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The Fashion Market: Structure, Players and Success Factors

PROF. FRANCESCA BONI/ LUCIA PALADINO/ BARBARA DE MAGISTRIS/CHIARA COLOMBI/ CRISTINA POIANELLA

Area of study:	Fashion and Design
Area Code:	IB/CM300
Method of Instruction:	In-person

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 is 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 seasonal strategies at the level of product, distribution and communication;
- to analyze the new challenges that are reshaping nowadays the fashion industry: the digital challenge (social media communication, e-commerce) and sustainability.

Course contents

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

Prerequisites

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

Method of instruction

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.

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 group assignment to be presented in class;
- c) students have to take a final written exam at the end of the teaching period.



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Credits

6 ECTS

Grading

Group assignment + Class presentation	30% of final grade
Final online exam	60% of final grade
Attendance, behavior and participation	10% of final grade

Course readings and materials

Required readings:

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

Suggested readings, books and articles:

- Rinaldi F.R., Testa. S, "The Responsible Fashion Company", Greenleaf Publishing, 2014 (e-book available [here](#))
- Rinaldi F.R., "Fashion Industry 2030", Egea – Bocconi University Press, 2019 (Kindle format available [here](#))
- Corbellini E., Saviolo S. "Managing Fashion & Luxury Companies", ETAS 2009
- Bertola P., Colombi C., Vacca F. (2018), Fashionabilities: Planning and Managing Design Processes in Fashion, Mandragora, Florence (ebook available [here](#))

Instructor bio

Prof. Lucia Paladino teaches and coordinates the Merchandising and Buying course of the Master in Brand & Business Management at Milano Fashion Institute. She teaches at Bocconi University, SDA Bocconi School of Management and CREA Business School (Geneva). She taught at NIBI (Milan). She is a tutor of projects and coordinator of study tours at SDA Bocconi and Milan Fashion institute and a management consultant for companies in the Fashion and Luxury industries, with a focus on brand management, merchandising, digital strategies and business model innovation. She is an editor of www.flawlessmilano.com (lifestyle digital magazine) and wrote for <http://ideas.sdabocconi.it/strategy/> (Strategy digital magazine of Bocconi). Among her publications: "Signature Touch-Points: Best Cases", in Signature Experience, Egea, 2018 and "Crafting the Signature Experience Within the Fashion Communication Eco-System", in Signature Experience, Egea, 2018.

Barbara De Magistris is a Senior Retail Executive with a long experience in the Fashion and Luxury international environment.

After her degree in Business and Economics started to work in Spain, for Haute Couture. She also collaborated, as a stylist, for fashion magazines such as Vogue Espana.

Since then, she covered senior retail management roles with global responsibilities for brands such as Luisa Spagnoli, Piquadro, Lancel, Max Mara and Fendi.



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During those years she steered the Retail chain, running vast teams and strategizing the development of the corresponding retail assets. She also has been a senior executive for retailers such as Value Retail, Mercury group Russia and San Marino Outlet Experience in San Marino.

She managed and strategized for these companies all the retail and business development, running the development plans, marketing and tourism strategies, serving brands such as Dolce & Gabbana, Bottega Veneta, Loro Piana, YSL, Valentino, Brioni, Zegna, Giorgio Armani, Michael Kors, Coach, Furla, Levis, and many others including the food and home segment

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Chiara Colombi Ph.D. in Design, Associate Professor at Politecnico di Milano, Design Dept. Co-founder and senior researcher of [Fashion in Process Research Lab](#). Faculty Member of the School of Design, Politecnico di Milano, where she teaches in the Fashion Design Programs (B.Sc and M.Sc). Faculty Member of Milano Fashion Institute, where she teaches in the Fashion Direction: Brand & Business Management Master. Academic Coordinator of FIT@POLIMI, Campus Abroad project between Fashion Institute of Technology New York and Politecnico di Milano – School of Design. Editorial Director of the book series "Fashion in Process", Mandragora Editrice, Firenze; First Associate Editor of "Luxury Studies: The In Pursuit of Luxury Journal" published by Intellect Books; and Editorial Advisory Board member of the "Research Journal of Textile and Apparel" published by Emerald Publishing. Her research interests concern knowledge creation processes, codification of meta-design research praxis, and development of merchandising systems in "culture intensive" industries, with specific attention on the fashion sector. More recently she has been focusing on the evolution of the fashion-tech sector, with a particular interest in mapping and modeling opportunities of product, value chain, and business models innovations offered by a systemic and sustainable integration of digital technology within fashion processes. She is the author of international publications and consultant in didactic and research activities for Italian and foreign institutions and companies.

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Cristina Poianella

After graduating from Bocconi University in 2003 in Business Management with a Fashion Management major, she has worked with many luxury brands such as Fendi, Bottega Veneta, Christian Dior, Fratelli Rossetti and Tod's. During her career she has held various roles specializing in Buying and in accessories Merchandising.

After 5 years of experience as a Buyer for Europe Leather Goods & Accessories at Fendi, she specializes in Leather goods Merchandising through the collaboration with Bottega Veneta and Christian Dior.

Since December 2012 she serves as WLG Global Merchandising Manager for Tod's.

She taught two years in two masters of the Milano Fashion Institute and has been collaborating for a long time with Luigi Bocconi University. In 2021 she became Academic Fellow for Department of Management and Technology.

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Francesca Boni (course tutor)

Founder of Il Vestito Verde, a digital platform to discover sustainable fashion brands and stores in Italy, she is also a researcher at Università Bocconi and SDA Bocconi School of Management.

Her background is in venture capital, working with high tech and space startups.

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