



## 6188 – MANAGEMENT OF FASHION AND DESIGN COMPANIES

### COURSE SCHEDULE A.Y. 2008-2009

#### Class 31

##### Professors:

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<b>Monday</b>	<b>10.30-12.00</b>	<b>Room P02</b>
<b>Friday</b>	<b>10.30-12.00</b>	<b>Room P02</b>

##### Course Description and Objectives:

The course provides an overview of the fashion system and an in-depth understanding of the strategic, organizational and managerial characteristics of fashion companies, both in the high end and in the mass market.

Course objectives can be synthesized as follows:

- to learn about the main landmarks in the development of fashion companies and how the greatest international designers, brands and countries (US, Europe, Asia) influenced the current global fashion system. Develop the appropriate language for the industry;
- to analyze the main business logics and business models in fashion (luxury, fashion designers, mass, fast fashion);
- to get acquainted with the concept of fashion pipelines and timing and management of fashion trends;
- to understand seasonal strategies at the level of product, distribution and communication.

The learning process is facilitated through stimulating teaching methods such as case histories, guest speakers and field projects, taking advantage from being located in a leading fashion centre as Milan.

##### Course Material (Compulsory Readings):

- Stefania Saviolo, Salvo Testa, "Strategic Management in the Fashion Companies", ETAS 2002 at Bocconi Bookstore (via Bocconi 8).
- Bocconi, Essec, Baker&McKenzie "Business relations in the EU clothing chain: from industry to retail", 2007 (paper available on the web learning).
- Case histories and course slides posted on the course website.



## General Information:

- Handouts and cases discussed in class will be available on the course website <http://www.unibocconi.it/asit/weblearning/weblearning-2008-09/index-en.htm>) 1st semester - Undergraduate Degree Programs 2008/2009 – 6188. Password has already been sent via e-mail from the international office.
- On the course website you will also find students field projects, group composition and final grades. Some corporate presentations may not be uploaded on the course website.

## Detailed Description of Assessment Methods

### *Attending students*

For attending students the final grade will be based on:

- 70% written exam made of three open questions: two questions related to topic covered in the program (i.e. segmentation of the industry; the fashion pipeline; contents and role of communication; main trends in the European retailing etc.), one on a case history discussed in class. For exchange students or students leaving for exchange the final exam will be held on December 19<sup>th</sup>; non exchange students can enrol from January 13<sup>rd</sup> on. The written exam is passed if the grade is sufficient (above 18/30): in this case it cannot be refused.
- 30% group field project (5 people) to be e-mailed to Francesca Rinaldi by December 14<sup>th</sup>. A more precise briefing on group field project and individual optional assignment will be given on September 26<sup>th</sup>. Project grade will be valid for a semester.
- Attending students can add from 1 to 2 points to the final grade if they successfully execute the “Milan blossom” individual optional assignment, to be e-mailed to Erica Corbellini by December 14<sup>th</sup>.

**Both exchange students and free movers have to register at Bocconi’s “punto blu” for final grade registration in order to edit the documentation.**

### *Non - Attending students*

Not attending students will have to pass a written exam with 4 questions based on the Saviolo, Testa, “Strategic Management in the Fashion Companies” book and on the paper “Business relations in the EU clothing chain: from industry to retail” available on the course website. The written exam is passed if the grade is sufficient (above 18/30): in this case it cannot be refused.

## Office hours

Office hours are available at (<http://www.uni-bocconi.it> > [Didattica](#) > [Orari Aule Calendari](#) > [Orario di Ricevimento Docenti](#)).

Office hours could vary: please check on the website.

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<b>2008 I Sem</b>	<b>Contents</b>	<b>Readings</b>	<b>Room</b>
(1) 15/9 (M) 10.30-12.00 EC	Course introduction – What is fashion?	Slides (Strategic Management in the Fashion Companies book chapter 1)	P02
(2) 19/9 (F) 10.30-12.00 EC	Industry segmentation and business definition	Slides (Strategic Management in the Fashion Companies book chapter 5)	P02
(3) 22/9 (M) 10.30-12.00 EC	The fashion pipeline: key actors and logics The meaning of innovation in fashion	Slides (Strategic Management in the Fashion Companies book chapter 3)	P02
(4) 26/9 (F) 10.30-12.00 FR	<i>Field projects contents and methodology</i>		P02
(5) 29/9 (M) 10.30-12.00 EC	The competitiveness of national models. The French model: great couturiers Chanel and Dior case histories	Slides (Strategic Management in the Fashion Companies book chapter 4))	P02
(6) 03/10 (F) 10.30-12.00 EC	The competitiveness of national models. The French model: from haute couture to luxury groups LVMH and PPR case histories	Slides (Strategic Management in the Fashion Companies book chapter 4)	P02
(7) 06/10 (M) 10.30-12.00 AB	Altgamma, the Association of Italian companies of international renown: goals, structure and activities	Slides	P02
(8) 13/10 (M) 10.30-12.00 EC	The competitiveness of national models. The Italian model: from designers to vertical integration Dolce & Gabbana case history	Slides (Strategic Management in the Fashion Companies book chapter 4)	P02
(9) 14/10 (T) 16.15-17.45 EC	Zegna case discussion: Guest Speaker Alessandro Sartori, ZZegna Designer		TBD
(10) 17/10 (F) 10.30-12.00 EC	The competitiveness of national models. The American model: from workwear to total living Calvin Klein case discussion	Slides (Strategic Management in the Fashion Companies book chapter 4) Calvin Klein case	P02
(11) 20/10 (M) 10.30-12.00 AB	A global view on the fashion industries: Altgamma World Market Monitor	Slides	P02
(12) 24/10 (F) 10.30-12.00 FR	Main formats in European clothing retailing and trends	Slides Abstract: Bocconi, Essec, Baker&McKenzie “Business relations in the EU clothing chain: from industry to retail”, 2007	P02
(13) 10/11 (M) 10.30-12.00 FR	Repositioning a retail chain: Benetton case discussion	Slides	P02



(14) 14/11 (F) 10.30-12.00 EC	Retail chains and fast fashion business logic: H&M and Zara case histories	Slides Abstract: Bocconi, Essec, Baker&McKenzie "Business relations in the EU clothing chain: from industry to retail	P02
(15) 17/11 (M) 10.30-12.00 EC	Customer segmentation: from demographic to psychographic variables Trading down and trading up phenomena: the emergence of masstige	Slides (Strategic Management in the Fashion Companies book chapter 5)	P02
(16; 17) 21/11 (F) 08.45-10.15 10.30-12.00 FR	<i>Field projects: students' tutorship</i>		P02
(18) 24/11 (M) 10.30-12.00 EC	Defining brand positioning in fashion Tod's case discussion	Slides (Strategic Management in the Fashion Companies book chapter 6) Tod's case	P02
(19) 28/11 (F) 10.30-12.00 EC	Product strategies	Slides (Strategic Management in the Fashion Companies book chapter 7)	P02
(20) 01/12 (M) 10.30-12.00 EC	Communication strategies	Slides (Strategic Management in the Fashion Companies book chapter 10)	P02
(21) 05/12 (F) 10.30-12.00 FR	Distribution strategies Diesel case history	Slides (Strategic Management in the Fashion Companies book chapter 9)	P02
(22) 09/12 (T) 16.15-17.45 FR	Meltin' Pot case discussion: Guest Speaker Augusto Romano, CEO		TBD
(23) 15/12 (M) 10.30-12.00 FR	Summing up	Slides	P02
(24) 19/12 (F) 10.30-12.00 EC	<i>Field projects presentation</i>		P02
19/12 14.00-15.00	<b>Written exam</b>		