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The fashion market: structure, players and success factors

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OVERVIEW

Area: Business

Dates: 12 – 22 June (2 weeks)

Campus: Milan

Course Number:

Term: Summer School 2018

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



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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

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
Field project (to be presented in class)	30% of final grade	
Final written exam		60% of final grade

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

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"



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2	Group assignment contents and methodology	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
5-6	The Business Model in Fashion: Wholesale, Retail and Vertical. Case Study: Guess Case Study: Zara	Slides
7-8	Workshop on a Business Model canvas for a start up company in Fashion.	Slides
9	Managing communication in Fashion: the digital challenge.	Slides READING: Image identity and the communication process, chapter 13 - Corbellini E., Saviolo S. "Managing Fashion & Luxury Companies"
10	Victoria's Secret case discussion	Slides READING: Victoria's Secret case
11-12	Strategies in Fashion Buying & Merchandising	Slides
13-14	Workshop: The perfect Product Mix	Slides
15	New challenges: branding and sustainability in Fashion	Slides READING: Rinaldi F.R., Testa S. "Responsible Fashion Company" - intro & chapter 5
16	Assignment tutorship	-
17	Coin Excelsior company visit (TBC)	-
18	10 Corso Como company visit (TBC)	-
19	Innovative business models in fashion + WRAP-UP	Slides READING: Rinaldi F.R., Testa S. "Responsible Fashion Company" - intro & chapter 5
20	Assignment tutorship	-
21	<i>Group assignment presentations</i>	
22	Final exam	

RULES OF CONDUCT



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Attendance: Attendance is mandatory and no absence/s will be excused. Unexcused absences will prevent students from being admitted to the final exam. In case of health issues, students will need to inform both UCSC International Office (at international.advisor@unicatt.it) and the professor and provide a medical certificate.

Exam Date: The exam date cannot be re-scheduled. Unexcused absences will result in a failing grade. In cases of unforeseeable circumstances such as illness or injury on the day of the exams, the student must submit a medical certificate and communicate his/her 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, the student will receive an automatic Failed.

BIO OF INSTRUCTOR

Francesca Romana Rinaldi

Francesca Romana Rinaldi is Director of the Master in Fashion Direction: Brand & Business Management and the New Sustainable Fashion short course at the Milano Fashion Institute. She teaches at Bocconi University and SDA Bocconi School of Management. She is co-author of "L'Impresa Moda Responsabile" (Egea, 2013), "The Responsible Fashion Company" (Greenleaf Publishing, 2014) and executive consultant for companies in the Fashion and Luxury industries with a focus on brand management, sustainability, digital strategies and business model innovation. She is often invited as speaker at international forums; she is also fashion industry expert at the UN for the topic of Responsible Fashion. She has been invited for interviews by Italian TV channels such as RAI, LA7, SKY and other international channels. In 2010 she created the Bio-Fashion blog (<http://bio-fashion.blogspot.com>) with the objective of raising awareness on Sustainability in Fashion and Luxury. She is co-founder and marketing manager of Very Important Choice (www.veryimportantchoice.com).

Martina Bassani

Martina Bassani is a Fashion Retail Strategic Expert with more than 15 years of experience in Marketing, Sales and Retail Management. Martina worked for various important international companies like Benetton Group and Guess inc, and for brands like Moncler, Henry Cottons, Cerruti and Marina Yachting where she covered different executive positions. As Retail Licensing Manager, she led Guess Inc. in the expansion of the retail project in Europe and Middle East, increasing significantly the brand awareness in these areas. She is currently working as Fashion Strategy Consultant on start-up projects and teaching Fashion Business Strategy and Buying & Merchandising Strategy for several international Universities.