



## First Semester 2014/2015

### MANAGEMENT OF FASHION COMPANIES

Course code: 30221 - **Academic Year 2014-2015**

Class: 32. Degrees: CLEF, CLES, CLEAM, BIEMF, CLEACC

#### Professors

Erica Corbellini ([erica.corbellini@sdabocconi.it](mailto:erica.corbellini@sdabocconi.it))

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#### Timetable

Regular classes

DATE	TIME	ROOM
Monday	10:30 to 12:00	N07
Thursday	14:30 to 16:00	N27

(Check detailed program below. Lessons hours could vary)

#### 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 get acquainted with the concept of fashion cycle and timing and management of trends;
- to learn about the main landmarks in the development of fashion companies and how the greatest international designers, brands and countries (France, Italy, US) influenced the current global fashion system;
- to analyze the main business logics and business models in fashion and design-based industries;
- to learn how to segment the fashion system into sub-segments and carry out a detailed industry analysis;
- 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):

### *Attending students*

- Erica Corbellini, Stefania Saviolo "Managing Fashion and Luxury Companies", ETAS 2009, Paragraphs: 1.1,1.2,1.4; 3.1, 3.2, 3.3, 3.4; 6.1, 6.2, 6.3, 6.5; 7.1, 7.2, 7.3, 7.4, 7.5, 7.6; 8.1, 8.2, 8.3, 8.4, 8.5; 9.1, 9.2; 11.1, 11.2, 11.3, 11.4; 12.1, 12.3, 12.4, 12.5; 13.1, 13.2, 13.3, 13.4; 14.4  
The book is available at Egea Bookstore (via Bocconi 8).
- Armani, Gucci, Tod's case histories (posted on the course website).

### *Non-Attending students*

- Erica Corbellini, Stefania Saviolo "Managing Fashion and Luxury Companies", ETAS 2009. The whole book has to be studied.
- Cappetta, Cillo, Ponti "Convergent designs in fine fashion: An evolutionary model for stylistic innovation", [www.sciencedirect.com](http://www.sciencedirect.com) (paper available on the web learning).
- Francesca Rinaldi "Prevailing trends and formats in European clothing distribution" (paper available on the web learning).
- Varacca Capello, Guerini, Misani, Ravasi "The Italian Fashion Industry in 2010" (paper available on the web learning).

## General Information:

- Handouts and cases discussed in class will be available on the course website ([www.unibocconi.it](http://www.unibocconi.it)- Quick Links) 1<sup>st</sup> semester - Undergraduate Degree Programs 2014/2015– 30221. 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.

## Detailed Description of Assessment Methods

### *Attending students*

For attending students the final grade will be based on:

- **70% written exam** composed of 30 multiple-choice and short-open questions. **The written exam is passed if the grade is sufficient (above 18/30): in this case it cannot be refused.**
- **30% group project** (team made of 5-6 people) to be e-mailed to Nicola Guerini by November 30<sup>th</sup>. A more precise briefing on group field project will be given on September 18<sup>th</sup>.  
Students enrolled in 2014-2015 1<sup>st</sup>semester can be attending until May 2015.  
After May 2015 exam session, group project is not valid and students are required to prepare the exam as non-attending.

**The final exam is passed only if the written test is sufficient (18/30 or above).**

**Guidelines for exam preparation are available on the course web-learning site.**

**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*

For non-attending students the final grade will be based on the written exam, based on the Corbellini, Saviolo book "Managing fashion and luxury companies" and on the three additional papers (Cappetta, Cillo, Ponti; Rinaldi; Varacca, Guerini, Misani, Ravasi). It will be composed of multiple-choice and short-open questions AND 1 long-open question

**The written exam is passed if the grade is sufficient (above 18/30): in this case it cannot be refused. Guidelines for exam preparation are available on the course web-learning site.**

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

## Office hours

Office hours are available at <http://didattica.unibocconi.it/ricevimento/index.php>

Office hours could vary: please check on the website.

## Secretary Department of Management and Technology – Institute of Strategy

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**Bocconi**



2014/2015 I sem	Contents	Readings	Room
(1) EC 8/9 (MO) 10:30-12:00	Course introduction – What is fashion?	Slides Managing Fashion and Luxury Companies book Chapter 1: 1.1; 1.2	N07
(2) EC 11/9 (TH) 14:30-16:00	Business models and industry segmentation and in fashion	Slides Managing Fashion and Luxury Companies book Chapter 6: 6.1; 6.2; 6.3; Chapter 7: 7.1 – 7.4	N27
(3) EC 15/9 (MO) 10:30-12:00	Brand management in fashion	Slides Managing Fashion and Luxury Companies book Chapter 9: 9.1; 9.2	N07
(4) EC 18/9 (TH) 14:30-16:00	<b>Field projects contents and methodology</b>	Slides	N27
(5) EP 22/9 (MO) 10:30-12:00	Brand communities and tribal marketing in the fashion industry	Slides Managing Fashion and Luxury Companies book Chapter 8: 8.1 – 8.5	N07
(6) EP 23/9 (TU) 16:15-17:45 <b>with class 31</b>	How to manage brand extension successfully Gucci case discussion	Slides Gucci case available on the web learning	TBD
(7) EP 25/9 (TH) 14:30-16:00	How to manage a multi-brand group in the fashion industry Armani case discussion	Slides Armani case available on the web learning	N27
(8) AB 29/9 (TH) 10:30-12:00	<b>Guest Speaker Altagamma</b> A global view on the fashion industries: the Altagamma World Market Monitor	www.altagamma.it	N27
(9) AB 6/10 (MO) 10.30-12:00	<b>Guest Speaker Altagamma</b> Understanding the online customer behavior and the online brand performance: the Altagamma index on Digital Luxury Experience	www.altagamma.it Slides	N07
(10) EC 9/10 (TH) 14:30-16:00 <b>with class 31</b>	<b>Guest Speaker Tomaso Galli, Strategic Consultant for Fashion and Luxury Brands</b> Communications & Leadership: What Italy has to teach		Maggiore
(11) EC 13/10 (MO) 10.30-12:00	The French model: great couturiers and luxury conglomerates	Slides Managing Fashion and Luxury Companies book Chapter 3: 3.1; 3.2; 7.6	N07
(12) EC 16/10 (TH) 14:30-16:00	The Italian model: from designers to vertical integration	Slides Managing Fashion and Luxury Companies book Chapter 3: 3.4; Chapter 14: 14.4; Chapter 1: 1.4	N27
<i>Break</i>			

2014/2015 I sem	Contents	Readings	Room
(13) EC 30/10 (TH) <b>14:30-16:00</b> <b>with class 31</b>	<b>Guest Speaker Zalando. Florian Jodl, Vice President Zalando Men</b> From Zero to Hero. In six years from a Start-Up Company to Europe's biggest Online Fashion Retailer		TBD
(14) EC 3/11 (MO)	The American model: lifestyle branding	Slides Managing Fashion and Luxury	N07

10.30-12:00		Companies book Chapter 3: 3.3 Calvin Klein case available on the web learning	
(15) EC 6/11 (TH) 14:30-16:00	<b>Field projects tutorship</b>	No readings	N27
(16) EC 10/11 (MO) 10.30-12:00	Trading down and trading up strategies: luxury & masstige	Managing Fashion and Luxury Companies book Chapter 6: 6.4-6.5	N07
(17) EC 13/11 (TH) 14:30-16:00	The role of stylistic identity and product development in brand positioning	Managing Fashion and Luxury Companies book Chapter 11: 11.1 – 11.4	N27
(18) EC 17/11 (MO) 10.30-12:00	From make-to-order to fast fashion: success lessons from retailers	Slides Managing Fashion and Luxury Companies book Chapter 7: 7.5 Chapter 12: 12.1	N07
(19) EC 20/11 (TH) 14:30-16:00	Managing communications: objectives, key activities, planning and measurements	Slides Managing Fashion and Luxury Companies book Chapter 13: 13.1 – 13.4	N27
(20) EC 24/11 (MO) 10.30-12:00	How to create innovatively the 'dream factor': the principles of transmedia story telling	Slides Managing Fashion and Luxury Companies book Chapter 13: 13.1 – 13.4	N07
(21) EC 27/11 (TH) 14:30-16:00	The new role of retail: how to create an omni-channel engagement	Slides Managing Fashion and Luxury Companies book Chapter 12: 12.4; 12.5	N27
(22) EC 27/11 (TH) <b>16:15-17:45 with class 31</b>	<b>Guest Speaker Luxottica</b>		TBD
(23) EC 1/12 (MO) 10.30-12:00	<b>Projects presentation</b>	No readings	N07
(24) EC 4/12 (TH) 14:30-16:00	How to get into the fashion industry: understand the different managerial roles in the fashion industry and identify the best job search steps for a career in fashion	Wrap up Slides	N27

The exam session calendar is the following:

- January 12<sup>th</sup> 2015: 4:30 pm
- February 2<sup>nd</sup> 2015 4:30 pm
- May 19<sup>th</sup> 2015 4:30 pm (this is the last available session to do the exam as attending student)
- June 16<sup>th</sup> 2015 4:30 pm
- June 29<sup>th</sup> 2015 4:30 pm
- August 28<sup>th</sup> 2015 4:30 pm
  
- On December 16<sup>th</sup> 2014 at 4:30 pm there will be a special exam session for exchange students ONLY.