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The fashion market: structure, players and success factors

PROF. FRANCESCA BONI, BARBARA DE MAGISTRIS, LIUBA NAPOLI, LUCIA PALADINO, J. JENNIFER ANYAN

Area of study:	Business
Area Code:	IB/CM300
Credit	6 ECTS
Dates	24 June – 5 July (2 weeks)

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

- Managing fashion businesses
- Managing product strategies in fashion
- Marketing and communication strategies in fashion
- Managing distribution strategies in fashion
- New challenges: managing sustainability and circularity in fashion
- Innovative business models 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 as Milan. During the course there will be also some field visits.

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



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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

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 (2022), "The State of Fashion 2023"

<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/>



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United Nations (2015), "The 2030 Agenda for Sustainable Development"

<https://sustainabledevelopment.un.org/post2015/transformingourworld/publication>

Schedule

Lesson	Date	Title	Readings
1	Tuesday June 25, 2024 h 9.30-11.30 am BDM	Course intro	Slides
2	Tuesday June 25, 2024 h 11.30 am-1.30 pm FB BDM	<i>Group assignment contents and methodology.</i> Fashion Today: Key players and key markets	Slides
3	Tuesday June 25, 2024 h 1.30-3.30 pm BDM	Fashion Today: Key players and key markets	Slides
4	Wednesday June 26, 2024 h 10.30 am-12.30 pm LN	Sustainability in fashion: opportunities & best practices	Slides
5	Wednesday June 26, 2024 h 12.30-2.30 pm LN	Circularity in fashion: opportunities & best practices	Slides
6	Thursday June 27, 2024 h 10.30 am-12.30 pm JA	The meaning and impact of fashion - a consumer perspective Personal style - does it matter?	Slides



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		Influencer culture, taste and cultural capital	
7	Thursday June 27, 2024 h 12.30-2.30 pm JA	Fashion & Habitus Being a dress detective: using object analysis to understand the meaning in our clothing. Evaluating values and creating a collaborative fashion manifesto	Slides
8	Friday June 28, 2024 h10.30 am-12.30 pm FB	Assignment Tutorship	
9	Friday June 28, 2024 h12.30-2.30 pm FB	Assignment Tutorship	
10	Monday July 1, 2024 h9.30 am-11.30 pm BDM	Marketing and communication: social and digital	Slides
11	Monday July 1, 2024 h11.30 am-1.30 pm BDM	Marketing and communication: social and digital	Slides
12	Monday July 1, 2024 h2.30-4.30 pm BDM	Field Visit	



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13	Tuesday July 2, 2024 h 9.30 am-11.30 pm LP	Managing the products in fashion: the product development process	Slides
14	Tuesday July 2, 2024 h 11.30 am-1.30 pm LP	Managing the products in fashion: the product development process and the merchandiser	Slides
15	Tuesday July 2, 2024 h 1.30 -3.30 pm LP	Managing the products in fashion: the multi brand buyer	Slides
16	Wednesday July 3, 2024 h 9.30 am-11.30 pm LP	When technology meets fashion. Lab with a guest speaker	
17	Wednesday July 3, 2024 h 11.30 am-1.30 pm LP	When technology meets fashion. Lab with a guest speaker	
18	Wednesday July 3, 2024 h 1.30 -3.30 pm LP	When technology meets fashion. Lab with a guest speaker	
19	Thursday July 4, 2024 h10.30 am - 12.30 pm BDM	Field visit	



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20	Thursday July 4, 2024 h12.30 - 2.30 pm BDM	Guest speaker	
21	Friday July 5, 2024 h 10.30 am -12.30 pm FB	Group presentations Assignment	-
22	Friday July 5, 2024 h 12.30 - 2.30 pm FB	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

Barbara de Magistris

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



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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.

E-MAIL ADDRESS

bdemagistris11@gmail.com

Liuba Napoli

Liuba Napoli, MScEng Politecnico di Torino, is an international executive consultant in the Fashion, Luxury & Textile industries, supporting companies in the path to sustainability-driven innovation. She has over 15 years of professional experience in consultancy firms, industrial companies and educational institutions within the textile, technical textile, apparel & fashion, luxury goods sector. Several years collaborating with institutions abroad gathering solid and in-depth expertise in sustainability and sustainable development within an international environment. She can offer key competences on innovation and product development, advanced materials, and technologies, combined with proven experience in project management, change management, design and delivery of learning programs and training initiatives. She is co-author of scientific papers and patent inventor. She is invited speaker at international conferences. She is Innovation Advisor at SDA Bocconi Monitor for Circular Fashion. She is guest lecturer in sustainability and sustainable materials, circular fashion, innovative materials and technologies, e-textiles and wearable technologies at educational institutions such as Cattolica University, Milano Fashion Institute, International University of Monaco, VIA University College, Fashion Research Italy, Centrocot. She contributes to drive the positive change with a strong professional commitment to fashion and luxury industry continuous improvement through integration of social and environmental responsibility in the value chain.

E-MAIL ADDRESS

liuba.napoli@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.

E-MAIL ADDRESS

luciacpaladino@gmail.com

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).

E-MAIL ADDRESS

francesca@ilvestitoverde.com



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Jennifer Anyan

Jennifer Anyan is an artist, creative director and fashion studies scholar - labels aren't always helpful, but these terms describe what she does most accurately. Her work engages in a critical and playful exploration of the fashioned body using interdisciplinary methods. She draws, collages, photographs, and films. She works with voices, she works with garments, mostly on bodies. Projects such as Fashioning the Voice and Embodied Memories have been collaborative and drawn upon the skills and expertise of others to realise an outcome and at the other end of the spectrum other works such as Eroding the Otherness are completed entirely alone, taking an approach that is intimate and deeply personal. Both collaborative and individual forms of practice are integral to what she does.

She uses her practice as a starting point to write about the fashioned body, working within a theoretical framework that considers both the ways that we read and experience styled bodies. Both the journal paper Eroding the Otherness and the research exposition Interrogating the notion of 'frock consciousness' through the practice of dressing and responding to dressed bodies explore approaches to writing that are performative and draw upon auto-ethnographic methodologies.

She has a BA (Hons) from Winchester School of Art and MA from Central Saint Martins in Fine Art and worked commercially as a fashion stylist for a number of well-known brands before moving into a full-time academic position in 2007. She was Associate Professor of the Art of Fashion at Solent University until 2021 and she is now Programme Leader and Senior Teaching Fellow at the University of Southampton for Fashion Marketing with Management.

She has given guest lectures and conference papers at Hong Kong Design Institute (where I was Visiting Fellow in 2012), London College of Contemporary Arts, London College of Fashion, Pearl Academy of Fashion, Delhi & Mumbai, The ISDI School of Design and Innovation, Mumbai, the India Design Summit, The University of Zurich, The University of Zagreb and China Academy of Arts.

E-MAIL ADDRESS

J.J.Anyan@soton.ac.uk