custom printed or promotional products (t-shirts, bags)
Point of distribution	Wholesale Physical retail location(s) E-commerce (online store)
Location of the U.S. headquarters	(city and state)
Source country/continent	(all source countries captured by each company)

*In cases that FT companies do not specify a non-profit status, they are classified as for-profit.

Research Objective Three (RO3)

The third objective focuses on determining the extent of marketing communication (i.e., social media presence, visual, and written communications) among the U.S. FT companies in the textiles and apparel industry. A predetermined list of marketing tools or forms of communication was compiled before data collection. The predetermined categories for examining the extent of marketing communications include the presence/absence of an active blog, social media

presence, presence/absence of video. Data were compiled for each category and documented in the instrument for subsequent analysis using descriptive statistics.

CHAPTER 4

RESULTS

Research Objective One (RO1)

The first objective of the study was to explore the motivations for engaging in FT practices from the founder's perspective among active U.S. FT companies in the textiles and apparel industry. To address RO1, secondary data extracted from the Home, About Us, and Founder's Story pages from the companies' respective websites (n=132) constituted the narrative data for identifying and examining motivations. The guiding framework for this research includes three general categories for motivations that guided the coding: Emotional Motivations, Self-oriented Motivations, and Other-oriented Motivations (Table 6). Among these three categories, seventeen original motives (subcategories) distributed among the three general categories were present in the sample data. An additional type of motivation emerged in the analysis related to a company's interest in environmental protection and sustainability. This motive, referred to as Environmental Motivations, was classified as a new subcategory within Other-oriented Motivations. An additional 17 motivations identified in the analysis are present in the original framework.

A total of 1,332 instances of unique motivations were identified among the 18 subcategories for the sample data. Frequencies for the presence of unique motivations (subcategories) range from 32 citations for Spirituality (24% of the sample) to 128 citations for Empowerment (97% of the sample), where the percentages are calculated as the frequency of the subcategory divided by the number of companies in the sample. Motivation frequencies were calculated for each FT entity based on presence in the relevant components of the website narrative. During the coding process, motivations may have appeared multiple times within a

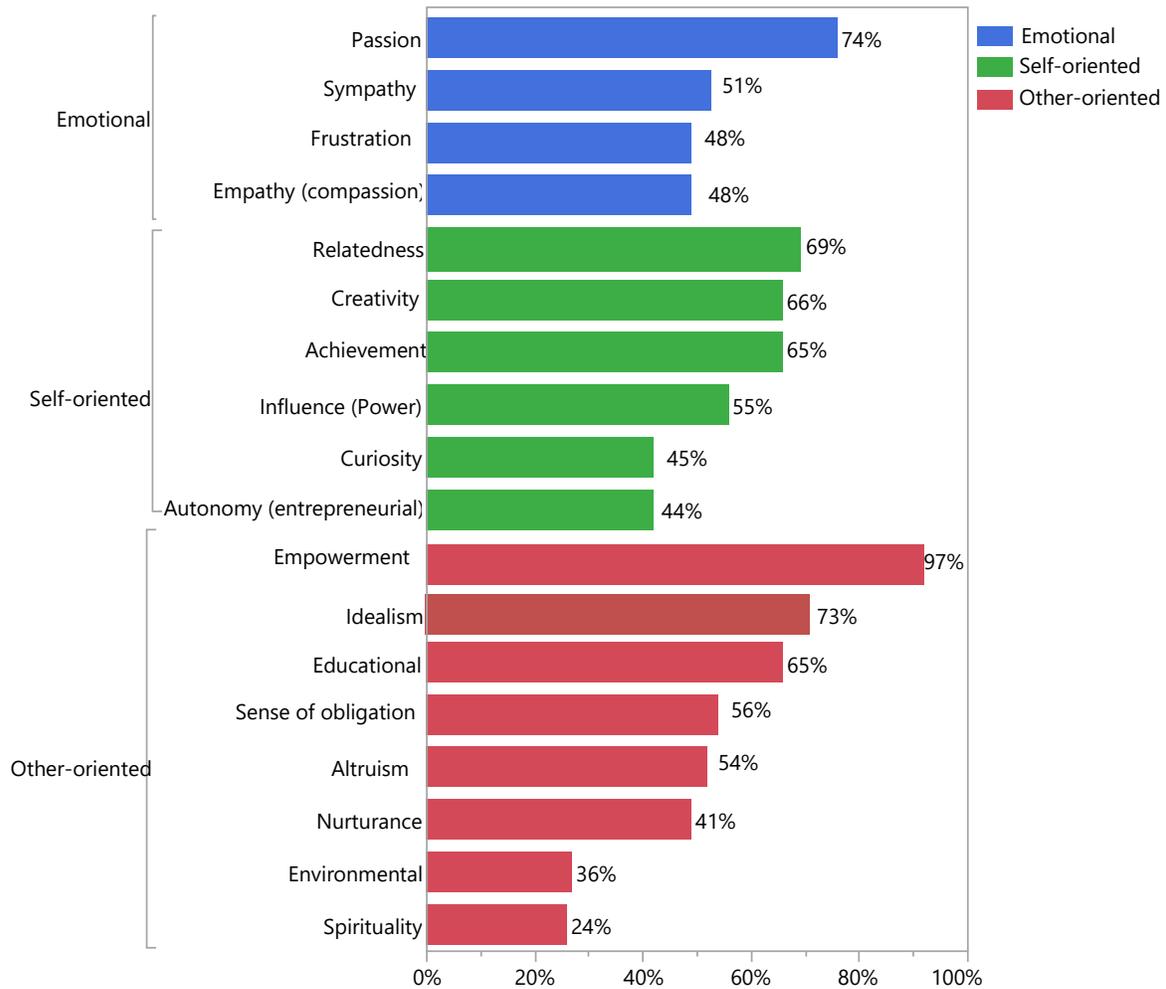
company's narrative. During the data coding process, motivations that were repeated within a company's narrative were treated as one citation.

The general motivation results are presented based on the three-category framework: emotional motives, self-oriented motives, and the other-oriented motives category (Table 6 & Figure 1). Emotional Motivations among the sample data emerged among four unique subcategories: Passion, Frustration, Sympathy, and Empathy. Six unique motives emerged among the Self-orientated category: Achievement, Autonomy, Relatedness, Influence (power), Curiosity, and Creativity. The other-oriented category includes a range of motives that do not fit into either of the categories mentioned above, Altruism, Idealism, Nurturance, Empowerment, Spirituality, Educational, and the new subcategory, Environmental Motivations. The motivation frequencies among each category are analyzed to reveal prominent motives for engaging in FT among the company narratives. Results for each category and its constituent subcategories are presented in the following section.

Emotional Motivations

Passion emerged as the most frequently cited Emotional Motivation appearing among 74 percent of the sample narratives. The second most frequent Emotional Motivation was Sympathy (51%). Although Empathy (48%) and Frustration (48%) represent the least cited subcategory among Emotional Motivations, their presences were notable. Based on several instances, the company narratives reflect language that conflates the use of the terms of Empathy and Sympathy. This finding is examined in detail in the forthcoming sections that focus on Empathy and Sympathy.

Figure 1. Motivation Frequencies Among Categories



Self-Oriented Motivations

Among self-oriented motivations, Relatedness (69%) was quoted most frequently. Relatedness was defined as the drive for warm and close connections with other individuals (Deci & Ryan, 2002). Relatedness was a prominent motivation that incorporates meeting with artisans, fostering relationships, collaborating with them, and building a strong network. Achievement (66%) was the second most quoted motivation. Creativity (65%) was the third most quoted motivation. The founders focused on growing their businesses were included in the

Achievement subcategory. Influence (55%) was also prominent in the results, and it was defined as the drive to alter the behavior of others. The low frequency can be a result of Empowerment motives in the other-oriented category being more salient during the analysis.

Table 6. Motivation Frequencies Among Categories

Category	Motivation	Frequency	Category total frequency	Percentage *	Category percentage
Emotional	Passion	98	291	74%	22%
	Sympathy	67		51%	
	Frustration	63		48%	
	Empathy (compassion)	63		48%	
Self-oriented	Relatedness	91	453	69%	34%
	Creativity	87		66%	
	Achievement	86		65%	
	Influence (power)	72		55%	
	Curiosity	59		45%	
	Autonomy (entrepreneurial)	58		44%	
	Empowerment	128		97%	
Other-oriented	Idealism	96	588	73%	44%
	Educational	86		65%	
	Sense of obligation	74		56%	
	Altruism	71		54%	
	Nurturance	54		41%	
	Environmental	47		36%	
	Spirituality	32		24%	
	Total:	1332			

* Percentage is calculated by dividing the frequency by the total number of companies (n=132)

Other-Oriented Motivations

Among other-oriented motives, Empowerment (97%) was cited most frequently. The high frequency of Empowerment can result from the inclusion of social justice citations in the Empowerment subcategory. Idealism (73%) was the second most cited motivation as it was one of the primary drives that foster the emergence of other motivations, mainly Autonomy and Empowerment. Education (65%) and Sense of obligation (56%) were the third and fourth most cited motivations, and the prominence of these motivations was anticipated and aligned with the

literature review where they were established as highly regarded drivers for social motivation (Ruskin et al., 2016).

Research Objective Two (RO2)

The second objective of the study was to determine the structural characteristics of FT companies in the textiles and apparel industry, including organizational status, product offerings, distribution model, and source countries. Frequencies were used to describe the structural characteristics of the sample (N 132) (Table 7 and Table 8). In terms of organizational status, the majority of FT companies engaged in textiles and apparel trades claimed for-profit status (68%) as opposed to non-profit status (32%). Personal accessories including an array of items such as bags and scarves represented the product category most commonly offered among the sample companies (87%), followed by jewelry (72%), housewares (58%), women's and men's clothing (45%), children's items including clothing and toys (34%), and furniture and rugs (8%).

In terms of distribution channels, the majority of the sample companies engaged in e-commerce (90%) rather than physical retail operations, which accounted for 33 percent of the sample. Companies that use both online and physical outlets accounted for 29 percent of the sample. Additionally, 81 percent of the sample was engaged in wholesaling their offerings. Thirty-four unique source countries produce products for the sample organizations. The most popular source countries were India (8%), Nepal (6%), Peru (6%), Uganda (6%), Kenya (6%), and Guatemala (5%) (Table 8). The majority of sample companies sourced exclusively from a single country (58%). Thirty-three percent of the sample companies sourced from three or more countries, while the remaining nine percent sourced from two countries. Six percent of sample companies sourced from three countries. Five percent of the sample companies established wholesale distributors or retail chains sourced from up to thirty-two countries. Physical retail

locations offer products from various wholesalers; therefore, all the countries they mentioned on their websites were included in the data.

Table 7. Descriptive Statistics for Structural Characteristics: Organizational Status, Product Categories and Channel of Distribution

Structural Characteristic		Number	Percentage*
Organizational status	For-profit	90	68%
	Non-profit	42	32%
Product categories	Personal accessories (e. g., bags, hats, scarves)	115	87%
	Jewelry	95	72%
	Housewares	77	58%
	Clothing	60	45%
	Children's items	45	34%
	Furniture and rugs	11	8%
Channel of distribution	E-commerce (online store)	113	90%
	Wholesale (business to business)	100	80%
	Physical retail location(s)	41	33%

*Percentage is calculated dividing by the total number of companies (n=132)

Table 8. Source Country Percentages

Source Country	Number	Country Percent*	Company Percent**
India	50	8%	38%
Nepal	36	6%	27%
Peru	35	6%	27%
Uganda	34	6%	26%
Kenya	34	6%	26%
Guatemala	31	5%	23%
Mexico	28	5%	21%
Vietnam	27	4%	20%
Columbia	26	4%	20%
Bangladesh	25	4%	19%
Haiti	23	4%	17%
Tibet	21	3%	16%
Thailand	19	3%	14%
Ecuador	19	3%	14%
South Africa	18	3%	14%
Rwanda	16	3%	12%
Cambodia	16	3%	12%
Ghana	15	2%	11%
Indonesia	15	2%	11%
Pakistan	14	2%	11%
Bolivia	14	2%	11%
Afghanistan	12	2%	9%
Ecuador	11	2%	8%
Liberia	11	2%	8%
Congo	11	2%	8%
Tanzania	11	2%	8%
Philippines	10	2%	8%
Nicaragua	9	1%	7%
El Salvador	9	1%	7%
Madagascar	9	1%	7%
Argentina	8	1%	6%
Ethiopia	3	0%	2%
Kyrgyzstan	2	0%	2%
Tajikistan	1	0%	1%
Uzbekistan	1	0%	1%
Total	613	100%	

*Country percent represents the proportion of source country representation. Calculated dividing by 613.

**Company percent represents the proportion of companies that source from each country. Calculated dividing by the total number of companies (n=132)

Research Objective Three (RO3)

The third objective of this study was to determine the extent of marketing communication (i.e., social media presence, visual, and written communications) among the FT companies in the textiles and apparel industry in the United States. To address RO3, data related to the primary messaging displayed on company websites was documented and classified. Logically, the sample companies emphasized language and imagery to promote their status as FT entities. The overwhelming majority provided a definition of FT (93%) for viewers, while more than half of the sample posted the official FTF principles (50%) verbatim. The FT websites prominently featured artisan profiles (76%) with details about the artisans' backgrounds, cultural experiences, and artistic processes. Various approaches were used to depict the artisans, including photographs and personal stories. Further, 36 percent of the sample provided videos featuring their artisan partners that provided in-depth information on the origination of product lines and the greater impact of these artisans on their respective communities (Table 9). Further, approximately 40 percent of subject websites included an active blog with documented posting activity in 2019. In terms of social media platforms, Facebook was highly popular among the sample companies (89%), followed by Instagram (77%), Twitter (50%), Pinterest (47%), YouTube (27%), and Vimeo (5%) (Table 9).

Table 9. Digital Marketing Communication Formats

Format		Percentage	
Video	No video	84	64%
	Video	48	36%
Blog	No blog	56	42%
	Active blog	52	40%
	Inactive blog	24	18%
Social Media Presence	Facebook	118	89%
	Instagram	102	77%
	Twitter	72	55%
	Pinterest	62	47%
	YouTube	36	27%
	Vimeo	7	5%
	LinkedIn	3	2%
	Tumblr	2	2%
	Snapchat	1	1%

n:132

*Percentage is calculated by dividing each value by the total number of companies (n=132)

CHAPTER 5

DISCUSSION

Research Objective One (RO1)

Research objective one was to explore the motivations for engaging in FT practices from the founder's perspective among active U.S. FT companies in the textiles and apparel industry. As discussed in the results, Empowerment was the most frequent motivation. Empowerment was followed by Passion, Idealism, Relatedness, Creativity, Educational, and Achievement consecutively. The motivations will be discussed below in detail in descending order by frequencies.

Empowerment

Empowerment emerges as a primary motivation regardless of organizational form, product offerings, distribution, and the source country. The high frequency of the Empowerment motivation in the analysis confirms that Empowerment is the sine qua non of FT. After all, FT emerged as a social justice-based trading system that improves producers' and communities' working and living conditions worldwide (Nicholls, 2010). Ninety-five percent of narratives briefly or explicitly mentioned improving the living conditions of artisans, accessing new resources, markets, and gaining a sense of control of their lives. Empowerment, specifically, women's empowerment, has indisputable ripple effects on families, communities, and cultures as women spend their earnings locally for their families and their children's education (Dickson & Littrell, 2012). However, the efficacy of women's empowerment can be arguable as the co-operatives' sporadic efforts to contribute to women's empowerment have had limited success (Ronchi, 2002). While artisans improving economic and social conditions were identified as Empowerment, the measurable impacts were identified as Achievements, such as an increase in

the number of artisans to work, an expansion in operations, opening additional retail locations, or an increase in sales. In the narratives, safe working conditions, fair payment, financial success, transformed communities, and decision-making were the additional themes identified as Empowerment. For example, the following statement emphasizes a subject's motivation for creating employment, fair payment, and better working conditions for artisans across twenty countries:

We do this by offering income-generating opportunities to craftspeople in developing countries by following fair trade practices, including paying in advance at least the market price for items, ensuring that craftspeople receive payment, and ensuring that the craftspeople work in fair working conditions.

In another example, the following statement illustrates a subject's motivation for how women empowerment positively benefits their families and communities:

We choose to work with women, people with disabilities, and others often excluded from the global economy. Our long-standing relationships show us when women gain financial independence, their daughters, families, and communities flourish, breaking the cycle of poverty.

Passion

Passion is a feeling of intense enthusiasm towards an activity that one enjoys, finds important, or a compelling desire for someone or something. Passion can range from eager interest in or admiration for an idea, proposal, or cause; to enthusiastic enjoyment of an interest or activity (Vallerand et al., 2003). In the narratives, Passion was expressed in numerous ways, including expression of love towards artisans, culture, traditional and unique products, craftsmanship, and exploring new countries. For example, the following statement illustrates a

subject's motivation for tradition and craftsmanship among Pakistani rug makers “*We believe in preserving the rich cultural heritage of hand-knotted rug making in all its myriad forms and styles.*”

In terms of Passion towards culture and appreciation for new countries, the following statement refers to a subject's motivation for working in Thailand and Nepal: “*We inhale its people, its landscapes, its colors, its flavors, its very scent, and we exhale to create inspirational products symbolic of our traveling experiences.*”

Additionally, Passion was expressed by helping communities, women, and people in need. Although the desire to help others is defined as Altruism in the framework, many of these citations expressed a strong desire and, as such, were also classified as Passion driven motivations. The following subject explicitly describes their motivation as a passion: “*I have always been passionate about women’s empowerment. I connected this Passion with Latin America at a young age when I went on a school trip to Peru, where my company is now based*”.

Idealism

Idealism was defined as improving society to a better place for this study (Reiss, 2014). The phrases such as the determination to change the world, desire to positively impact people's lives, and make a difference in people’s lives were identified as motivations for Idealism. For example, the following statement refers to a subject’s idealistic motivations for running a non-profit retail store in California “*Our store began as an idea that overtime evolved into a unique way to change the world.*”

The following statement illustrates a subject’s motivation for idealism as creating lasting change for generations for working with artisans in a rural village of South India: “*By giving*

them sustainable income, we weave threads of hope and justice into their lives and generations beyond. They deserve to live safely and at peace.”

In another example, the following statement illustrates a subject’s motivation for idealism as making a difference in the communities for working as a minister at a non-profit in Kenya.

Idealism motivation is usually present with Empowerment in the narratives.

Grain of Rice Project works to provide opportunities to people in Kibera to help them overcome some of their hardships. Although we cannot change all of Kibera, our strive to do small things to empower people that will add up to make a big difference in their lives and will in turn spill over and make a difference in the lives of others around them.

Relatedness

Relatedness was defined as the drive for warm, close connections with other individuals for this study (Ryan & Deci, 2002). In the analysis, establishing long term relationships, creating a family environment, collaborations, lasting and impactful partnerships, and building strong networks were identified as the attributes of Relatedness motivation. Relatedness and Nurturance were intertwined in the narratives, as both the founder and the artisan groups benefited from the tightly bonded relationships. In the analysis, the first connection with the artisan and how the relationship evolved illustrated Relatedness motivation. For example, the following statement refers to a subject’s motivation working in Mexico and how she bonded with an artisan:

I met Martha. She was standing by the side of a dirt road in our village. I offered her a ride, and, well, the rest is history. Though the most culturally diverse and artistically rich state in Mexico, Oaxaca ranks as the second poorest in the country with an extreme poverty rate of 76%. Martha is part of that statistic. She is poor and struggles to provide for her family but is motivated to create a better life. I discovered she knew how to sew

and offered to hire her for some embroidery work, which I then sold to friends in the States. Six years later, we now regularly employ nearly 100 artisans in both Oaxaca and Chiapas.

As discussed earlier in Chapter One, establishing long term direct relationships is one of the principles of WFTO, and it is essential for providing sustainable income and achieving social goals ("WFTO: 10 Principles of Fair Trade" 2017, p.16). For example, the following statements refer to a subject's motivation to work with artisan groups in several developing countries and another subject's motivation to work with artisan groups in Nepal consecutively. Both statements focus on establishing long term relationships:

Our average buying relationship with artisan groups is 25 years. That is enough time to see their children grow into adulthood and enough time to see the impact this movement has created.

We have taken the concept of long term partnerships very seriously, and for that reason, we have committed ourselves to the families, businesses, and projects that we originally started working with so long ago, and we do not add new partnerships until we feel that we have provided enough work for those that we have existing relationships with. . . .

Everyone there is family to us and has shared with us their talents, traditions, beautiful country and incredible love for life.

Creativity

Creativity was defined as the process of using the creative ability (Bansing et al., 2018). In the analysis, unconventionally using traditional techniques, designing and developing new products, preserving the crafts and heritage, and improving the quality and functionality emerged

as Creativity. For example, the following statement refers to a subject's motivation to work with Mayan women in Guatemala by adapting the traditional products for western markets.

During the early stages of Dunitz & Company, Nancy met two artists who introduced beading techniques to a few Mayan women. She began collaborating with these creative women, and soon a viable and sustaining business was born. "We were on the ground floor," comments Nancy. "Beading was a new medium in Guatemala, and by creating fashion-forward designs, I knew I could also create demand.

In another example, the following statement refers to a subject's motivation to work with women in India and Nepal to create a beautiful and high-quality product through a lengthy development process:

We are also able to focus our attention on new styles and designs, improved production processes, and, most importantly, focus on consistency and quality. It has taken a few years, but we now have lots and lots of beautiful, well-made designs, and we are working on many more.

The following additional statement refers to a subject's motivation to work with women in Thailand and Nepal to design by inspiring from global trends with traditional crafts:

Designs express movement throughout our world. We keep our designs fresh by fusing global inspirations into single products. The creative collections that represent our bohemian lifestyle are but an explicit moment in time that can be suspended, re-lived and shared with you through our designs

Achievement

Achievement was defined for this study as a task-oriented motivation and can be evaluated by some internally or externally imposed outcomes, such as financial gains, but also in terms of the difference that they can make in their communities or meeting a particular social or environmental need (Soomro & Sha, 2015). In the analysis, the accomplishments of establishing and expanding the FT organization, increasing the number of artisans to work with, increasing the income and living conditions of artisans, establishing social programs, creating new product lines, increasing sales, and reaching out to new markets emerged as the outputs for Achievement. Even though training the artisans and teaching them new skills result in an accomplishment, Education was considered an other-oriented motivation in the study, and it will be discussed separately.

The following statement refers to a subject's Achievement motivation working in Mexico, establishing a new brand, and increasing the number of artisans with whom they are working

Three years later, MZ was born out of a belief that commerce can, and should, change lives for the better. What began as a wild idea to sell Zapotec bags globally, in a village where most of the women had never even left the state, has grown into a fair trade fashion brand run by a team of five women in the US that supports over 50 weavers in Oaxaca.

In an additional example, the following statement illustrates a subject's motivation for establishing a new brand:

Woven Joy officially organized and began in early 2006. It was quickly discovered that a large market for ethically produced products and services among today's conscious

buyers existed. Over the next several years, Woven Joy grew and expanded with the help from increased sales and interest from the fashion industry.

Educational

For this study, Educational motivation was defined as providing knowledge or training in a particular area or for a particular purpose (Conger & Kanungo, 1988). Educational motives are represented by educating the artisans, community, consumers, and public, training new skills and teaching business skills. In the narratives, Educational motivation precedes Entrepreneurial Autonomy and Empowerment. For example, the following statement illustrates a subject's motivation for working with women weavers in Peru to cultivate the skills for managing their businesses:

We began to work with the artisans to teach them not only how to make products for us to sell, but also the skills they need to build successful, women-led artisan businesses. We now work with them on skills from client cultivation to quality control to banking, and we help them connect directly to clients other than us so that they can build their businesses.

Sense of Obligation

For this study, Sense of obligation was defined as perceiving work as a calling, fulfilling one's destiny, doing one's duty for society, and even feeling drawn to a particular type of work by fate (Hall & Chandler, 2005). In the narratives, Sense of obligation was identified along with Idealism and Empowerment. For example, the following statement illustrates a subject's motivation for working with artisans in Haiti:

She is an entrepreneur who works on behalf of the poor in Haiti through sustainable job creation. Her heartbeat is to provide a solution to the orphan crisis and through her fair-trade certified business has become a beacon of hope for mothers and fathers who would

otherwise have to abandon their children to orphanages or worse because they can't afford to keep them.

Influence (power)

For this study, Power, or influence, was defined as the drive to alter others' behavior (Winter, 1992). Influence motives were identified, along with Empowerment and Achievement. Trying to transform the society, developing leadership, create economic change, instilling confidence, and behavioral change in individuals or artisan groups were identified as Influence. For example, the following statement illustrates a subject's motivation for working with a women's collective in India to reduce domestic violence and alcoholism in the region:

Maati's [a women's collective] incredible accomplishments go beyond woolen goods. For nearly twenty years they have existed as a well-regarded women's collective and advocacy group using economic empowerment of local women as a tool to reduce domestic violence and alcoholism in the region.

In another example, the following statement illustrates a subject's motivation for working with women artisans in India to help women be community leaders: *Developing Leadership for Social Change is our central goal. As women become empowered economically, socially, and personally, they grow to be leaders.*

In an additional example, the following statement illustrates a subject's motivation for working with women artisans in Guatemala to bring social justice to their communities.

We partner with more than 200 women artisans in 13 communities in the Guatemalan Highlands. Working with fair trade for 25 years has brought a sea change in the lives of the women: they speak out, resist domestic oppression, and, counting on a regular

income, have more control over their lives; their families eat better and all their children go to school, some even to the university.

Altruism

Altruism was defined as a voluntary drive to help others without anticipating external rewards (Bar-Tal, 1985). Drennan et al. (2015) studied that attitudes towards social entrepreneurship emerge from individuals' being close to social problems. Helping the individuals in need, developing social and economic projects, establishing charities, and engaging in philanthropy are identified as Altruistic motivations. Altruism is more common in non-profit companies as they prioritize social impact over financial income. For example, the following statement illustrates a subject's motivation for working with over fifty projects in seventeen countries to help them overcome their hardships:

Since 1998, Heavenly Treasures has assisted refugees, single mothers, widows, the physically disabled, women & children rescued from human trafficking, orphans, the disenfranchised, and many others.

Sympathy

For the study, Sympathy was defined as the capability to feel concerned for others (Bar-Tal, 1985). Sympathy is understanding another person's experience or situation, despite social, cultural, and economic differences. In the narratives, the feelings of pity and sorrow towards the misfortunes of women, kids, and artisan communities are identified as Sympathy. For example, the founders of FT enterprises revealed their surprise at the stark differences between their lives and the artisans. The following statements illustrate the subject's motivation for working with Mayan women in Guatemala, another subject's motivation for working with women living in slums in India, consecutively:

Mayan women are the poorest of the poor in Guatemalan society, with few opportunities for an education or earning a living. Even though they are renowned as textile artists the world over, lack of alternatives and fierce competition forces them to sell their products at very low prices, sometimes under cost.

The slums of Mumbai are full of women who need to support their families but face obstacles, including poor education, cultural barriers, and religious restrictions.

Frustration

Frustration is regarded as a negative emotion compared to Passion, Sympathy, and Empathy; however, it is crucial for social innovation (Ruskin et al., 2016). During a business trip, volunteer work, or religious work in developing or underdeveloped countries, the founders learn about the poor living standards and working conditions of workers, with limited resources and often exploited, abused, and underpaid. In addition to traveling, they may be further exposed to social and economic conditions in underdeveloped countries through media, education, or friends or acquaintances from that country. The following statement refers to a subject's motivation who emigrated to Nepal to help women and children in extreme poverty and at risk of becoming a victim of human trafficking:

The goal of their work has been to rescue children and women who have been exploited, abused, or abandoned and continues today. Often the woman and children are victims of sheer poverty. These innocent victims are put into vulnerable situations by a family who, through ignorance or sheer desperation, by forcing them to work as slaves in menial jobs, abandoning them on the streets to beg or becoming a victim of human trafficking.

Frustration was often emanated along with Sympathy and Empathy as each emotion were interwoven together in the narratives. The following statement from the founder of a wholesale

jewelry company in Columbia illustrated her frustrations towards the situation in her war-torn native country and concerns for people who were devastated by war:

She never forgot her home in Colombia nor the devastation that more than fifty years of civil war can have on an innocent populace. . . . She realized that this was something desperately needed not only in her native Colombia, which has nearly a population of four million internally-displaced people but also in countries around the world.

Empathy

Empathy was defined as the ability to assume another person's emotional state. (Bar-Tal, 1985). In the narratives, Empathy emerged where an individual had first-hand knowledge of a social or environmental problem by being close to a social problem such as social workers, health workers, military assignments, or volunteers (Germak & Robinson, 2014). For example, the following statements refer to a subject's motivation working in Guatemala with women in severe emotional and mental distress, and another subject's motivation working in Haiti with women in poverty, consecutively.

In Guatemala, 55% of the population live below the poverty line. Many have little to no income. They live in unsafe environments and most suffer from hunger and malnourishment. Young women are without a voice in society, they lack access to education and are subject to discrimination...Gracia works with girls who were born into families of multi-generational poverty: some have been abused and/or abandoned; all are trauma survivors. Without income or employable skills, the girls are without resources to create change.

Working in the hospital Sarah saw the dire effects of poverty on the health and well-being of the village in Haiti. The challenges that faced women in the community particularly

touched Sarah and she sought to create programming to help the women pull themselves out of poverty.

Curiosity

Curiosity was defined as the desire to learn or know for this study (Reiss, 2004). The desire to learn about the culture, history, traditions, crafts of other countries, the hardships of other people, the lack of economic opportunities, and the desire to learn more about FT were identified as Curiosity in the narratives. Curiosity emerged during their travels, past experiences, personal history, interests, and proximity to FT activities. For example, the following statement refers to a subject's motivation working with women in South Africa who are affected by extreme poverty, severe chronic illnesses, and gender inequality:

As the founder, I personally explore and discover products from many different regions in Southern Africa and with the help of my team, bring you a wide variety of merchandise from bead work to baskets to bowls, all hand-crafted by South African women who are paid a fair wage for their work. We go to great lengths to research and personally meet these artisans and it is my mission to source only the finest quality products by these gifted artists.

Autonomy (entrepreneurial)

Autonomy is the drive to have the freedom to determine how to manage personal choices, and relatedness is the drive for warm, close connections with other individuals (Ryan & Deci, 2002). More specific for this study, entrepreneurial autonomy is defined as having the freedom to determine how to manage one's own ventures (Santos et al., 2018). Helping artisans to gain stable income, have economic independence, reach their full potential, provide for their families, send their children to school are identified as Autonomy in the narratives. When a woman is able

to earn a living and feed her family, her worth within the family and community increases tremendously. Education is a precedent of Autonomy and cited mostly together in the narratives. For example, the following statement refers to a subject's motivation working with artisans in India for helping them become business owners:

Our model includes many opportunities for learning and experience related to running a business. By organizing and managing their own cooperatives, the artisans learn about design, production, quality control, and finances.

Nurturance

Nurturance was defined as the need to care for, encourage, and foster the development of familiar others for this study (Reiss, 2004). Women are portrayed as more nurturing, caring, and fostering more relationships in addition to their family responsibilities and (Shaw & Carter, 2007). The desire to cultivate new relationships, establish long-term trade relationships, establish alliances with local artisans, communities, and consumers were identified as Nurturance. Besides fostering new relationships, taking care of kids, orphans, and treating artisans as family members were also identified as Nurturance. As an example, the following statement illustrates a subject's motivation in Haiti for helping orphans:

A young mother of two wanted to add to her family through adoption. After spending a week at an orphanage in Haiti, she was surprised to find out that these children had mothers who were alive, but just too poor to care for their children. She set her heart on providing jobs for at risk mothers, so that they would be able to keep their kids.

Environmental

Environmental motivation emerged as an other-oriented motivation in the analysis. Environmental was defined as respecting and protecting the planet, similarly as one of the principles of FT. As demand increased for ethical clothing, there is a significant trend for environmentally sustainable FT clothing sourced from developing countries (Goworek, 2011). Environmentally-friendly processes, improved environmental practices, respect for humans and the environment, sustainable design development, sustainable products, locally sourced, recycled and renewable products, minimal environmental footprint, energy-efficient, ethical and eco-friendly production, organic, pesticide-free, non-GMO cotton, azo-free, organic, and natural dyes, the use of natural energy, waste reduction, and water reduction were identified as Environmental motivations. The following statement refers to a subject's commitment to sustainability while running an FT retailer store in the United States: *You can feel good knowing that your purchase is sustainability sourced and ethically made – the way it should be.*

In another example, the following statement refers to a subject's motivation working with cotton farmers in Nicaragua and Peru and her desire to be an eco-friendly business:

At Maggie's, our company began with a challenge: Was it possible to establish a successful, sustainable business while protecting the limited resources of the planet, and while respecting and dignifying each worker who makes the business run?

Spirituality

Spirituality was defined as being dedicated to God, religion, or spiritual values in this study. As discussed earlier in FT history, the FT was started by religious groups and church initiatives. The religious individuals may ground their generosity as a doctrine, a communal identity, serve God, or reputational concerns (Saslow et al., 2012). For example, the following

statements refer to a subject's dedication to religion to work with communities in Tanzania, and another subject's motivation of following a spiritual calling to work with women in South Africa, consecutively.

A life-changing process began in 1996 after serving on a short-term team in Tanzania. God opened her eyes to the poverty and oppression millions of people live in every day. She felt God calling her to use her gifts and abilities to help the poor. This vision was based on how people need a sustainable livelihood in order to be able to know the hope and love of Jesus Christ.

In 2011, I led a group of nine missionaries to South Africa. Up until that trip I had been trying to decipher my own "Divine Whisper" (wondering what my purpose was in life and how I could best serve others). It was during this trip that I decided to act upon my desire to find a way to help support these South African women who inspired me so much.

Research Objective Two (RO2)

The second objective of the study is to determine the structural characteristics of U.S. FT companies (i.e., organizational status, product offerings, distribution model, and source countries) in the textiles and apparel industry. In the study, the number of for-profit companies to the number of non-profit companies is in the ratio of 2:1. The difference may be due to the fact that there are proportionally more for-profit organizations in the FT industry (Witesman et al., 2019). Determining the initial choice of organizational form could be based on various factors such as instrumental, expressive, relational, and historical (Child et al., 2015). Witesman et al. (2019) pointed out that one in six organizational founders in the FT industry regrets their initial choice of organizational form, particularly given the various barriers to changing organizational

form once a legal entity has been established. When needed, a sister or subsidiary organization was set to highlight the social missions.

The motivation frequencies were also compared among organizational status (Table 10). Empowerment was the top motivation for both organizational forms, for-profit and non-profit. The top motivations remained the same for for-profit companies as the motivations across all the companies: Passion, Relatedness, Idealism, Creativity, and Achievement. However, the top motivations comparatively changed for non-profit entities; Educational, Idealism, Influence, Achievement, and Passion. Non-profit entities focused on education by training and improving the skills of workers. The Educational motives appear to be integral with Empowerment to help communities to improve the living standards. The for-profit companies had comparatively higher frequencies in Autonomy and Spirituality motivations than for-profit companies. Religious groups preferably establish non-profit companies as they have access to financial resources such as donations and grants (Child et al., 2015).

The personal accessories category (e.g., bags, hats, scarves) was the most frequent product category, which could be due to the small investment needed. However, in most of the sample data, the product range extended beyond personal accessories. Only five percent of the companies offered personal accessories as the only product offerings. Jewelry was the second most frequent product category. Younger generations spend far more on jewelry and personalized accessories and are attracted by the genuine features of FT jewelry and desire to help the artisans. (Jin Ma et al., 2012). Clothing was offered by less than half of the sample companies (45%). Apparel production could be proven challenging to satisfy the consumers' needs to achieve an adequate style, fit, and quality (Litrell & Dickson, 1998). Besides trends, fit, and quality, the U.S. market is price-driven. Founders recognized that establishing artisan groups

as reliable suppliers, teaching them new skills, and developing new products requires a relatively long time. When the artisan groups are well established, working directly with artisans without an intermediary company reduces costs and provides the artisans with a higher income.

Table 10. Motivation Frequencies among Organizational Status

	Motivations	Total Frequency (n: 132)		Non Profit (n:42)		For-Profit (n:90)	
Emotional	Passion	98	74%	29	69%	69	77%
	Sympathy	67	51%	21	50%	46	51%
	Frustration	63	48%	22	52%	41	46%
	Empathy (compassion)	63	48%	21	50%	42	47%
Self-oriented	Relatedness	91	69%*	28	67%	63	70%
	Creativity	87	66%*	27	64%	60	67%
	Achievement	86	65%	30	71%	56	62%
	Influence (power)	72	55%	31	74%	41	46%
	Curiosity	59	45%	18	43%	41	46%
	Autonomy (entrepreneurial)	58	44%	22	52%	36	40%
	Other-oriented	Empowerment	128	97%*	42	100%	86
	Idealism	96	73%*	34	81%	62	69%
	Educational	86	65%	35	83%	51	57%
	Sense of obligation	74	56%	26	62%	48	53%
	Altruism	71	54%	26	62%	45	50%
	Nurturance	54	41%	22	52%	32	36%
	Environmental	47	36%	17	40%	30	33%
	Spirituality	32	24%	19	45%	13	14%

Most of the entities in the sample companies had wholesale and online sales. The FT retail stores in the United States carry a wide range of products from different vendors. The FTF, as a trade organization, encourages retailers to purchase from the FTF members and mandates they sell a minimum of ninety percent FT products. FT retail businesses compete with non- FT retail businesses that have an unlimited choice of suppliers. FT retail businesses could focus on educating consumers about the FT principles and their mission, in addition to offering unique and well-crafted products (Jin Ma et al., 2012).

Along with the organizational form, the initial choice of selecting a source country is a crucial decision. India is the most popular destination as an FT source country with a rich heritage of traditional crafts, artisans, and resources. Founders are attracted by artisans' desire to keep their traditions and cultural heritage and introduce them to new generations. Furthermore, the founders mentioned various reasons for selecting the source country in the narratives, such as travels, past experiences, personal history, and availability of existing alliances.

Research Objective Three (RO3)

The third objective of this study was to determine the extent of marketing communication (i.e., social media presence, visual, and written communications) among the U.S. FT companies in the textiles and apparel industry. FT entities share details about FT, the founder's history, the artisans' lives, economic status, family status, hardships, visual images of the producers, and their environments on their online platforms. More than half of the businesses in this study have a visual video to tell their story, mission, and social values to establish a relationship between the consumer and producer. More than half of the companies have a blog; however, one-third of these blogs are inactive. The emergence of social media platforms could be the reason for inactive blogs because of the preference of speed, accessibility, and interactivity of these platforms. Facebook, Instagram, and Twitter were the most popular social media platforms in this study and provides a channel of communication where consumers show their appreciation and inclusion in relationship building (Wilber & Pasricha, 2016).

Conclusion

FT portrays a broad spectrum of rich and diverse stories, and each case must be contextualized within the history and lived experiences of a specific community (Terstappen, Hanson & McLaughlin, 2013). However, the motivations for engaging in FT were comparatively

similar. Specifically, Empowerment emerges as the primary motivation repeatedly on almost every website of the sample. The focus on Empowerment reinforces FT's definition that it is a social justice-based trading system that improves the working and living conditions of producers and communities worldwide. FT founders are driven by the desire to influence the livelihood of the artisans. The key identifiers for Empowerment are improved economic and social conditions, safe working conditions, fair payment, financial success, transformed communities, and decision-making. Empowerment is followed by Passion, Idealism, Relatedness, Creativity, Educational and Achievement, consecutively, across all organizational forms. These motivations are all prominent recurring motivations identified in the analyses. Passion, as an emotional motivation, is identified by expression of love towards artisans, culture, traditional and unique products, craftsmanship, and exploring new countries.

Empowerment emerges as a primary motivation regardless of organizational form, product offerings, distribution, and the source country. There are proportionally more for-profit organizations in the sample companies. Top motivations for non-profit entities are Empowerment; Educational, Idealism, Influence, Achievement, and Passion. For-profit FT enterprises act as social entrepreneurs to create social impact. Education, Idealism, Influence, and Autonomy motivations are considerably higher in non-profit companies than for-profit companies. Non-profit entities have a higher emphasis on education to improve the livelihood of artisans. Therefore, non-profit companies' perseverance in educating the artisans and teaching business skills will support women in gaining sustainable income. The Educational motives presented the same goals as Empowerment to help communities to improve the living standards. Spirituality motivation is considerably higher in non-profit companies than for-profit companies.

Religious groups and church initiatives are dedicated to supporting FT projects by forming their non-profits.

Personal accessories (e.g., bags, hats, and scarves) are the most popular product category that requires simple skills to produce and easily marketable. Jewelry was the second most frequent product category. Personal accessories and jewelry products could be added to the product offerings to attract consumers. FT clothing is offered by 45% of the sample companies. The low frequency could be due to difficulty in establishing a reliable supply chain. FT companies need to compete with non-FT companies to satisfy consumer needs such as cost, style, quality, and fit. To compete with mainstream brands, FT companies have to continually adapt better business practices such as improving quality, customer service, product offerings, more distribution, and increasing their customer base to stay competitive (Randall, 2005).

The majority of sample companies are sourcing exclusively from a single country (58%). Focusing on a single country helps the founders develop long term relationships. The most popular source countries were India (8%), Nepal (6%), Peru (6%), Uganda (6%), Kenya (6%), and Guatemala (5%). The majority of the sample companies engaged in e-commerce (90%) rather than physical retail operations, which accounted for 33 percent of the sample. Establishing a retail location is less common than establishing a wholesale business. A physical retail location requires a substantial commitment of resources and investment from business owners with limited suppliers that can provide FT products.

FT companies prioritize investigating customer interests and satisfying customer expectations with good quality merchandise to develop relevant marketing and merchandising strategies (Halepete & Park, 2006). The marketing efforts of FTF are focused on more a business to business model than a business to consumer model. FTF, as a trade organization, supports its

members in attending business trade shows and trading relationships with each other. One of the requirements for physical retail is the minimum of ninety percent threshold for the products to be sourced in compliance with FT. To abide by this rule, the retail store owners purchase products from other members that have a wholesale operation. Another benefit for the members is to have the right to display the FTF logo on their websites. The logo represents that they went through a rigorous validation process. FTF promotes the FT concept and FT products to raise awareness for FT in public.

However, FTF lacks to offer marketing initiatives to promote its members. FTF displays the member companies on FTF social platforms and websites, but their visibility is limited. All sample companies have websites and share broad information about their mission, structure, and processes. The founders use their online platforms, highlighting the product attributes, and sharing the social impact they ideally would like to have. They share details about their enterprise's progress, the impact of FT, the artisans' lives, economic status, family status, and hardships, and visual images of the producers and their environments on their online platforms. They share how their relationships, alliances, experiences, and learning about the source country's culture, history, and traditions inspired them to create new products. Social media presence was highlighted on most of the website platforms. The top five social platforms are Facebook, Instagram, Twitter, Pinterest, and YouTube. Social media platforms could be used to communicate the consumers more efficiently and interactively. FTF could have a more active role in initiating marketing activities and promotions to convey information to consumers. FTF can promote collaborations within product categories for the brands to pool their resources. The additional actions could be providing essential training for managing social media and creating content, and creating marketing strategies to increase sales. The increased sales would result in a

higher social impact. Starting with an idealistic view, the founders aspire to build FT supply networks that eventually become sustainable and independent.

LIMITATIONS AND RECOMMENDATIONS

Limitations

Several limitations are identified in this study. First, the data source was a convenience sampling method. The data source was secondary data limited to the Fair Trade Federation (FTF) members. The FTF is a trade association of FT enterprises. As the membership is voluntary, and several FT organizations are not current members of FTF, they could have been eligible for this study. Second, the secondary data is limited by the narratives the companies shared on their websites. The amount of information shared on the websites is significantly different for each company. Still, many companies presented a very detailed biography, history, and vision of their founder. The varying lengths of information shared on the websites could be because of different knowledge, experience, resources, or the websites' purpose. The purpose of the website can be either informational, product-oriented, or both. An informational website delivers in-depth information about the supply chain and FT, whereas a product-oriented website is a creative website that focuses on brand image and product. The third limitation of the study can be the reliability of the content on the websites. The possibility should take into account that the websites might contain overstated and overpromising statements to lure consumers. The attention-grabbing marketing language might interfere with the results by clouding the analysis.

Regarding data analysis for the first objective, interrater reliability was not calculated and should be established for future publication. The data collection was completed by early 2020 before the global pandemic's effects threatened the global markets. The pandemic's global impacts likely threatened existing FT companies, which is not reflected in the sample data.

Recommendations for Future Studies

1. The results of this study focused on the initial motivations from the founder's perspective. Future studies should investigate and compare the motivations of different stakeholders, such as artisans and consumers.
2. Further research should also study the other various emotional variables, such as emotional satisfaction, goal-setting, and self-efficacy. The results could be used to create a personality profile to understand the founders of FT companies (Reiss, 2004).
3. Since this study's results explored the motivations in an explorative study, further research should be done as a case study to assess how these motivations impacted the organizations and FT environment.
4. Future studies can explore the interactions between founders and artisans in different regions of the world.
5. Further research should also study the possible collaborations between FT organizations and schools to attract and prepare future leaders in FT organizations.
6. Future studies can survey a large number of FT key stakeholders to understand the effectiveness of digital FT marketing and communication.
7. With the advent of the internet and social media, business models have changed. The study only explored the presence of digital marketing. More exploration can focus on how technology evolution can influence FT businesses in product development, buyer-supply management, knowledge sharing, and interactive customer engagement.
8. Analysis of the pandemic's impact on FT companies should be undertaken to establish an updated record of surviving businesses.

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APPENDICES

Appendix A. Product categories of FTF members. (“Browse FTF members,” 2019)

Category	Specific products	Number of members
Personal accessories	e.g., bags, hats, scarves	159
Jewelry		132
Housewares	e.g., tableware, linens, baskets, and decor	128
Clothing and shoes		68
Children’s items		62
Religious items		48
Food/ drink		34
Paper products	e.g., cards, stationery, labels	39
Bath and spa		35
Musical instruments		28
DIY items	e.g., fabric, loose beads.	17
Furniture and rugs		22
Custom printed or promotional products	e.g., t-shirts, bags	17

Appendix B. The sample size for the study.

#	<i>Member Company</i>		<i>Source country?</i>	<i>Domestic headquarters - City, State</i>
1	4 All Humanity	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves.)	Guatemala	Hutchinson, KS, United States
2	A Fair Trade World	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares, children's items	Uganda	Richmond, VA, United States
3	Abrazo Style	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves)	Mexico	Hood River, OR, United States
4	Aid Through Trade	Jewelry, personal accessories (e.g., bags, hats, scarves)	Nepal	Annapolis, MD, United States
5	Alternatives Global Marketplace	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Sources globally	Fort Collins, CO, United States
6	Amani ya Juu	Jewelry, personal accessories (e.g., bags, hats, scarves)	Kenya, Liberia, Uganda	Chattanooga, TN, United States
7	Andes Gifts	Clothing,	Peru, Bolivia	Davis, CA, United States
8	Artisans' World Marketplace	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares, rugs, children's items	Sources globally	Sarasota, FL, United States
9	Aruna Project	Personal accessories (e.g., bags, hats, scarves)	India	Cincinnati, OH, United States
10	Asha Imports USA	Personal accessories (e.g., bags, hats, scarves), housewares	India	Harrison, AR, United States

Appendix B. (continued)

11	Awaken	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves)	Thailand	Oak Creek, CO, United States
12	Awamaki	Clothing, personal accessories (e.g., bags, hats, scarves), housewares, rugs, children's items	Peru	Seattle, WA, United States
13	Azizi Life	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Rwanda	Audubon, PA, United States
14	Belart LLC-Bello Arte	Jewelry	Vietnam, Colombia	Bennington, VT, United States
15	Better Way Imports	Jewelry, personal accessories (e.g., bags, hats, scarves)	India, Nepal, Tibet, Bangladesh, Uganda, Vietnam	Zeeland, MI, United States
16	Blue Hand Batik	Clothing,	Indonesia	Wilmington, NC, United States
17	Bridge For Africa	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	South Africa	Parker, CO, United States
18	Bunyaad	Rugs	Pakistan	Ephrata, PA
19	CAUSEGEAR	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves)	India	Des Plaines, IL, United States
20	Center for Amazon Community Ecology	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Peru	State College, PA, United States
21	Cheppu from Himalaya	Clothing,	Nepal	Carmel Valley, CA, United States
22	Cielo Hammocks	Rugs	Mexico	Washington, DC, United States

Appendix B. (continued)

23	Conscious by Kali	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares, rugs	Nepal	Yelm, WA, United States
24	Contemporary Craft	Personal accessories (e.g., bags, hats, scarves), housewares	India	Potomac, MD, United States
25	Costello International	Jewelry, personal accessories (e.g., bags, hats, scarves)	Mexico	Columbus, OH, United States
26	Crossroads Handcrafts	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares, rugs, children's items	Sources globally	Bloomington, IL, United States
27	Dunitz & Company, Inc.	Jewelry	Guatemala	Hollywood, CA, United States
28	dZi Handmade	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Nepal, Tibet, India	Easthampton, MA, United States
29	Earth Divas	Personal accessories (e.g., bags, hats, scarves), children's items	Nepal	Potomac, MD, United States
30	Elevation Trade	Clothing,	Nepal	Portland, OR, United States
31	Encanto Jewels	Jewelry	Colombia	Grass Valley, CA, United States
32	Eternal Threads	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares, children's items	Nepal, Madagascar, India, Afghanistan	Gretna, NE, United States
33	Fair Anita	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves)	Peru, Mexico, Ethiopia, South Africa, Cambodia, India, Vietnam	Woodbury, MN, United States
34	Fair Trade Décor	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Sources globally	Coronado, CA, United States

Appendix B. (continued)

35	Feeding the Orphans	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Ghana	Knoxville, TN, United States
36	Ganesh Himal Trading Co.	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Nepal	Spokane, WA, United States
37	Global Crafts	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Peru, Mexico, Guatemala, Columbia, Haiti, Uganda, Kenya	Cleveland, OH, United States
38	Global Goods Partners	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Sources globally	New York, NY, United States
39	Global Groove Life	Housewares, children's items	Thailand, Nepal	Petaluma, CA, United States
40	Global Handmade Hope	Personal accessories (e.g., bags, hats, scarves), housewares	Colombia, South Africa, Peru, Ecuador, India, Haiti, Guatemala, Bangladesh, Kenya, Pakistan	Chicago, IL, United States
41	Global Heart	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	India, Guantanamo	Sonoma, CA, United States
42	Global Mamas	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Ghana	Minneapolis, MN, United States
43	Global Village Gifts	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares, rugs, children's items	Sources globally	Logan, UT, United States
44	GlobeIn	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Peru, Bolivia, Mexico, Guatemala, Nicaragua, Columbia, Ecuador, Haiti	Menlo Park, CA, United States
45	Grain of Rice Project	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares, children's items	Kenya	Valparaiso, IN, United States
46	Guardian Village Handicrafts	Jewelry, personal accessories (e.g., bags, hats, scarves)	Nepal	Bremen, IN, United States

Appendix B. (continued)

47	Haiti Projects	Clothing, housewares, children's items	Haiti	Hanover, MA, United States
48	Handspun Hope	Clothing,	Rwanda	San Marcos, TX, United States
49	Harkiss Designs	Clothing, personal accessories (e.g., bags, hats, scarves), housewares	Uganda	New York, NY, United States
50	Heavenly Treasures/Shop With A Mission	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Sources globally	Glendora, CA, United States
51	Himalayan Naari	Clothing, personal accessories (e.g., bags, hats, scarves), housewares	India	Harrisville, NH, United States
52	HoonArts Fair Trade	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Tajikistan, Kyrgyzstan, Uzbekistan	Albuquerque, NM, United States
53	HumanKind Fair Trade	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Sources globally	San Luis Obispo, CA, United States
54	Illuminating Nations Through Offering an Opportunity (INTO)	Jewelry, personal accessories (e.g., bags, hats, scarves)	Ecuador	Oberlin, OH, United States
55	Inter-American Trading Inc.	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves)	Peru, Bolivia	Denver, CO, United States
56	JOYN	Personal accessories (e.g., bags, hats, scarves)	India	Siloam Springs, AR, United States
57	Just Creations	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares, rugs, children's items	Sources globally	Louisville, KY, United States
58	Just Fare Market	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Sources globally	Fond du Lac, WI, United States

Appendix B. (continued)

59	Kahiniwalla	Children's items	Bangladesh	Canton, OH, United States
60	Kamibashi	Personal accessories (e.g., bags, hats, scarves), children's items	Thailand	Leicester, NC, United States
61	Kindred Fair Trade Handcrafts	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Sources globally	Santa Rosa, CA, United States
62	LivAfrika	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	South Africa	Tampa, FL, United States
63	Living Imprints	Housewares	India	Fairfax, VA, United States
64	Liz Alig	Clothing,	India, Nepal, Tibet, Bangladesh, Uganda, Vietnam	Greenfield, IN, United States
65	Lucia's Imports	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Guatemala	Lexington, KY, United States
66	Lummetik Trading Co.	Clothing,	Mexico	El Paso, TX, United States
67	Maggie's Organics	Clothing,	Argentina, Peru, Pakistan,	
68	Malia Designs	Jewelry, personal accessories (e.g., bags, hats, scarves)	Cambodia	Chicago, IL, United States
69	Mango and Main	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Peru, Haiti, India, Guatemala, Kenya, Rwanda	Annapolis, MD, United States
70	MarketPlace: Handwork of India	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves)	India	Evanston, IL, United States

Appendix B. (continued)

71	Marquet	Jewelry, personal accessories (e.g., bags, hats, scarves)	Thailand, Vietnam	Brooklyn, NY, United States
72	Mata Traders	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves)	India, Nepal	Chicago, IL, United States
73	Matr Boomie	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	India	Austin, TX, United States
74	Matur Suksema	Jewelry, personal accessories (e.g., bags, hats, scarves)	Indonesia	Bothell, WA, United States
75	MayaMam Weavers	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Guatemala	Morristown, NJ, United States
76	Mayan Hands	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Guatemala	Albany, NY, United States
77	MayaWorks	Jewelry, personal accessories (e.g., bags, hats, scarves)	Guatemala	Berwyn, IL, United States
78	Mehera Shaw	Clothing, personal accessories (e.g., bags, hats, scarves), housewares	India	Chapel Hill, NC, United States
79	Mela Artisans	Jewelry, housewares	India	Boca Raton, FL, United States
80	Meyelo	Jewelry, personal accessories (e.g., bags, hats, scarves)	Kenya	Lancaster, PA, United States
81	Milagros	Jewelry	Guatemala	Chicago, IL, United States
82	Minga Fair Trade Imports	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Ecuador, Peru, Bolivia, Colombia	Lake Geneva, WI, United States

Appendix B. (continued)

83	Mira Fair Trade	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	India	Pittsburgh, PA, United States
84	MZ	Personal accessories (e.g., bags, hats, scarves)	Mexico	Sonora, CA, United States
85	Nativa	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Mexico	San Antonio, TX, United States
86	Nomi Network	Personal accessories (e.g., bags, hats, scarves)	India, Cambodia	New York, NY, United States
87	Noonday Collection	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Uganda, Guatemala, India, Peru, Rwanda, Vietnam, Ethiopia, Afghanistan, Ecuador, Haiti, Kenya, Nepal, Mexico	Austin, TX, United States
88	One little world	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Kenya, Nepal, Uganda Ecuador	Richmond, VA, United States
89	One World Projects	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Rwanda, Pakistan, Afghanistan, Colombia, Peru	Batavia, NY, United States
90	Ornaments 4 Orphans	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Kenya, Nepal, Peru Uganda	Birmingham, AL, United States
91	Pachamama Market	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Sources globally	Troy, OH, United States
92	Papillon Marketplace	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Haiti	Merritt Island, FL, United States
93	Partners for Just Trade	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares, children's items	Peru, Haiti, Cambodia	Webster Groves, MO, United States
94	Passion Lilie	Clothing, personal accessories (e.g., bags, hats, scarves), housewares	India	New Orleans, LA, United States

Appendix B. (continued)

95	Path of Paper	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares, children's items	Uganda	Virginia Beach, VA, United States
96	Plowsharing Crafts	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Bangladesh, Kenya	Saint Louis, MO, United States
97	Project Have Hope	Jewelry, personal accessories (e.g., bags, hats, scarves), children's items	Uganda	Malden, MA, United States
98	Project Lydia	Jewelry, personal accessories (e.g., bags, hats, scarves)	Uganda	Lawrence, KS, United States
99	Raven + Lily	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Ghana, Uganda, Kenya, Liberia, Rwanda, Congo, Tanzania	Austin, TX, United States
100	RefuSHE	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Kenya	Chicago, IL, United States
101	Revy Fair Trade Products	Personal accessories (e.g., bags, hats, scarves)	El Salvador	Cleveland, OH, United States
102	Rover & Kin	Clothing, jewelry	India	Berkeley, CA, United States
103	Sakaad	Clothing, personal accessories (e.g., bags, hats, scarves), housewares	Kenya	Alexandria, VA, United States
104	Sandpiper Imports	Jewelry, personal accessories (e.g., bags, hats, scarves)	Indonesia	Chicago, IL, United States
105	Seeds to Sew International	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Kenya	Hopewell, NJ, United States

Appendix B. (continued)

106	Serrv International	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Bangladesh, Cambodia, India, Indonesia, Nepal, Pakistan, Philippines, Vietnam, Ghana, Kenya, Rwanda, South Africa, Uganda, Haiti, Ecuador, Peru, Mexico	Madison, WI, United States
107	Sevyra	Clothing,	India	North Charleston, SC, United States
108	Shanti Boutique	Jewelry, personal accessories (e.g., bags, hats, scarves)	India	Helena, MT, United States
109	Sharing the Dream in Guatemala	Jewelry, personal accessories (e.g., bags, hats, scarves), children's items	Guatemala	Vermillion, SD, United States
110	Silk Road Bazaar	Personal accessories (e.g., bags, hats, scarves), housewares, children's items	Kyrgyzstan	Montclair, NJ, United States
111	Sora Nomad	Personal accessories (e.g., bags, hats, scarves)	Kenya, Thailand, India	Indianapolis, IN, United States
112	Sprout Enterprise®	Personal accessories (e.g., bags, hats, scarves), housewares	Mexico, India	Brooklyn, NY, United States
113	Sseko Designs	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves)	Uganda	Portland, OR, United States
114	Starfish Project	Jewelry	Thailand, Vietnam, Indonesia, Philippines, Madagascar	Goshen, IN, United States
115	Sustainable Threads	Personal accessories (e.g., bags, hats, scarves), housewares	India	North Brunswick, NJ
116	Swahili Imports, Inc.	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares, rugs, children's items	Kenya, Tanzania, Ethiopia, South Africa, Uganda, Rwanda, Ghana	Eugene, WA

Appendix B. (continued)

117	Ten Thousand Villages USA	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares, rugs, children's items	Sources globally	Akron, PA, United States
118	Tenfold Fair Trade Collection	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Sources globally	Harpers Ferry, WV
119	The Little Market	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Sources globally	Santa Ana, CA, United States
120	The Peace Exchange	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves)	Congo, Kenya, Tanzania	Laguna Beach, CA, United States
121	The Pulsera Project	Jewelry	Nicaragua, Guatemala	Charleston, SC, United States
122	The Work of Our Hands	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares, rugs, children's items	Sources globally	Pella, IA, United States
123	Totonga Bomoi	Personal accessories (e.g., bags, hats, scarves)	Congo	Lincoln, NE, United States
124	Trades of Hope	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Sources globally	Bunnell, FL, United States
125	Unique Batik	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Guatemala, Thailand, Ghana, South Africa	Raleigh, NC
126	Venture Imports, LLC	Jewelry, housewares	Kenya	Chicago, IL, United States
127	Women's Peace Collection	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares, children's items	Sources globally	Great Barrington, MA, United States
128	WorldCrafts	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares, children's items	Sources globally	Birmingham, AL, United States

Appendix B. (continued)

129	WorldFinds	Jewelry, personal accessories (e.g., bags, hats, scarves)	India	Westmont, IL, United States
130	Woven Joy	Clothing, jewelry, personal accessories (e.g., bags, hats, scarves)	Philippines	Cedar Falls, IA, United States
131	World Peaces	Jewelry, personal accessories (e.g., bags, hats, scarves), housewares	Bolivia, Ghana	Colombus, OH, United States
132	Woven Promises	Personal accessories (e.g., bags, hats, scarves), housewares	Ethiopia	Longmont, CO, United States
