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Daughter



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Executive Summary



This is Daughter.

We create with our woman in mind. We craft stylish, sustainable pieces for women in their thirties, forties, and fifties. We design clothes that are never too young or too old – clothes that offer uncomplicated style, comfort, and sustainability.

Overview

Daughter is a Manchester-based fashion brand which offers uncomplicated, high quality, comfortable, and sustainable style to women in their mid-thirties to fifties, made for them.

Each piece is intentionally designed with these women in mind; Daughter's designs feature purposeful features such as elasticated waistbands and hidden pockets, and are created with tailored silhouettes that flatter and celebrate an adult woman's ever-changing, ever-beautiful body.

Business Opportunity

Women in Daughter's target age demographic represent one of the UK's fastest-growing consumer segments, both in number and in spending power (Finamore, 2023; Office for National Statistics (UK), 2023).

Despite this, underpinned by primary and secondary research, these women overwhelmingly feel underrepresented, unseen, and unsupported in the fashion industry (Stone, 2023). Indicated by primary research, these women value comfort and quality, and are willing to pay more for sustainable, ethical garments from brands that align with their values. Daughter addresses this critical market gap with ethically made, high quality, intentional pieces designed for women in their mid thirties to fifties.

Market Potential

The sustainable fashion segment is expected to make up a historical 6% of the overall industry by 2026, up from roughly 4.5% last year (Statista Research Development, 2025). The growing sustainable fashion market underpins Daughter's market viability.

Even so, the fashion market is unpredictable at the best of times, so it is important that Daughter mitigate risks to stay competitive (Davies, 2025). Daughter will emphasise the brand's intentional, sustainable designs and value for money to appeal to the target market and maintain relevance in an oversaturated industry. Daughter also has the benefit of operating in an underrepresented market niche, and the brand's UK-based sourcing and manufacturing strategy simplifies shifting global trade dynamics.

Financials

Although direct costs have likely been underestimated due to the lack of UK-based sourcing and manufacturing costs data available to the founder, financial tables predict Daughter to be profitable within the first 18 months. Early profitability will be driven by the brand's pre-order strategy and meticulous inventory monitoring. Product will be the biggest initial cost, estimated at just over £50,000 for the brand's first ten-piece range. At an optimistic sell-through rate of 80%, Daughter are on target to reach £50k to £80k in revenue during year one.

About the Founder



Hi, I'm Astrid.



I am a final year Fashion Buying & Merchandising student at Manchester Metropolitan University, and the founder and CEO of Daughter.

I grew up in the Greater Seattle area of Washington State, USA. I graduated high school at the top of my class in 2022 and at eighteen, moved to Manchester to pursue a career in the fashion industry. I love learning as much as I love fashion, and I have enjoyed my course to the fullest extent.

At university, I have learned not only about buying and merchandising, but also about product, industry, software, finance, design, and business from some incredible people. This knowledge, in addition to inner drive and passion, contributed to my ability to create Daughter, a brand wholly dedicated to uncomplicated, quality, comfortable, and sustainable clothing for the women they create for.

Daughter's target market is more than a demographic, these women are mothers, role models, volunteers, community pillars, and change makers who deserve to be seen, heard, and represented in the fashion industry. With Daughter, I intend to give these women what they deserve: clothes made for them.

To say that I'm passionate about Daughter and this mission is an understatement. I have a deep-seated drive to make fashion better for the women Daughter serves. At its core, Daughter is a love letter to the incredible women who raised me.

Company Description



Business Statement

At Daughter, we create what we want to wear: effortlessly stylish, high quality, and sustainable clothing designed for women in their thirties, forties, and fifties. Our pieces offer modern, uncomplicated style and comfort whilst never feeling too young, too old, or out of touch, because we want you to look and feel your best every day.

Daughter stand out thanks to our intentional designs, with silhouettes and details purposely created to flatter and celebrate women and their ever-changing, ever-beautiful bodies.

Our dedication to women is what makes us different. We want to give our women what they want – clothes made for them.

Vision

At Daughter, we want effortless style to be easy. Our vision is to create a world for women in their thirties to fifties where they feel seen and heard, where style and comfort evolve with them.

Mission

We create with our woman in mind. We craft stylish, sustainable pieces for women in their thirties, forties, and fifties. We design clothes that are never too young or too old – clothes that offer uncomplicated style, comfort, and sustainability.

Values

Daughter is a brand with the courage and integrity to do what's right. We do what's right for the planet because we value sustainability, and we do what's right for people because we believe in human rights for all. We do what's right because it's the right thing to do.



Business Opportunity

Overview

The population of women in their forties and fifties is predicted to grow significantly in the next few years in the UK and a number of other markets (Finamore, 2023). This demographic also has spending power. UK consumers aged 30 to 49 spent the most on clothing per week, an average of £22.50, followed by consumers aged 50 to 64, who spent an average of £19.90 in 2022 (Office for National Statistics (UK), 2023).

Even so, the fashion industry is leaving these women behind. Women in this age group report feeling ignored, disregarded, and underrepresented in the fashion industry (Stone, 2023, Anson, 2025). Research supports this: women in fashion campaigns are an average of 23 years old, whilst runway models' average age is just 21 (Ritzic, 2024). Even brands who cater to the 50+ demographic tend to use younger models in their websites and marketing.

Daughter aim to change this. By uniquely focusing on real women in their thirties to fifties and representing them in the brand's models and marketing, Daughter will be able to satisfy a critical gap in the market and tap into the demographic's growing spending power with a future-focused, statistically underpinned business approach.



Business Opportunity (cont.)



Product Offer

Daughter are a product-based brand dedicated to style- and sustainability-conscious women in their thirties, forties, and fifties. The brand creates high quality, sustainable pieces without sacrificing fit or comfort, designed for the everyday lives of real women.

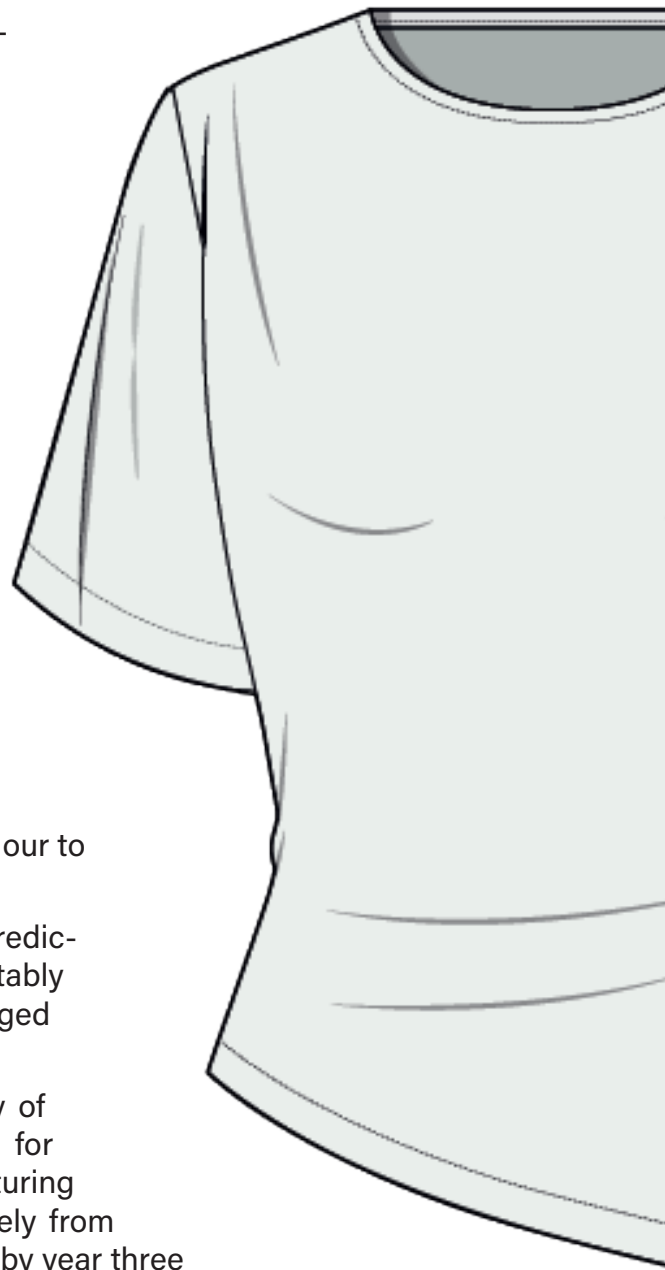
Daughter will offer pieces in most apparel categories, such as tops, blouses, jumpers, jackets, skirts, trousers, and dresses, with a goal to expand into denim in the future. The brand will launch four smaller collections, one for each season per year in order to provide newness to consumers whilst avoiding overproduction.

The collection rendered below is a 10-piece range designed for the Autumn 2026 season.

Core colours Optic White, Digital Mist (grey), Chalk (beige), and Black have been forecasted by WGSN as long-term womenswear colours (Cupido, 2023). Honest Indigo is similar to Daughter's core colour (True Navy) and was selected for this range for its brand and range cohesiveness. Select pieces have a Cherry Lacquer option, forecast as an A/W 26/27 trend colour to keep the range relevant and on-trend (Maggioni, 2024).

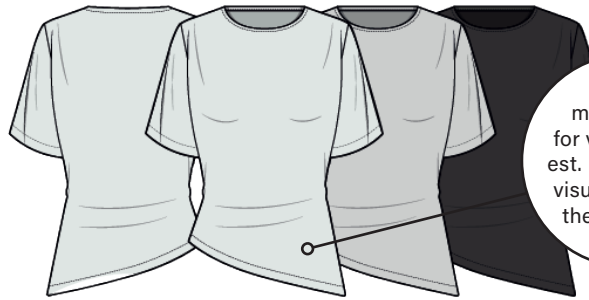
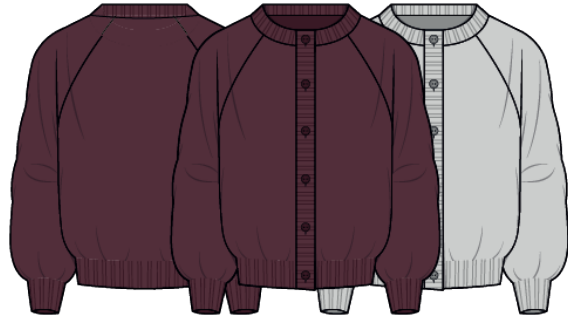
Styles and shapes have been informed by WGSN trend predictions and founder observation and are designed to comfortably fit and flatter a woman's body as she enters her mid-aged years.

Pricing will reflect the premium quality and sustainability of the brand, roughly ranging from £50 for basics to £300 for leather jackets or coats with high sourcing and manufacturing costs. In the first year, Daughter's revenue will come solely from ecommerce sales but will eventually come from wholesale by year three and bricks & mortar channels by year five.

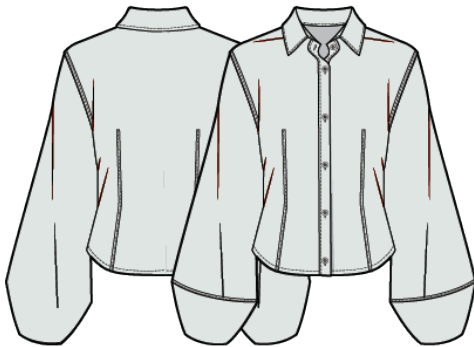




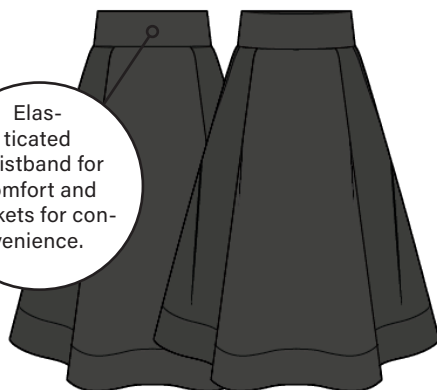
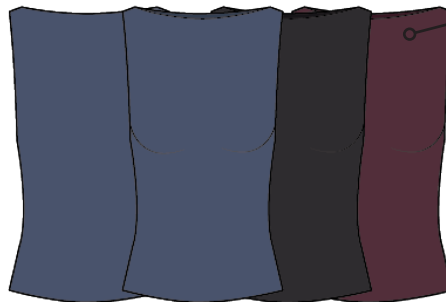
Thick, quality cotton so nothing shows through. Pocket for essentials. Draping to visually narrow the waist.



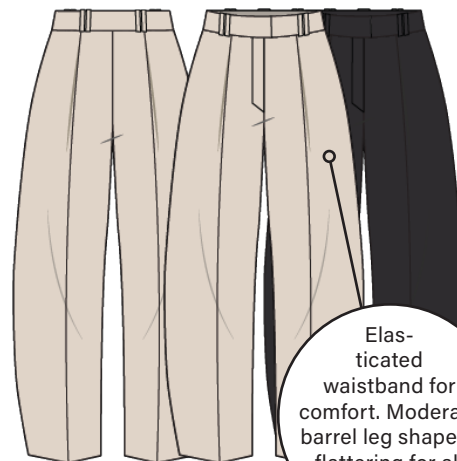
Asym-metric hem for visual interest. Designed to visually narrow the waistline.



Com-pression properties for a secure feel. Boat-neck design intended to universally flatter.



Elas-ticated waistband for comfort and pockets for convenience.



Elas-ticated waistband for comfort. Moderate barrel leg shape is flattering for all body types

 Daughter Autumn 2026

Business Objectives



	Growth	Product	People
Year 1	Launch the brand's first product range via ecommerce in the first nine months.	Launch a ten-piece range made from sustainably sourced materials and using ethical labour within the first nine months.	Establish a leadership and company culture plan within the first year, outlining core values and practices. Hire an accountant at the end of year one.
Year 3	Develop and implement a wholesale strategy and launch products with at least 3 department stores by year three.	Launch a S/S range and an A/W range during both year two and three, adjusting with consumer preference data gathered from year one.	Expand the team to five people by hiring a marketing specialist, an ecommerce lead, and a logistics lead during years two and three, adjusting in response to growth.
Year 5	Open the first bricks & mortar store in Manchester by year five.	Launch four ranges per year (Spring, Summer, Autumn, Winter) during years four and five, using sales figures from previous years to inform decision-making.	Further expand the corporate team to seven people by hiring a buying & merchandising lead in year four and a sustainability lead by year 5, adjusting accordingly.
Vision	Open bricks & mortar stores in London, Cambridge, and in the founder's hometown of Seattle	Continue to launch four seasonal ranges each year, using sustainably sourced materials and ethical labour.	Hire retail employees and leads to work bricks & mortar locations.

Market Analysis



The Business Environment

To gauge the overall business environment, a STEP analysis has been conducted.

Societal

Ageing Population (Global, UK)

The above-65 population currently comprises about 10% of the global population and is expected to grow to over 15% by 2050. In the UK, this figure is at about 12% and is expected to reach 20% by 2050 (United Nations, 2024). This demographic shift poses a number of problems, such as a decline in the working-age population which inevitably strains both a country's businesses and publicly-funded programmes which older people rely on (Borji, 2024).

Consumer Preferences (Global, UK)

Amidst a social push for sustainability and a global economic slowdown, consumers are looking for sustainable ways to reduce costs in their households. Last year in the UK, 58% of consumers bought fewer new products, with 56% of the population opting to repair instead of rebuying. Over a third of UK consumers bought from more sustainable brands and a third reduced their meat consumption (Davies, 2025).

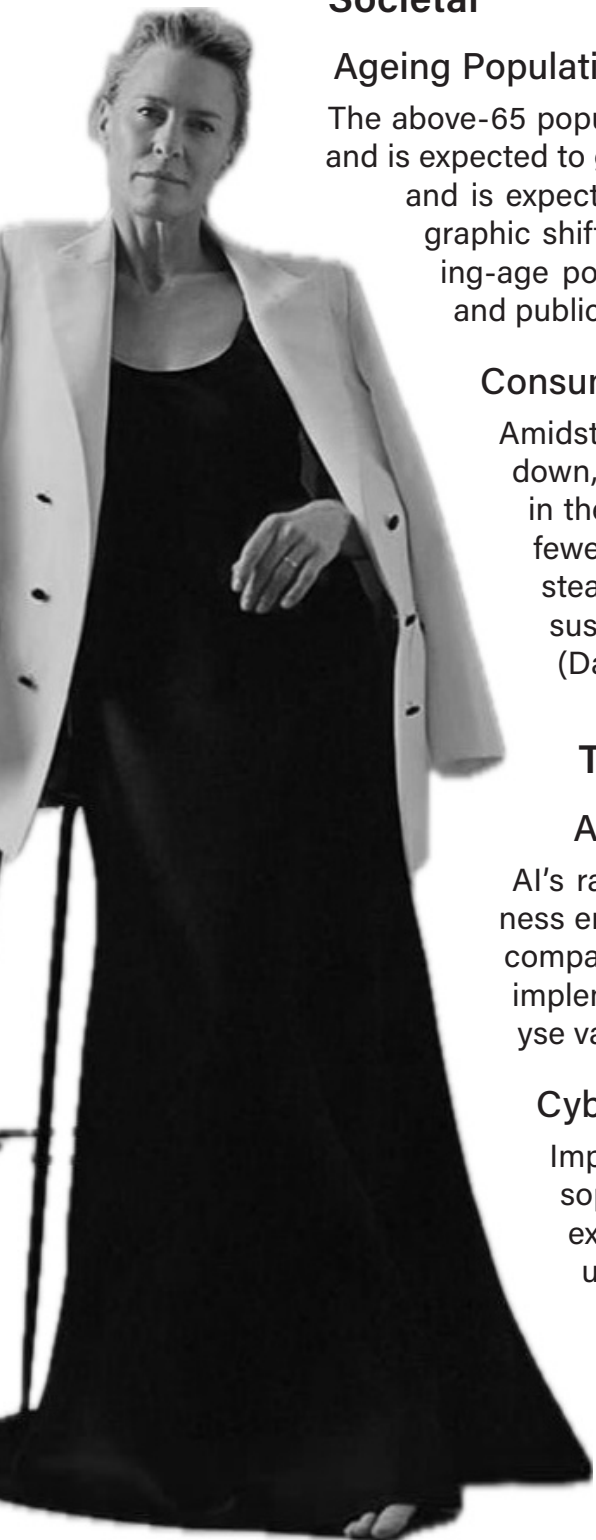
Technological

Artificial Intelligence (AI) (Global, UK)

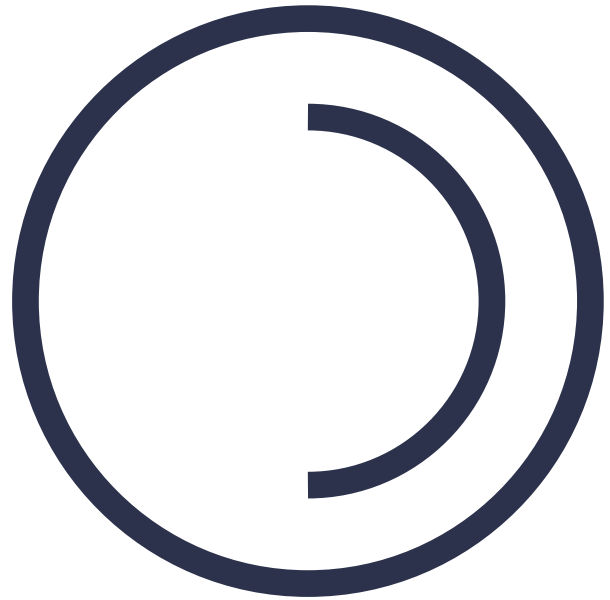
AI's rapid advancement in recent years has shifted the global business environment: according to McKinsey & Company (2025), 92% of companies plan to invest in generative AI in the next three years. When implemented successfully, AI can increase workplace efficiency, analyse vast data sets, and automate menial tasks (Mayer et al., 2025).

Cybersecurity Threats (Global, UK)

Improved technology has also aided in an increased frequency and sophistication of cyberattacks, with over half of UK businesses experiencing some sort of cybersecurity attack in 2024. This figure grows to three quarters for large businesses, costing each entity an average of almost £11,000 (Department for Science, Innovation & Technology, 2024). These attacks are bolstered by illegal online marketplaces worldwide which buy and sell compromised data (National Crime Agency, 2025).



Market Analysis (cont.)



The Business Environment (cont.)

Economic

Global Trade Dynamics (Global)

A number of trade wars and tariffs have been recently initiated on the global stage, such as the US-China trade war and America's steep tariffs on Canada and Mexico. Economic policies like these raise business costs, which are often passed on to already-struggling consumers (Chen, 2025).

Cost-of-Living Crisis (UK)

The UK is facing a cost-of-living crisis, hallmarked by higher prices on food and fuel and stagnating wages, leaving consumers with less disposable income (BBC, 2024). Factors contributing to the crisis are global; pandemic-era supply chain issues linger, economic strains from Brexit persist, and Russia's invasion of Ukraine caused fuel prices worldwide to skyrocket (UK Parliament, 2024; Par-tington, 2025; Greater London Authority, 2024).

Political

Political Uncertainty (Global, UK)

The business environment is afflicted by broad political uncertainty; in times like this, consumer confidence plummets, investor anxiety rises, and economic worries ensue, causing people to cut back spending on non-essentials (Jawadi and Pondie, 2024).

Sustainability Legislation (Global, UK)

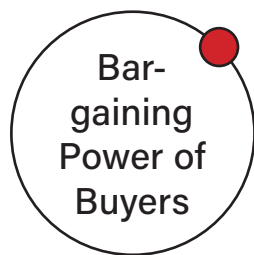
Legislation like the UK 2021 Environment Act means that businesses must adapt to changing regulations which may increase production and logistics costs, prices which are often passed on to the consumer (Environmental Act 2021; Centre for Climate Engagement, 2022).

Market Analysis (cont.)

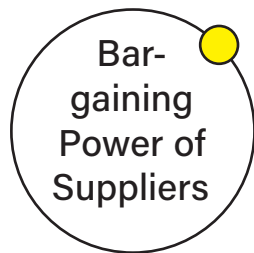


The Fashion Industry

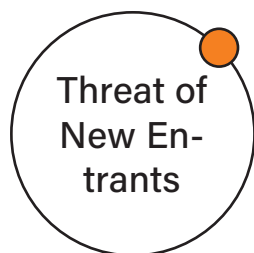
An overview of the current fashion industry has been developed through the use of Porter's Five Forces model. Red dots indicate high influence, orange dots indicate medium influence, and yellow dots indicate low influence on the industry.



It could be argued that the bargaining power of buyers is the highest it has ever been. Consumers have numerous retailers to choose from, from ultra fast fashion brands to luxury labels, giving consumers the bargaining power to demand lower prices, better quality, or more sustainable practices from the industry (Blackmore, 2024).



Bargaining power of suppliers is usually an inverse relationship to the power of buyers, so it logically follows that supplier bargaining power is currently low in the fashion industry (Porter, 2008). Fashion suppliers, or retailers, must cater to consumers' demands or risk losing business to competitors.



Established brands still benefit from economies of scale and brand recognition, making it more difficult for new entrants to succeed. However, new entrants to the industry can utilise lower barriers to entry via new technologies like Shopify and Tiktok and are able to leverage more agile, disruptive business practices to get consumers' attention (BoF and McKinsey & Company, 2024).



The sheer number of brands available to consumers means that the threat of substitution is high for the greater fashion industry. This is compounded by newer ways to shop, such as online secondhand and resale platforms in addition to repair services. Brands can combat this by carving niches and driving innovation (Bhatia, 2023; BoF and McKinsey & Company, 2024).




The culmination of the other four forces results in relatively high rivalry in the wider fashion industry. Although Daughters are susceptible to some of these global issues, the brand can mitigate these risks by communicating their strong brand ethos and highlighting sustainability initiatives. Staying agile and innovative will be crucial to a successful startup fashion brand.

Market Analysis (cont.)



Market Segment

Brand		EILEEN FISHER	EVERLANE		STELLA MCCARTNEY
Product					
£	£55.00	£82.00	£29.00	£14.90	£195.00
Fabric	100% organic cotton	100% organic cotton	100% organic cotton	100% cotton	100% organic cotton
COO	UK	Peru	Vietnam	Unknown	Portugal
Sizes	S - XXL (to expand)	XXS - 3X	XXS - XXL	XXS - XXL	34 - 50 IT (XS - XXL)

Market Analysis (cont.)



The Fashion Organisation

S

Daughter benefit from operating in an underrepresented market niche, softening industry competition. Further, intentional designs and a sustainable core ethos support the brand.

W

As Daughter are a new, unestablished brand, it will face challenges like a lack of economies of scale, limited budget, and, initially, a narrower knowledge base that results from a single-founder business.

O

Daughter will benefit from the increasing population of the brand's target market and the group's growing disposable income, as mentioned in the business opportunity section.

T

Daughter face a market troubled by shifting global trade dynamics and the ongoing cost-of-living crisis in the UK. In addition, cybersecurity attacks on companies are increasingly frequent.



Market Analysis (cont.)



The Fashion Organisation (cont.)

Daughter will spotlight the brand's intentional, sustainable designs to further bolster USP in an already underrepresented market niche. USP will additionally be leveraged to appeal to the growing number of women in Daughter's target market with disposable income.

S/O

To maintain appeal and relevance during the cost-of-living crisis, Daughter will emphasise intentional consumption and ethical production, as well as highlighting the brand's sustainable and practical real-world value.

S/T

To minimise the limitations of being a new business with a single founder, Daughter will strategically invest in AI to streamline supply chain and operations efficiency. Daughter will also partner with target-age fashion influencers to extend brand reach and account for initially limited marketing budget and expertise.

W/O

Daughter can outsource key tech functions and invest in data security measures to mitigate risks of cyberattacks. Resilience will also be created through building agile operations which are easily adapted in a changing climate.

W/T

Market Analysis (cont.)



The Fashion Organisation (cont.)

Target Audience

Daughter's target customer is a woman aged mid-thirties to fifties. The ACORN segmentation which she most closely fits is 2D09 (families and couples in comfortable homes). This demographic are mostly aged 35 to 64 and are likely to earn a household salary of £80,000 or higher (Acorn, 2025). Primary research indicates that these women do not feel represented in the fashion industry, and express difficulty finding clothes that properly fit her. She is willing to pay a premium for sustainability and ethical labour, and she prioritises comfort and quality when making clothing purchases.



Market Analysis (cont.)

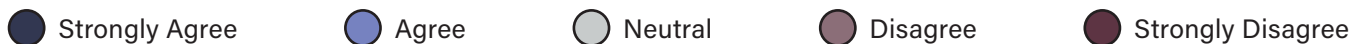


The Fashion Organisation (cont.)

Primary Research

78 responses from women in Daughter's target market were collected via an anonymous survey. Below is a simplified overview of the results. Participants were asked to indicate agreement or disagreement with selected statements. Results were used to inform brand decision-making.

Participant Age Range



'I keep up with and/or follow fashion trends.'



'Sustainability is important to me.'



'I want to improve my personal style.'



'I prioritise comfort when I shop for clothing.'



'I feel represented in the fashion industry.'



'It is important to me that the brands I buy from use ethical labour.'



'I am brand-loyal.'



'I would spend more on a garment if I knew it was made sustainably.'



'It is hard to find clothing that fits me right.'



'I prefer to shop online.'



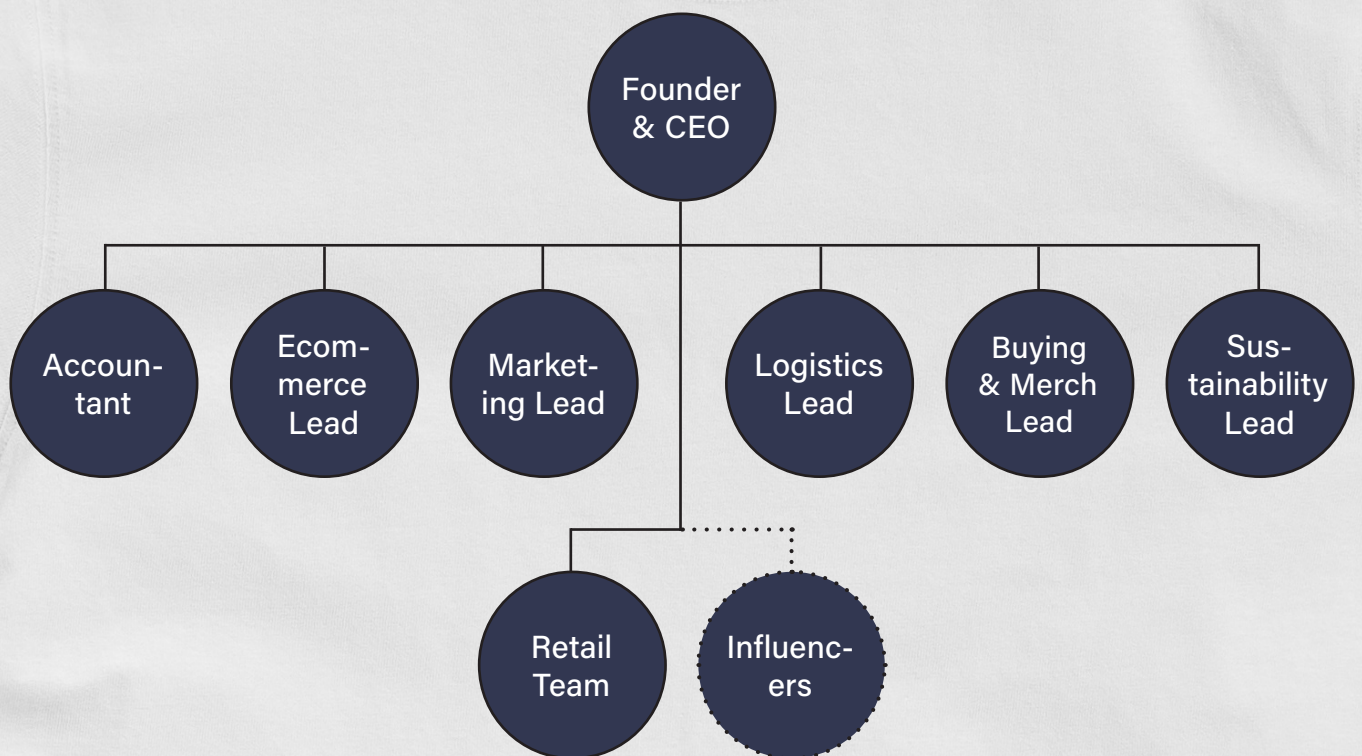
Market Analysis (cont.)



The Fashion Organisation (cont.)

Team Overview

As explained in the business objectives section, Daughter will initially launch with just the founder and aim to hire an accountant in the first year. From there, plans to expand the team during years two through five will be adjusted in response to business growth. Below is a simplified team structure at year five. Team structure will be further discussed in the team and management structure section.



Marketing & Sales Strategy



Marketing Objectives

The table shows corresponding marketing objectives to business objectives during year one.

Business Objective	Marketing Objective
Growth Launch the brand's first product range via ecommerce in the first nine months.	Awareness Communicate brand identity clearly and concisely across channels building up to the product launch in month nine via targeted, localised advertising.
Product Launch a ten-piece range made from sustainably sourced materials and using ethical labour within the first nine months.	Interest Create and run an impactful marketing campaign in the three months leading up to product launch, highlighting Daughter's sustainability efforts.
People Establish a leadership and company culture plan within the first year, outlining core values and practices. Hire an accountant at the end of year one.	Perception Develop a strong brand narrative that reflects the brand's values and ethos in order to align internal brand identity and external perception during year one.

Marketing & Sales Strategy (cont.)



Marketing Strategy

Awareness

Communicate brand identity clearly and concisely across channels building up to the product launch in month nine via targeted, localised advertising.

Daughter will leverage paid and owned media to communicate brand identity and voice via social media posts, search engine optimisation (SEO), and email marketing as well as sponsored ads, boosted content, and strategic influencer partnerships. Social media marketing will be focused on Facebook and Instagram, as these are the preferred media for the brand's target market (Statista, 2024).

Interest

Create and run an impactful marketing campaign in the three months leading up to product launch, highlighting Daughter's sustainability efforts.

To show the market what Daughter stands for, the brand will create and run a narrative-driven marketing campaign during the three months leading up to product launch, casting target-age women in the campaign to combat the underrepresentation that Daughter's target market experiences as confirmed in primary research. The campaign will aim to appeal to the emotional side of consumers' decision making processes, creating a connection between the brand and the consumer.

Perception

Develop a strong brand narrative that reflects the brand's values and ethos in order to align internal brand identity and external perception during year one.

Building on Daughter's business statement and vision, an extended brand playbook that includes a full visual brand pack, clarifies the brand's tone of voice, and outlines brand messaging. This will centralise marketing initiatives for existing and incoming team members and ensure cohesive marketing (Faulhaber, 2024).

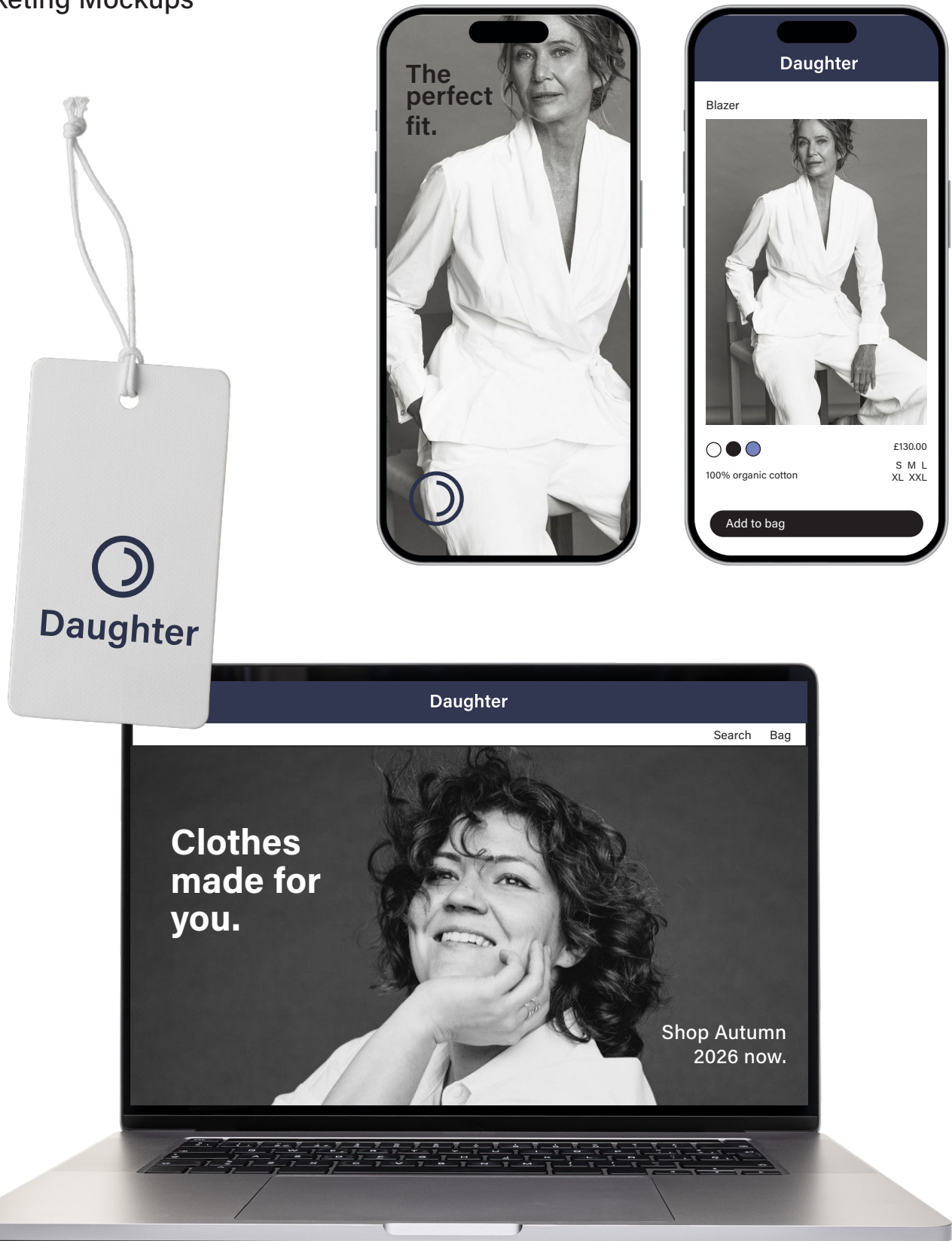


Marketing & Sales Strategy (cont.)



Marketing Strategy (cont.)

Marketing Mockups



Marketing & Sales Strategy (cont.)



Marketing Metrics

Marketing metrics from three areas have been chosen to evaluate the brand's marketing success: digital marketing (website traffic), social media (engagement rate), and brand metrics (brand awareness). Specific metrics are detailed below.

Website Traffic

Website traffic data will be recorded at the six month mark. By the end of the year, Daughter aim to increase website traffic by 100%, which will be driven by the marketing campaign and the launch of the range.

Engagement Rate

By the first year, Daughter's social media accounts aim to achieve an engagement rate of 8%, above the 6.89% average for accounts with 10k to 100k followers (Dixon, 2023). This will be achieved via a strong online presence and community-building efforts.

Brand Awareness

Daughter's marketing campaign aims to boost brand awareness by at least 50% in months three through six, leading up to the launch of the range. Media coverage, branded searches, and social media mentions will be used to track this target. An impactful campaign should reach this metric easily (Shepherd, 2025).

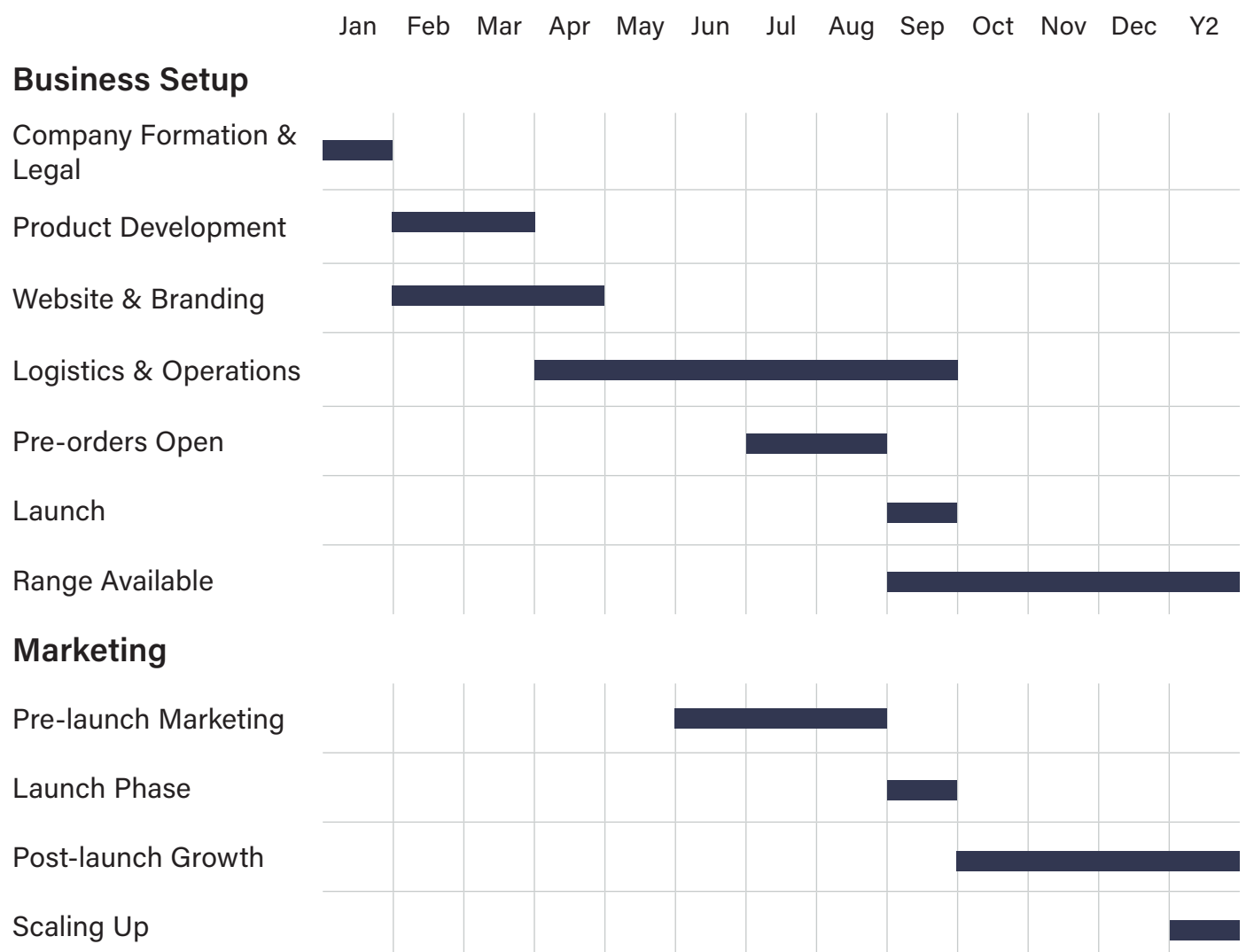


Action Plan



Gantt Chart

The following Gantt Chart visualises the timeline of Daughter's main business and marketing activities over the brand's first year, including the launch of Daughter's first collection on 1st September.



Brand Pack



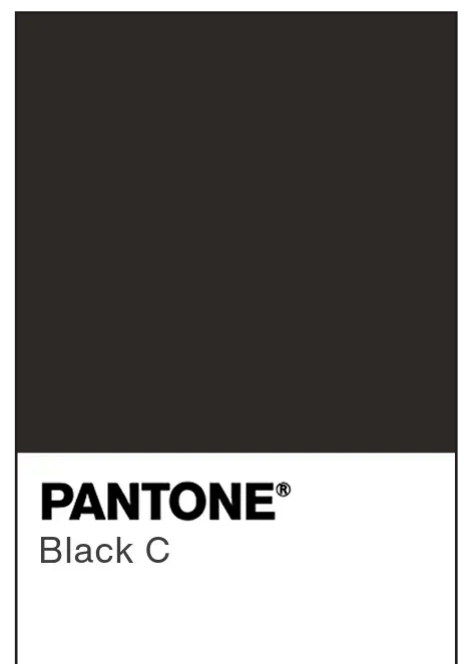
Logo

The Daughter logo was designed to be simple yet effective. The inner curve suggests a D for Daughter, but also a smile. The logo has three formats to suit different needs and is in the brand's core navy blue colour.



Brand Colours

A navy blue was selected to be Daughter's main colour, as blue is often associated with calmness and peacefulness (Clem, 2024). Daughter can utilise this association to foster a safe, calm space for the brand's customers. White and black are used as secondary brand colours.



Brand Pack (cont.)



Font & Type

Acumin Variable Concept (+10 spacing) will be Daughter's main font. It is sans serif for easy reading and clarity and is slightly more rounded than common brand fonts such as Helvetica. The brand logo is done in Acumin Variable Concept (semibold) +25 letter spacing.

Daughter

Visual Identity

Daughter's visual identity is represented by the brand's logo, colours, and font. Daughter will have a simple, streamlined, and minimalistic visual style that is similar to the styles used throughout this document. Brand imagery will align with Daughter's visual identity, utilising mainly studio photos of real, target-aged women both posed and candid and will feature white space for balance and visual interest. The photo below is an example of this photographic style. Imagery will be creative but not too editorial as to alienate the brand's target market.



Lund (no date)

Brand Pack (cont.)



Brand Moodboard

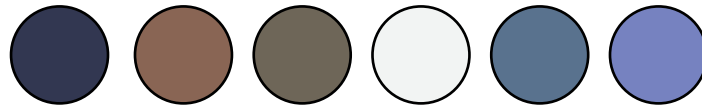


Brand Pack (cont.)



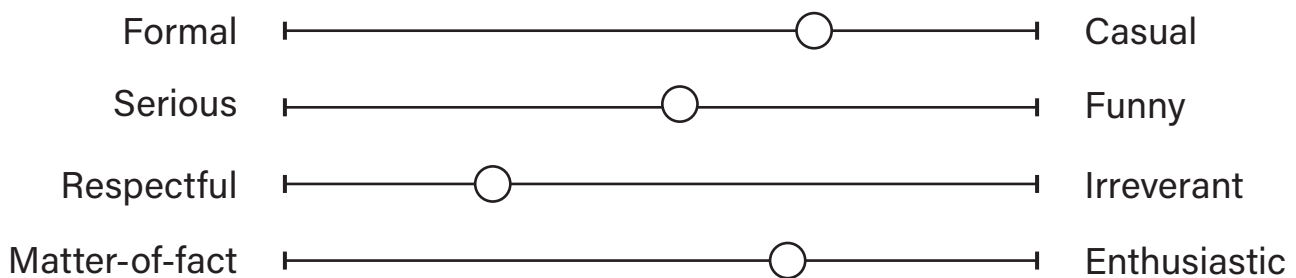
Colour Palette

In addition to brand colours, Daughter will utilise a range of neutral colours in brand imagery and marketing.



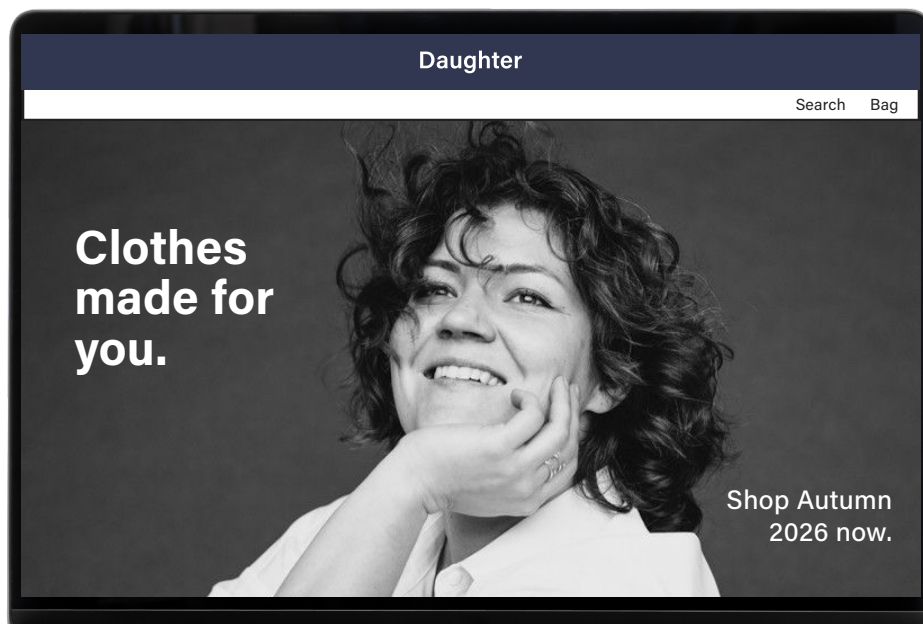
Tone of Voice

Brand voice can be analysed across four dimensions: formal to casual, serious to funny, respectful to irreverent, and matter-of-fact to enthusiastic (Moran, 2016). Daughter leans more casual, respectful, and enthusiastic, and slightly leans towards funny.



Brand Messaging Guidelines

Unlike the academic tone used in this document, Daughter will communicate in the first person ('we'). Brand messaging will be authentic, compelling, and optimistic, and messages should be concise but impactful.



Financials



Personal Survival Budget

Estimated Costs	Monthly Costs
Mortgage/rent	£1,200
Council tax	£120
Gas, electricity, oil	£50
Water	£10
Personal & property insurance	£150
Clothing	£50
Food & housekeeping	£250
Telephone	£15
Hire charges (TV, DVD, etc.)	£15
Subscriptions (clubs, magazines, etc.)	-
Entertainment (meals & drinks)	£200
Car tax, insurance, service, & maintenance	£200
Children's expenditure	-
Credit card, loan, and other personal debt re-payments	-
National insurance	£200
Total Costs	£2,460
Estimated Income	Monthly Income
Income from family/partner	£1,000
Salary	£2,500
Working tax credit	-
Child benefits	-
Other benefits	-
Total Income	£3,500
Total survival income required	-£1,040

Financials (cont.)



Startup Costs

Startup Expense	Cost	Reference
Business registration	£50	UK.Gov, 2025
Trademark registration	£170	UK.Gov, 2025
Domain registration	£78	GoDaddy, 2025
Payment integration	£10	Shopify, 2025
Sampling	£300	Shepherd, 2025
Total Startup Costs	£608	

Direct Costs

Startup Expense	Cost (per month)	Reference
Adobe subscription	£50	Adobe, 2025
Storage unit	£100	Storage Locator, 2025
Forecasting agency	£100	START by WGSN, 2025
Domain Registration	£10	GoDaddy, 2025
Accounting	£150	Unbiased, 2025
Office space in Green Quarter	£1,200	Tally, 2025
Payment integration	£20	Shopify, 2025
Marketing	£2,600	20% revenue spend
Product	£4,266	Range cost estimate
Total Startup Costs	£8,496	

Financials (cont.)



Direct Costs (cont.)

This table is a rough costing estimate for the range's tee based on available information. Costs are likely to be higher in industry. The range's trousers were also costed for a more accurate overall range cost estimate.

Product Component	Cost
Fabric	
Main fabric	£6.98
Trims	
Thread	£0.10
Manufacturing	
UK manufacturing	£7.00
Labels & packaging	
Brand label	£0.01
Care label	£0.01
Swing tag	£0.10
Barcode & UPC number	£0.02
Poly bag	£0.10
Box	£0.01
Pallet	£0.01
Shipping	
Fabric to factory	£0.08
Garment to warehouse	£0.01
Total product cost (300 units)	£4,302.00
Cost per unit	£14.34
Price per unit	£55.00
Profit margin (£)	£40.66
Profit margin (%)	74%
Markup (%)	284%



Financials (cont.)

Cashflow

Month	Pre-start	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
Money in														
Prince's Trust	£10,000	-	-	-	-	-	-	-	-	-	-	-	-	£10,000
Other sources	£10,000	-	-	-	-	-	-	-	-	-	-	-	-	£10,000
Own funds	£5,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£17,000
Income from sales	-	£13,333	£13,333	£13,333	£13,333	£13,333	£13,333	£13,333	£13,333	£13,333	£13,333	£13,333	£13,333	£160,000
Total money in	£25,000	£14,333	£14,333	£14,333	£14,333	£14,333	£14,333	£14,333	£14,333	£14,333	£14,333	£14,333	£14,333	£197,000
Money out														
Loan repayments	-	£445	£445	£445	£445	£445	£445	£445	£445	£445	£445	£445	£445	£5,337
Survival Budget	-	-£1,040	-£1,040	-£1,040	-£1,040	-£1,040	-£1,040	-£1,040	-£1,040	-£1,040	-£1,040	-£1,040	-£1,040	-£12,480
Startup costs														
Business registration	£50	-	-	-	-	-	-	-	-	-	-	-	-	£50
Trademark registration	£170	-	-	-	-	-	-	-	-	-	-	-	-	£170
Domain registration	£78	-	-	-	-	-	-	-	-	-	-	-	-	£78
Payment integration	£10	-	-	-	-	-	-	-	-	-	-	-	-	£10
Sampling	£300	-	-	-	-	-	-	-	-	-	-	-	-	£300
Total startup costs	£608	-	-	-	-	-	-	-	-	-	-	-	-	£608
Direct costs														
Adobe subscription	-	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Storage unit	-	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Forecasting agency	-	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Domain renewal	-	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£120
Accounting	-	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800
Office space in Green Q.	-	£1,200	£1,200	£1,200	£1,200	£1,200	£1,200	£1,200	£1,200	£1,200	£1,200	£1,200	£1,200	£14,400
Payment intigration	-	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
Marketing	£5,000	£2,600	£2,600	£2,600	£2,600	£2,600	£2,600	£2,600	£2,600	£2,600	£2,600	£2,600	£2,600	£31,200
Product	-	£4,266	£4,266	£4,266	£4,266	£4,266	£4,266	£4,266	£4,266	£4,266	£4,266	£4,266	£4,266	£51,190
Total direct costs	£5,000	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£101,950
Total money out	£5,608	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£8,496	£107,558
Opening balance	-	£19,392	£25,230	£31,067	£36,905	£42,742	£48,580	£54,417	£60,255	£66,092	£71,930	£77,767	£83,605	
Closing balance	£19,392	£25,230	£31,067	£36,905	£42,742	£48,580	£54,417	£60,255	£66,092	£71,930	£77,767	£83,605	£89,442	
Balance	£19,392	£5,838	£5,838	£5,838	£5,838	£5,838	£5,838	£5,838	£5,838	£5,838	£5,838	£5,838	£5,838	£89,442

Financials (cont.)

Financial Analysis

The overall range cost was calculated by roughly costing the range's tee and trousers, estimating the costs of additional styles, and finding the average product cost. The range has ten styles and eighteen options. Daughter will manufacture 100 units of each option, leading to an estimated total range cost of just over £50,000. This figure would likely be higher in practice, as information about UK-based sourcing and manufacturing was limited.

Utilising a pre-order strategy and keeping strict inventory records will ensure that the brand sell as much inventory as possible without overproducing garments. These strategies will also increase profitability.

Based on an optimistic sell through rate of 80%, Daughter should make about £80,000 in revenue during year one, and is on track to be a profitable business within 18 months.



Team & Management Structure



Organisation Type

Daughter will be a sole proprietorship organisation, as the founder will be the only person in the organisation at its beginning.

Leadership Style

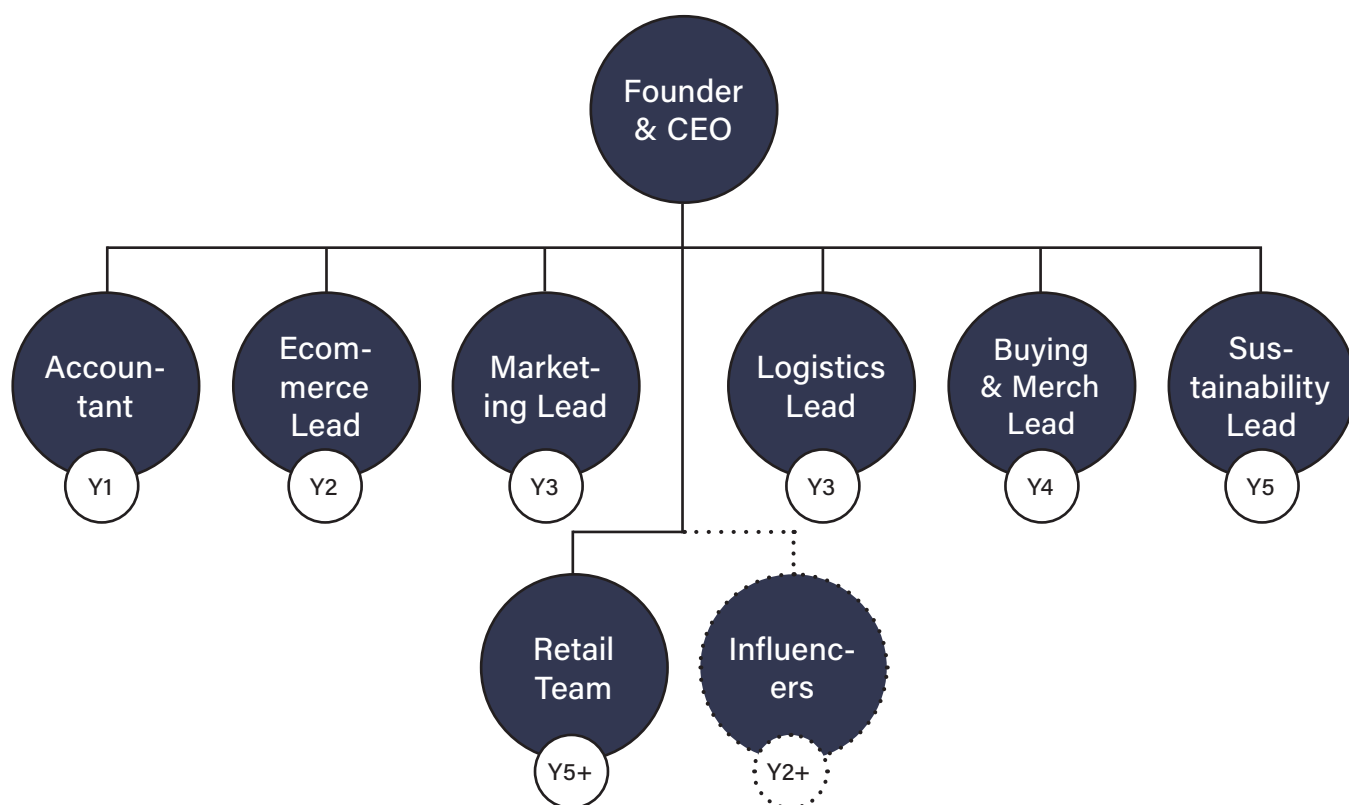
As the organisation grows, Daughter will aim for a hybrid transformational and laissez-faire leadership style, combining the brand's strong central vision and motivation with trust in the team's expertise, empowering team members to grow and innovate, both personally and professionally. In practice, this will harmonise Daughter's values of courage and integrity with its brand culture.

The Team

Team members must share Daughter's vision of a world where women in their mid thirties to fifties are seen, respected, and loved by an industry that has historically left them behind, and will be passionate about making a change.

The team will be carefully hand-picked by the founder as people with drive, ambition, and relevant experience, and as such, will be compensated fairly. As a Manchester-based brand, Daughter will pay above the city's real living wage of £12.60 an hour, or £26,208 annually (Greater Manchester Combined Authority, 2025). Driven by commitment to sustainability, ethics, and people, salaries at Daughter will start at £30,000 and team members will get yearly bonuses.

Team Overview



Team & Management Structure (cont.)



The Team (cont.)

Founder

The founder & CEO will get the business running, oversee business operations, and finalise important decisions. As Daughter will be a sole proprietorship, the founder assumes all responsibility for business debts. The founder will also lead the brand's creative direction and narrative.

Accountancy Lead (Y1)

The accountant will have a degree in accountancy or a related field and ideally experience in the industry. They will handle the organisation's finances and advise the founder on finance-related decisions.

Ecommerce Lead (Y2)

The ecommerce lead will direct the brand's website and digital activities and will oversee website and media traffic, ensuring that online sales operations run smoothly and are user-friendly. They will also have knowledge of and optimise SEO for the brand's digital spaces.

Marketing Lead (Y3)

The marketing lead will develop, execute, and monitor Daughter's marketing initiatives, in addition to taking an active role in the brand's social media presence. They will work with the founder and accountancy lead to manage marketing budgets and analyse performance indicators such as ROI. The marketing lead will work closely with the founder to ensure that marketing activities align with the brand's identity and business goals.

Logistics Lead (Y3)

The logistics lead will oversee the brand's supply chain, working to plan, coordinate, monitor, and optimise supply chain processes. On behalf of the brand, they will communicate and build relationships with materials suppliers, manufacturers, and transportation companies. They will work closely with the rest of the team and inform them of any necessary changes or disruptions.

Buying & Merchandising Lead (Y4)

The buying and merchandising (B&M) lead will assist the founder in the brand's buying and merchandising activities, eventually taking over these responsibilities. They will take an active role in product design, product development, sales data analytics, and trend research. The B&M lead will initially take on the role of both the buyer and the merchandiser, but will be heavily supported by the founder until the team is able to expand their department.

Sustainability Lead (Y5)

As sustainability is a core pillar of Daughter's business model, it is important that the sustainability lead have a strong knowledge of sustainability in the fashion industry. They will help to strengthen and refine the brand's sustainability strategy and will advise the team on how to further reduce environmental impact and better manage resources.

Team & Management Structure (cont.)



The Team (cont.)

Retail Team (Y5+)

Daughter's retail team will staff the brand's physical locations. Retail leads will direct and support the stores' sales associates, who will be imperative to the retail location's success by creating a positive atmosphere for the brand's target market to explore fashion. Retail teams will be trained on Daughter's story, mission, and values and will develop intimate knowledge of the product and the women who buy it.

Influencers (Y2+)

Daughter will select target-aged women influencers who align with the brand's values to partner with in order to promote the brand on social media and increase brand reach. Influencers will have an audience which includes women in Daughter's target market and an ability to connect with their audience on a personal level. Daughter will foster long-term relationships with influencers so both the influencers and the brand can mutually benefit from the partnership going forward.



Adobe (no date)

Team Growth

As the brand scales, the founder will work closely with department leads to select and expand their own teams. Collaboration and mutual respect are crucial for the hybrid transformational and laissez-faire culture Daughter aim to curate. The goal is that all team members feel seen, heard, and represented.

Risk Management & Contingency



Identified Risks

Market Risks

Demand Uncertainty

As discussed in the market analysis, the fashion industry is a particularly volatile market. Recently, this volatility has been exacerbated by quickly-changing trends, economic uncertainty, and global trade disruptions (McKinney & Company, 2024). As Daughter is a new entrant to the fashion industry, it will be particularly difficult to predict product demand due to a lack of previous sales data.

Supply Chain Instability

Fashion organisations must navigate evolving global tariffs and trade deals, facing delays and cost spikes across logistics chains. In addition, many brands exhibit a concerning lack of transparency in their own supply chains, inadvertently allowing for unsustainable and even exploitative labour conditions (Stroh, 2025).

Financial Risks

Cash Flow Shortages

Cash flow issues are the main reason fashion startups fail. Funding shortages often arise when new businesses are faced with high up-front production costs, which are due to be paid before revenue from product sales is available to the organisation (Senkute, 2024).

Inventory Management

Stock management issues can be detrimental to a fashion business: if a range is overproduced, a company will end the season with capital tied up in styles that will no longer sell. On the contrary, if demand greatly outweighs supply, the business fails to capitalise on crucial revenue (Kozanteks, 2024).

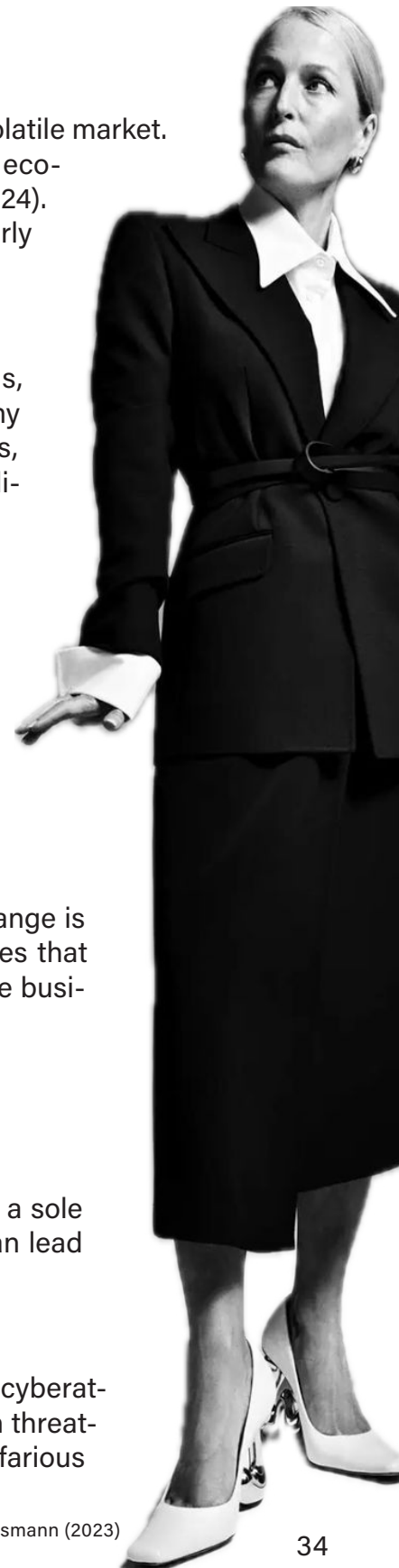
Operational Risks

Limited Operational Experience

Limited operational experience: As considered previously, a business with a sole founder will face gaps in operational knowledge and experience, which can lead to inefficient practices and mistakes if not mitigated.

Cybersecurity Risks

As with all businesses in the digital age, Daughter will be susceptible to cyberattacks, which have increased in frequency and scope in recent years, which threaten the brand's data security and subject sensitive data to leaks or other nefarious purposes (Department for Science, Innovation & Technology, 2024).



Risk Management & Contingency (cont.)



Risk Mitigation Strategies

Market Risks

Demand Uncertainty

To reduce the impact of demand uncertainty, Daughter's first range is a small, 10-piece collection released in a limited run. To gauge consumer interest, pre-orders for the range will open two months before the collection's release and stock allocation will be adjusted accordingly.

Supply Chain Instability

To combat supply chain instability, Daughter endeavor to source and manufacture products using UK suppliers when possible. Building long-term relationships with onshore suppliers will also allow for increased supply chain transparency and higher ethical and sustainability standards. A backup supplier will be in place if the original supplier cannot fulfil orders.

Financial Risks

Cash Flow Shortages

During its first few years, overheads at Daughter will be minimised where possible, as the founder will require minimal office space and will outsource selectively, only when necessary. Revenue from pre-orders will be used to subsidise upfront costs and cash flow will be continuously monitored.

Inventory Management

Production of the initial range will be limited to 100 units per option to reduce the risk of overproduction whilst still benefiting from small economies of scale. An initial 10% of the budget for the range will be held for open to buy (OTB) to replenish stock for bestselling styles and the budget for OTB will be adjusted as sales figures come in.

Operational Risks

Limited Operational Experience

To compensate for the founder's gaps in knowledge and experience, Daughter will leverage tools for small businesses and startups such as inventory tracking, accounting software, and Shopify or other ecommerce platforms. Hiring an accountant at the end of year one will ensure that the brand's finances are in order and reported on in a timely and professional manner.

Cybersecurity Risks

Using a reliable ecommerce platform such as Shopify will considerably mitigate cybersecurity risks, and will also ensure that website glitches and issues with payment integration are handled professionally. The onboarding of an ecommerce lead in year two will enhance Daughter's digital security as the brand scales.

Risk Management & Contingency (cont.)



Contingency Plans

	Likelihood	Severity	Response
Demand Uncertainty	H	H	Adjust future stock orders Gather feedback to gauge interest
Supply Chain Instability	M	M	Default to the backup supplier Delay launch if absolutely necessary
Cash Flow Shortages	H	H	Temporarily suspend marketing budget Seek short-term grants for small businesses
Inventory Management	M	M	Run promotions on slow-selling styles Utilise OTB budget and increase if necessary
Operational Experience	H	M	Bring in part-time or freelance specialists Delay upscaling until systems are running smoothly
Cybersecurity Risks	L	H	Notify customers immediately that a breach has occurred Work with IT and ecommerce support to fix the issue

Appendices



ETHos Application

21/03/2025

Project Title: Women in their Thirties, Forties, and Fifties and their Perceptions of the Fashion Industry

EthOS Reference Number: 78984

Ethical Opinion

Dear Astrid Evelyn Anson,

The above application was reviewed by Ms. Clare McTurk and on the 21/03/2025, was given a favourable ethical opinion. The approval is in place until six months after the end date recorded in your application documentation (08/05/2025).

Approved Documents

Document Type	File Name	Date	Version
Project Protocol	Primary Research Plan	18/03/2025	1
Information Sheet	Participant Information Sheet for EthOS	18/03/2025	1
Consent Form	No consent form is required for online questionnaires	18/03/2025	1

Primary Research Questions

Information

1. What is your age range? [30-39, 40-49, 50-59]
2. What major metropolitan area do you live closest to? (e.g. Manchester; Seattle)

Personal Style [Strongly agree, Agree, Neutral, Disagree, Strongly disagree]

3. I am happy with my personal style.
4. I consider myself fashionable.
5. I keep up with and/or follow fashion trends.
6. I know what shapes flatter my body.
7. I tend to wear a lot of colour.
8. I want to improve my personal style.

The Fashion Industry

9. I feel represented in the fashion industry.
10. Clothing brands understand what I want.
11. I am satisfied with the choice of retailers

available to me.

12. I don't know what brands to shop from.
13. I am brand-loyal.
14. It is hard to find clothing that fits me right.

Purchasing Factors

15. Sustainability is important to me.
16. I consider an item's quality before I purchase it.
17. I prioritise comfort when I shop for clothing.
18. It is important to me that the brands I buy from use ethical labour.
19. I would spend more on a garment if I knew it was made sustainably.
20. I read the care labels on clothing I buy.
21. I look at the fabric composition of a garment before I buy it.
22. I generally wear clothes until they wear out.
23. I prefer to shop online.

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