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The fashion market: structure, players and success factors

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

Area of study:	Business
Area Code:	IB/CM300
Credit	6 ECTS
Dates	24 June – 4 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 such as Milan. During the course there will also be 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-fashion-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>



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Schedule

Prof	Date	Hour	Title	Notes
BdM	24/06/2025	9-10	Course intro	
BdM	24/06/2025	10-11	Assignment guidelines	
BdM	24/06/2025	11-12	Fashion Today: Key players and key markets	
BdM	24/06/2025	12-13	Fashion Today: Key players and key markets	GUEST: Jennifer Anyan
BdM	24/06/2025	13-14	Fashion Today: Key players and key markets	GUEST: Jennifer Anyan
BdM	24/06/2025	13-15	Fashion Today: Key players and key markets	GUEST: Jennifer Anyan
LP	25/06/2025	9-10	Managing the products in fashion: the product development process	
LP	25/06/2025	10-11	Managing the products in fashion: the product development process	
LP	25/06/2025	11-12	Managing the products in fashion: the product development process	
LP	25/06/2025	12-13	Managing the products in fashion: the product development process and the merchandiser	
LP	25/06/2025	13-14	Managing the products in fashion: the multi brand buyer	
LP	25/06/2025	14-15	When technology meets fashion. Lab with a guest speaker	
LP	25/06/2025	15-16	When technology meets fashion. Lab with a guest speaker	
LP	25/06/2025	16-17	Managing the products in fashion: the product development process	
FB	26/06/2025	10-11	<i>Group assignment work</i>	
FB	26/06/2025	11-12	<i>Group assignment work</i>	
FB	26/06/2025	12-13	Sustainability in fashion: opportunities & best practices	
FB	26/06/2025	13-14	Sustainability in fashion: opportunities & best practices	GUEST: Jennifer Anyan
FB	26/06/2025	14-15	Sustainability in fashion: opportunities & best practices	GUEST: Jennifer Anyan



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FB	26/06/2025	15-16	Sustainability in fashion: opportunities & best practices	
FB	26/06/2025	16-17	Sustainability in fashion: opportunities & best practices	
FB	26/06/2025	17-18:30	Sustainability in fashion: opportunities & best practices	
BdM	30/06/2025	9-15	The meaning and impact of fashion - a consumer perspective	
BdM	30/06/2025	10-11	Personal style - does it matter?	
BdM	30/06/2025	11-12	Influencer culture, taste and cultural capital	
BdM	30/06/2025	12-13	Fashion & Habitus	
BdM	30/06/2025	13-14	Being a dress detective: using object analysis to understand the meaning in our clothing.	
BdM	30/06/2025	14-15	Evaluating values and creating a collaborative fashion manifesto	
FB	01/07/2025	10-11	Sustainability in fashion: opportunities & best practices	
FB	01/07/2025	11-12	Sustainability in fashion: opportunities & best practices	
FB	01/07/2025	12-13	<i>Group assignment work</i>	
FB	01/07/2025	13-14	<i>Group assignment work</i>	
BdM	02/07/2025	10-11	Distribution strategies in fashion	GUEST: Karen Ryan
BdM	02/07/2025	11-12	Distribution strategies in fashion	GUEST: Karen Ryan
BdM	02/07/2025	12-13	Distribution strategies in fashion	
BdM	02/07/2025	13-14	Distribution strategies in fashion	
BdM	03/07/2025	10-11	Visit	
BdM	03/07/2025	11-12	Visit	
BdM	03/07/2025	12-13	Visit	
BdM	03/07/2025	13-14	Visit	



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FB	04/07/2025	10-11	Exam	
FB	04/07/2025	11-12	Exam	
FB	04/07/2025	12-13	assignment presentations	
FB	04/07/2025	13-14	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 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.

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.

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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.

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Karen Ryan

For over a decade, Karen has held senior academic roles in higher education, including Course Leader, Senior Lecturer, and Course Coordinator across master's, undergraduate, and foundation programmes and is Programme lead on BA Fashion Marketing with Management at Winchester School of Art, University of Southampton. Her teaching and leadership span fashion marketing, design, textiles, and theoretical studies. With a master's degree (Distinction) in Marketing Communications Practice and significant professional experience in the fashion industry, Karen integrates industry insight with academic research to inspire and collaborate with students and colleagues alike. She has co-led the faculty-wide research and innovation group Creative Pedagogies and aspires to undertake a PhD by publication, reflecting her commitment to developing future-facing knowledge in fashion education. Karen's strategic focus on student success is underpinned by thoughtfully designed learning experiences. She draws on contemporary fashion issues, theory, and research to create engaging, meaningful education. Alongside her teaching, she actively contributes to evolving conversations in design, communication, and media through creative and innovative research practice.

Karen's research interests are rooted in a lifelong commitment to considerate design, alongside a strong educational focus on nurturing a creative conscience within the context of fashion innovation, production, marketing, and the wider supply chain. Her work explores forward-thinking themes such as the circular economy, ethics and identity, sustainable development, and behavioural science—each contributing to a more responsible and informed fashion future. In addition to her interests in Creative Pedagogy and Fashion, Textiles and Material Futures, Karen was a founding member of the research group AUB Human at Arts University Bournemouth. She also serves as a peer reviewer for the Journal of Global Fashion Marketing and the International Journal of Fashion, Design and Education, actively supporting the advancement of critical discourse within the field.

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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.



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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.

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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).

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