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## The fashion market: structure, players and success factors

PROF. FRANCESCA ROMANA RINALDI, PROF. FEDERICA VACCA

### OVERVIEW

**Area:** Business

**Dates:** 13 - 23 June

**Campus:** Milan

**Course Number:** IB/CM300

**Term:** Summer School 2017

**Credits:** 6 ECTS

### COURSE DESCRIPTION

The course provides an overview of the fashion industry. The aim of the course is to address the main strategic and managerial characteristics related to fashion with a global focus, analyzing the new challenges that fashion are facing nowadays: the digital and the sustainability revolution.

Course objectives can be synthesized as follows:

- To get acquainted with the concept of fashion brand management;
- to understand the main differences among the market segments;
- to understand strategies at the level of product, distribution and communication;
- to analyze the new challenges that are reshaping nowadays the fashion: the digital challenge (social media communication, e-commerce) and sustainability.

### COURSE CONTENTS

- Managing fashion businesses
- Branding as positioning
- Managing product strategies
- Managing communication strategies
- Managing distribution strategies
- New challenges: branding and sustainability
- New challenges: social media and e-commerce in fashion

### PREREQUISITES

The course is introductory to fashion management and does not require any previous knowledge of those businesses. A basic knowledge of strategy, marketing and management is a facilitating factor.



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## METHOD OF TEACHING

Together with the traditional lectures, the learning process is supported by stimulating teaching methods such as case discussions, guest speakers and field projects, taking advantage from being located in a leading fashion centre as Milan. During the course there will be also some field trips

## COURSE REQUIREMENTS

Students have to comply with the following requirements:

- a) students are expected to regularly attend class sessions and actively contribute to in-class debate;
- b) students are required to carry out a field project to be presented in class;
- c) students have to take a final written exam at the end of the teaching period

## GRADING

In class participation	10% of final grade
Visits report	30% of final grade
Field project (to be presented in class)	30% of final grade
Final written exam	30% of final grade

## VISITS REPORT: EXPLORING FASHION IN MILAN

30% of the final grade will come from a group final report on one of the four thematic routes proposed in the module "EXPLORING FASHION IN MILAN".

Each route has been designed to offer a new perspective respect to emerging trends within the fashion retail sector, capable of intercepting the new consumer's taste.

## FIELD PROJECT

30% of the final grade will come from the group assignment which is a field project on brand management in fashion. A more precise briefing on the group assignment will be given during the course. Guidelines on the methodology for the field projects will be available on Blackboard.

During the group assignment students will be asked to look for some material using online sources and doing stores observation in the main shopping areas in Milan.

## FINAL WRITTEN EXAM

The written exam is a mix of closed questions and open questions related to topics covered in the program (i.e. branding in fashion, managing sustainability in fashion etc.). The written exam is passed if the grade is sufficient (above 18/30).

## COURSE READINGS AND MATERIALS

Readings and slides: all mandatory readings and lecturers' slides will be available on Blackboard.

### Suggested book and articles:

- Corbellini E., Saviolo S. "Managing Fashion & Luxury Companies", ETAS 2009
- Rinaldi F.R., Testa. S, "The responsible fashion company", Greenleaf Publishing, 2014 (e-book available <http://greenleaf-publishing.com/productdetail.kmod?productid=3986>)



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- Rinaldi F.R., "Tips and Traps in multi-channel distribution", Detail on Retail, June 2012
- AA.VV., Fashion Practice, Vol. 6, No. 2, Special Issue "Fashion Made in Italy", 2014 Bloomsbury Publishing, pp. 273-288, ISSN: 1756-9370.
- F. Vacca & V. Iannilli, "Brand of products and brand of signs: how to manage this relationship in fashion through corporate archives" in Proceedings of the 19th DMI: Academic Design Management Conference, 2014, E-BOOK, ISBN 978-0-615-99152-8
- [[http://www.academia.edu/9563626/Brand\\_of\\_Products\\_and\\_Brand\\_of\\_Signs\\_how\\_to\\_manage\\_this\\_Relationship\\_in\\_Fashion\\_through\\_Corporate\\_Archives](http://www.academia.edu/9563626/Brand_of_Products_and_Brand_of_Signs_how_to_manage_this_Relationship_in_Fashion_through_Corporate_Archives)]

## SCHEDULE

Lesson	Date	Title	Readings
1	Tuesday, June 13 h3.30pm-5.30pm FRR	What is fashion? Branding in Fashion	Slides READING: Branding as positioning, chapter 9 - Corbellini E., Saviolo S. "Managing Fashion & Luxury Companies"
2	Tuesday, June 13 h5.30pm-7.30pm FRR	<i>Group assignment contents and methodology</i>	Slides
3	Wednesday, June 14 h9.00am-11.00am FRR	Managing the product in Fashion	Slides READING: Stylistic identity and the product development process, chapter 11 - Corbellini E., Saviolo S. "Managing Fashion & Luxury Companies"
4	Wednesday, June 14 h11.00am-1.00pm FRR	Managing distribution in Fashion: the digital challenge	Slides READING: Retail identity and the distribution process, chapter 12 - Corbellini E., Saviolo S. "Managing Fashion & Luxury Companies" Rinaldi F.R., "Tips and Traps in multi-channel distribution", Detail on Retail, June 2012
5	Thursday, June 15 h9.00am-11.00am FV	Heritage Narrative	Slides READING: F. Vacca & V. Iannilli, "Brand of products and brand of signs: how to manage this relationship in fashion through corporate archives" in Proceedings of the 19th DMI: Academic Design Management Conference, 2014, E-BOOK, ISBN 978-0-615-99152-8 AA.VV. Fashion Practice, Vol. 6, No. 2, Special Issue "Fashion Made in Italy", 2014 Bloomsbury Publishing, pp. 273-288, ISSN: 1756-9370.
6	Thursday, June 15 h11.00am-1.00pm FV	Exploring Fashion In Milan: Guidelines	Slides
7	Thursday, June 15 2.00pm – 4.00pm FV	Exploring Fashion In Milan: Nonostante Marras – Concept Store	



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8	Friday, June 16 h9.00am-6.00pm FRR	Managing distribution in Fashion: Fidenza Village visit	Slides READING: Retail identity and the distribution process, chapter 12 - Corbellini E., Saviolo S. "Managing Fashion & Luxury"
9			
10			
11			
12	Monday, June 19 h9.00am-11.00am FRR	Managing communication in Fashion: the digital challenge. Guest speaker from Vogue Talents TBC	Slides READING: Image identity and the communication process, chapter 13 - Corbellini E., Saviolo S. "Managing Fashion & Luxury Companies"
13	Monday, June 19 h11.00am-1.00pm FRR	New challenges: branding and sustainability in Fashion	Slides READING: Rinaldi F.R., Testa S. "Responsible Fashion Company" - intro & chapter 5
14	Tuesday, June 20 h9.00am-11.00am FRR	New challenges: branding and sustainability in Fashion (cont)	
15	Tuesday, June 20 h11.00am-1.00pm FRR	Innovative business models in fashion	
16	Wednesday, June 21 h9.00am-11.00am FV	Fashion Retail Space	Slides READING: AA.VV. Fashion Practice, Vol. 6, No. 2, Special Issue "Fashion Made in Italy", 2014 Bloomsbury Publishing, pp. 273-288, ISSN: 1756-9370.
17	Wednesday, June 21 h11.00am-1.00pm FV	Fashion Retail Space: an experience on the field	Slides
18	Wednesday, June 21 h2.00pm-4.00pm FV	Exploring Fashion In Milan: Corso Como 10 – Concept Store	
19	Thursday, June 22 h9.00am-11.00am FV	Fashion Retail Space TBC	
20	Thursday, June 22 h11.00am-1.00pm FV	Fashion Retail Space TBC	
21	Friday, June 23 h9.00am-1 pm FRR	<i>Group assignment presentations</i>	
22		<i>Final exam</i>	



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## RULES OF CONDUCT

**Exam Date:** The exam date cannot be re-scheduled. Unexcused absences will result in a failing grade. The attendance policy is applicable also to field trips / site visits and all the curricular activities planned. In cases of unforeseeable circumstances such as illness or injury on the day of the exams, the student must submit a medical certificate and communicate his/her absence to the Professor and UCSC International Office via email prior to the exam. If the student does not justify his/her absence through sufficient documentation and with adequate notice before the final test, the student will receive an automatic Failed.

## BIO OF INSTRUCTOR

### Francesca Romana Rinaldi

Francesca Romana Rinaldi is Professor of competitive strategy in creative industries and fashion management at Bocconi University in Milan, and is a faculty member of the Luxury & Fashion Knowledge Center at SDA Bocconi School of Management and the Master in Fashion, Experience & Design Management. Since 2013 she is Director of the Master in Brand & Retail Experience Management at Milan Fashion Institute (intra-university consortium between Bocconi University, the Catholic University of Milan, and the Polytechnic University of Milan).

She is co-author with Salvo Testa of "The Responsible Fashion Company", Greenleaf Publishing, 2014. She is also an international consultant for companies in the fashion and luxury sector, mainly on topics regarding digital strategies, brand management, and business sustainability. She started the Bio-Fashion blog (<http://bio-fashion.blogspot.com>) in 2010 with the intention of raising awareness and providing information on themes pertaining to fashion and sustainable lifestyles. It is followed by companies, opinion leaders, and associations. A freelance journalist, she contributes to several specialized magazines both in Italy and abroad.

### Federica Vacca.

PhD and Assistant Professor at the Design Dept. at Politecnico di Milano. Lecturer in the School of Design of Politecnico di Milano, where she teaches in the Fashion Design Program and faculty member in the post graduate course at the Milan Fashion Institute and MIP Politecnico di Milano School of Management. XXII ADI Compasso d'Oro Nomination - Young Design (2011), Visiting Researcher at FIT-Fashion Institute of Technology in New York City, NY (2008) and Visiting Researcher and Professor at Philadelphia University, Philadelphia, PA (2016). She is co-founder of the Fashion in Process research collective. Her research interests concern handicraft-driven creation processes for the enhancement of local culture knowledge and design-driven innovation in culture-intensive industries