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The fashion market: structure, players and success factors

PROF. FRANCESCA ROMANA RINALDI, PROF. FEDERICA VACCA

Overview

Area: Business

Dates: 13 – 24 June (2 weeks)

Campus: Milan

Course Number: IB/CM300su

Term: Summer 2022

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.

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



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Course requirements

Students have to comply with the following requirements:

- students are expected to regularly attend class sessions and actively contribute to in-class debate;
- students are required to carry out a field project to be presented in class;
- 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>)
- 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]



Schedule

Lesson	Title	Readings
1	What is fashion? Branding in Fashion	Slides READING: Branding as positioning, chapter 9 - Corbellini E., Saviolo S. "Managing Fashion & Luxury Companies"
2	<i>Group assignment contents and methodology</i>	Slides
3	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	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	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	Exploring Fashion In Milan: Guidelines	Slides
7	Exploring Fashion In Milan: Nonostante Marras – Concept Store	
8	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	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	New challenges: branding and sustainability in Fashion	Slides READING: Rinaldi F.R., Testa S. "Responsible Fashion Company" - intro & chapter 5
14	New challenges: branding and sustainability in Fashion (cont.)	
15	Innovative business models in fashion	



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16	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	Fashion Retail Space: an experience on the field	Slides
18	Exploring Fashion In Milan: Corso Como 10 – Concept Store	
19	Fashion Retail Space TBC	
20	Fashion Retail Space TBC	
21	<i>Group assignment presentations</i>	
22	Final exam	

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 UCSC 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, UCSC 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

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 Università Cattolica 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.



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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