



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

The fashion market: structure, players and success factors

PROF. FRANCESCA BONI, PROF. BARBARA DE MAGISTRIS, PROF. LUCIA PALADINO

Term	Summer 2026
Area of study	Business
Credits	6 ECTS
Dates	23 June – 3 July 2026 (2 weeks)
Method of instruction	In person

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 is facing nowadays.

Course contents

- Meaning and Impact of fashion businesses
- History and Heritage
- Managing product strategies in fashion
- Marketing and communication strategies in fashion
- New challenges: managing sustainability and circularity 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 teaching

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



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

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

Visits report	30% of final grade
Field project (to be presented in class)	30% of final grade
Final written exam	40% 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 visits proposed in the course.

FIELD PROJECT

30% of the final grade will come from the field project that is a group assignment. A detailed briefing of the group assignment will be given during the course. Guidelines on the methodology for the field project will be available on Blackboard.

FINAL WRITTEN EXAM

The written exam is a mix of closed questions related to topics covered in the program. The written exam is passed if the average grade is sufficient (above 18/30).

Required readings

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

Suggested readings, books, reports and articles

- Rinaldi F.R., Testa. S, "The responsible fashion company", Greenleaf Publishing, 2014 (e-book available at <https://www.amazon.it/Responsible-Fashion-Company-Integrating-Aesthetics/dp/1783532211>)
- Rinaldi F.R., "Fashion Industry 2030", Egea – Bocconi University Press, 2019 (Kindle format available <https://www.amazon.it/Fashion-Industry-2030-Sustainability-Responsible/dp/8885486959>)
- Corbellini E., Saviolo S. "Managing Fashion & Luxury Companies", ETAS 2009



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

- Bertola P., Colombi C., Vacca F. (2018), Fashionabilities: Planning and Managing Design Processes in Fashion, Mandragora, Florence (ebook available at <https://www.amazon.it/Fashionabilities-Planning-Managing-Processes-Fashion-ebook/dp/B07NGN9QL5>)
- Ellen MacArthur Foundation (2017), “A New Textiles Economy: Redesigning fashion’s future” <https://www.ellenmacarthurfoundation.org/publications/a-new-textiles-economy-redesigning-fashions-future>
- BOF & Mc Kinsey (2023), “The State of Fashion 2024” <https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion>
- Global Fashion Agenda (2022), “The GFA Monitor 2022” <https://globalfashionagenda.org/resource/the-gfa-monitor/>
- Global Fashion Agenda (2023), “Fashion CEO Agenda - Priorities for a prosperous industry” <https://globalfashionagenda.org/resource/fashion-ceo-agenda-2023/>
- United Nations (2015), “The 2030 Agenda for Sustainable Development” <https://sustainabledevelopment.un.org/post2015/transformingourworld/publication>



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Room: TBD

Schedule

Prof	Date	Hour	Title	Guest
Barbara de Magistris	23/06/2026	9-10	Course intro	Jennifer Anyan
Barbara de Magistris	23/06/2026	10-11	The meaning and impact of fashion - a consumer perspective	Jennifer Anyan
Barbara de Magistris	23/06/2026	11-12	The meaning and impact of fashion - a consumer perspective	Jennifer Anyan
Barbara de Magistris	23/06/2026	12-13	Personal style: does it matter	Jennifer Anyan
Barbara de Magistris	23/06/2026	13-14	Influencer culture, taste and cultural capital	
Barbara de Magistris	24/06/2026	9-10	I SHOP THEREFORE I AM!	Jennifer Anyan
Barbara de Magistris	24/06/2026	10-11	Values, ideas and behaviours	Jennifer Anyan
Barbara de Magistris	24/06/2026	11-12	The Value/Desire equation	Jennifer Anyan
Barbara de Magistris	24/06/2026	12-13	Power - who has it?	Jennifer Anyan
Barbara de Magistris	24/06/2026	13-14	Creating a collaborative manifesto for consumption	Jennifer Anyan
Lucia Paladino	25/06/2026	9-10	Managing the products in fashion: the collection merchandiser	
Lucia Paladino	25/06/2026	10-11	Managing the products in fashion: the collection merchandiser	
Lucia Paladino	25/06/2026	11-12	Managing the products in fashion: the multi brand buyer	



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Lucia Paladino	25/06/2026	12-13	When technology meets fashion. Lab with a guest speaker	Guest Speaker
Lucia Paladino	25/06/2026	13-14	When technology meets fashion. Lab with a guest speaker	Guest Speaker
Francesca Boni	26/06/2026	9-10	Sustainability in fashion: opportunities & best practices	
Francesca Boni	26/06/2026	10-11	Sustainability in fashion: opportunities & best practices	
Francesca Boni	26/06/2026	11-12	Sustainability in fashion: opportunities & best practices	
Francesca Boni	26/06/2026	12-13	Sustainability in fashion: opportunities & best practices	
Francesca Boni	26/06/2026	13-14	Sustainability in fashion: opportunities & best practices	
Barbara de Magistris	29/06/2026	9-10	The formation of fashion cities and their market	Alice Janssens
Barbara de Magistris	29/06/2026	10-11	The formation of fashion cities and their market	Alice Janssens
Barbara de Magistris	29/06/2026	11-12	The formation of fashion cities and their market	Alice Janssens
Barbara de Magistris	29/06/2026	12-13	History and Heritage within Fashion Today	Alice Janssens
Barbara de Magistris	29/06/2026	13-14	History and Heritage within Fashion Today	Alice Janssens
Francesca Boni	30/06/2026	9-10	Social sustainability in fashion	
Francesca Boni	30/06/2026	10-11	Social sustainability in fashion	
Francesca Boni	30/06/2026	11-12	Social sustainability in fashion	
Francesca Boni	30/06/2026	12-13	How to recognise greenwashing	



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Francesca Boni	30/06/2026	13-14	How to recognise greenwashing	
Barbara de Magistris	01/07/2026	9-10	History and heritage within Fashion today	Alice Janssens
Barbara de Magistris	01/07/2026	10-11	History and heritage within Fashion today	Alice Janssens
Barbara de Magistris	01/07/2026	11-12	Visit Armani Silos	Alice Janssens
Barbara de Magistris	01/07/2026	12-13	Visit Armani Silos	Alice Janssens
Barbara de Magistris	01/07/2026	13-14	Visit Armani Silos	Alice Janssens
Francesca Boni	02/07/2026	9-10	Innovation for the future fashion	Alice Janssens
Francesca Boni	02/07/2026	10-11	Innovation for the future fashion	Alice Janssens
Francesca Boni	02/07/2026	11-12	Innovation for the future fashion	Alice Janssens
Francesca Boni	02/07/2026	12-13	Innovation for the future fashion	Alice Janssens
Francesca Boni	02/07/2026	13-14	Innovation for the future fashion	Alice Janssens
Francesca Boni	03/07/2026	9-10	Exam	
Francesca Boni	03/07/2026	10-11	Exam	
Francesca Boni	03/07/2026	11-12	Assignment presentations	
Francesca Boni	03/07/2026	12-13	Assignment presentations	

Rules of conduct

Attendance: Attendance is mandatory, and no absence/s will be excused. Please consider that Field Trips are considered equal to regular classes and indeed you are expected to attend the visits. Unexcused absences will not be accepted. An excused absence will only be granted if you are seriously ill and can support your claim with a local doctor's certificate dated the day you missed class (therefore you must go to the doctor that same day) that has to be delivered to the Professor or to



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Cattolica International Office. Any other absence will not be excused and will result in not being admitted to the final exam, which corresponds to a 0 (zero) in the final exam.

Exam Date: The exam date cannot be re-scheduled. Should the dates of the final exams be moved for force major reasons, Cattolica International Office and the Professor will promptly inform you in class and/or via e-mail on the new date agreed. Unexcused absences to the exams will result in a failing grade in the course.

In cases of unforeseeable circumstances such as illness or injury on the day of the exams, you must submit a medical certificate and communicate your 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, you will receive an automatic Failed. Absences for other unforeseeable circumstances will not be accepted and will result in a failing grade.

Bio of instructor

Barbara de Magistris

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.

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.

@: bdemagistris11@gmail.com

Lucia Paladino

In the past, she worked as a Merchandiser and Buyer for several fashion companies. Today she is a consultant and a lecturer.

Her main focuses are brand management, merchandising, digital and omnichannel strategies, and business model innovation mainly applied to the Fashion and Luxury industries.

@: luciacpaladino@gmail.com

Jennifer Anyan

is Dean of the School of Fashion and Creative Industries Management and Associate Professor of the Art of Fashion at Arts University Bournemouth. She is an academic leader, artist, and writer working across art, design, and fashion, with a career spanning leadership, research, and creative practice.



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Her work has been exhibited internationally, including solo and group exhibitions at John Hansard Gallery, Gods House Tower, and the Vilnius Academy of Arts, alongside national touring shows and commissions funded by Arts Council England. Notable projects include *Embodied Memories*, *North & South*, and *The Other Mother*, exploring identity, embodiment, and emotional narrative through visual and interdisciplinary forms.

Alongside her artistic practice, Jennifer has led major curriculum innovation and research initiatives across UK higher education. Her work connects creative practice with pedagogy, supporting emerging creatives to develop critical, confident, and sustainable approaches within the global fashion and creative industries.

@: janyan@aub.ac.uk

Francesca Boni

Founder of Il Vestito Verde, a crowdsourced Italian platform to boost consumer awareness in the fashion industry and provide tools to consumers to make sustainable fashion shopping easier and more accessible.

Part of the research staff of Bocconi University, where she obtained her degree in Economics and Management for Arts, Culture and Communication.

She is a guest lecturer at Università Commerciale Luigi Bocconi, LUISS Guido Carli, Università Cattolica del Sacro Cuore, Università di Trento and Politecnico di Torino.

Background in marketing and investor relations in the financial sector, specifically tech venture capital, she has participated to consultancy projects for the European Commission (Textile Transition Pathway) and SDA Bocconi (Monitor for Circular Fashion 2022).

@: francesca@ilvestitoverde.com

Alice Janssens

is a Lecturer in Fashion Marketing and Management at the University of Southampton whose research and teaching explore the production, dissemination, consumption, and geographies of fashion. She is completing a PhD in the Business History of the Fashion at Erasmus University Rotterdam which examines the internationalization of the German fashion industry during the 20th century and holds a MA in Cultural Economics and Entrepreneurship from Erasmus University Rotterdam. She has undertaken visiting academic roles at Humboldt University Berlin and the University of Regensburg and has presented research at over 15 international conferences and seminars. Alice is the co-founder of RWRN: the Ready to Wear Research Network and member of the European Business History Association, Netzwerk Mode Textil, The Union of Concerned Researchers in Fashion, and The Costume Society. Alongside her academic roles, Alice has over 10 years' experience working across the fashion, cultural heritage and arts sectors in business strategy, partnership management, and exhibition development. Her previous clients include Birkenstock 1774, Birkenstock, the European Cultural Academy, Die Gesellschaft für Unternehmensgeschichte and De Wasserij.

@: A.G.Janssens@soton.ac.uk