

23E57000 Fashion Marketing

Fashion is a hard industry to thrive in. It is fast-paced, requires a keen eye for cultural trends, and requires mastery of both supply chain and talent management. But if you can master marketing in fashion, you are well-equipped to do marketing in any fast-moving consumer industry.

The course is primarily designed for those pursuing a career in the fashion industry. Students will be exposed to cutting edge academic work as well as renowned experts in the Nordic fashion industry. We dive deep into theory as well as empirics of fashion marketing and emphasize its key characteristics and success factors. The key points of emphasis relate to practices in branding, supply chain management, sustainability, retailing, and understanding of business models. As such, the course will also be of high value to aspiring B2C marketing managers working in other fields.

The responsible professor for the course is **Dr. Henri Weijo**, Assistant Professor in Marketing at the Department of Marketing at Aalto University. Professor Weijo will be supported by **Dr. Linda Turunen**, Post-Doctoral Researcher with a specialization in specialist in luxury at Helsinki University, and **Kelsie Lichtscien**, Research Assistant at the Department of Marketing at Aalto University.

1. LEARNING OUTCOMES

Students will gain

1. ... an understanding of the core business and marketing functions within fashion
2. ... an ability to plan brand positions, retail strategies, and supply chains in fast-moving business contexts
3. ... valuable insights into management practices in culturally sensitive business areas
4. ... new perspectives on the culture and production of fashion
5. ... appreciation for sustainability as a business advantage

2. ASSESSMENT

The course is evaluated on the grading scale (0-5).

Breakdown of the final grade (100%):

- Harvard cases (45%)
- Individual essay (40%)
- Activity (15%)

Passing the course requires completing assignments and obtaining at least 50%.

3. ASSIGNMENTS AND READINGS

A collection of articles and book excerpts comprise the reading material for the course. The list is preliminary and can be found along the course schedule belong. The full list of articles detailing which texts correspond to each course theme will be available and updated in MyCourses. All assignment instructions will be available in MyCourses when the course starts.

Reading the articles for each class is considered mandatory. Admissions or evidence of sub-par preparation will lead to penalties in course grades. We expect you to familiarize yourself with the articles and apply the relevant theories in your group and individual assignments.

4. COURSE WORKLOAD

Here is a breakdown the expected breakdown of the course workload:

12.5h	Lectures from faculty and guest speakers
4.5h	Case unpacking sessions
55h	Reading outside of class
60h	Case deliverables
27h	Personal deliverables
162h	TOTAL (6 ECTS)

5. ETHICAL RULES

Please refer to Aalto University Code of Academic Integrity:

<https://into.aalto.fi/display/ensaannot/Aalto+University+Code+of+Academic+Integrity+and+Handling+Violations+Thereof>

6. COURSE POLICIES

Attendance in all the guest lectures and case sessions is mandatory.

7. CURRENT SCHEDULE AND READINGS

Monday 11 January

Course Introduction and Practicalities

Henri Weijo
Linda Turunen
Kelsie Lichtschien

Wednesday 13 January

No Lecture: Henri and Linda will be on Zoom to help with those new to Harvard Case work

Monday 18 January

Business Models in Fashion

Henri Weijo

Class readings:

Moore, Christopher M and Grete Birtwistle (2004), “The Burberry Business Model: Creating an International Luxury Fashion Brand,” 32(8), 412–22.

Rahbek, Esben and Gjerdrum Pedersen & Netter, Sarah (2015), “Collaborative Consumption: Business Model Opportunities and Barriers for Fashion Libraries.”

Sheridan, Mandy, Christopher Moore, and Karinna Nobbs (2006), “Fast Fashion Requires Fast Marketing: The Role of Category Management in Fast Fashion Positioning,” *Journal of Fashion Marketing and Management: An International Journal*, 10(3), 301–15.

Additional reading:

Cachon, Gerard P and Robert Swinney (2011), “The Value of Fast Fashion: Quick Response, Enhanced Design, and Strategic Consumer Behavior,” *Management Science*, 57(4), 778–95.

- Clark, H. (2008). “SLOW+ FASHION—an Oxymoron—or a Promise for the Future...?” *Fashion Theory*, 12(4), 427-446.
- Djelic, Author Marie-Laure and Antti Ainamo (1999), “The Coevolution of New Organizational Forms in the Fashion Industry: A Historical and Comparative Study of France, Italy, and the United States,” *Organization Studies*, 10(5), 622–37.
- Fletcher, Kate (2016), “Slow Fashion: An Invitation for Systems Change,” (April).
- Guercini, Simone and Matilde Milanese (2017), “Extreme Luxury Fashion: Business Model and Internationalization Process,” *International Marketing Review*, 34(3), 403–24.
- Mazza, Carmelo and José Luis Alvarez (2000), “Haute Couture and Prêt-à-Porter: The Popular Press and the Diffusion of Management Practices,” *Organization Studies*, 21(3), 567–88.
- Rahbek, Esben, Gjerdrum Pedersen, Wencke Gwozdz, and Kerli Kant (2018), “Exploring the Relationship Between Business Model Innovation , Corporate Sustainability , and Organisational Values within the Fashion Industry,” *Journal of Business Ethics*, 149(2), 267–84.
- Richardson, James (1996), “Vertical Integration and Rapid Response in Fashion Apparel,” *Organization Science*, 7(4), 400–412.
- Rinallo, Diego and Francesca Golfetto (2006), “Representing Markets: The Shaping of Fashion Trends by French and Italian Fabric Companies,” *Industrial Marketing Management*, 35, 856–69.
- Sandberg, Erik, Rudrajeet Pal, and Jukka Hemilä (2018), “Exploring Value Creation and Appropriation in the Reverse Clothing Supply Chain,” (March).
- Sen, Alper (2008), “The US Fashion Industry: A Supply Chain Review,” *International Journal of Production Economics*, 114, 571–93.
- Todeschini, Bruna Villa, Marcelo Nogueira Cortimiglia, Daniela Callegaro-de-menezes, and Antonio Ghezzi (2017), “Innovative and Sustainable Business Models in the Fashion Industry: Entrepreneurial Drivers, Opportunitis, and Challenges,” *Business Horizons*, 60(6), 759–70,

Wednesday 20 January

Case 1: **ZARA**

Henri Weijo

Please see additional instructions for preparing the case on MyCourses.

Monday 25 January

Branding, Brand Management, and Brand Building

Henri Weijo

Class readings:

Fionda, Antoinette M and Christopher M Moore (2009), "The Anatomy of the Luxury Fashion Brand," 16(September 2008), 347–63.

Cao, Michel, Tuan Phan, and Klaus Heine (2015), "Social Media and Luxury Brand Management: The Case of Burberry," *Journal of Global Fashion Management*, (November 2011).

Additional reading:

Fournier, Susan & Giana Eckhardt (2019) "Putting the person back in person-brands: Understanding and managing the two-bodied brand," *Journal of Marketing Research*, forthcoming

Ko, Eunju and Carol M Megehee (2012), "Fashion Marketing of Luxury Brands: Recent Research Issues and Contributions," *Journal of Business Research*, 65, 1395–98.

Kuksov, Dmitri, Kangkang Wang, Dmitri Kuksov, and Kangkang Wang (2013), "A Model of the "It" Products in Fashion," *Marketing Science*, 32(1), 51–69.

Wednesday 27 January

Magic in Luxury Fashion Branding

Eric Arnould

Class readings:

Dion, D., & Arnould, E. (2011). Retail luxury strategy: assembling charisma through art and magic. *Journal of Retailing*, 87(4), 502-520.

Additional reading:

Crewe, Louise (2016), "Placing Fashion: Art, Space, Display and the Building of Luxury Fashion Markets through Retail Design," 40(4), 511–29.

Monday 1 February

Case 2: Longchamp

Linda Turunen

Please see additional instructions for preparing the case on MyCourses.

Wednesday 3 February

Company Guest Lecture: *Monochrome*

Visiting Lecture: *Essi Pöyry (University of Helsinki)*

Monday 8 February

Retailing and Supply Chains

Henri Weijo

Class readings:

Brown, Stephen, Lorna Stevens, and Pauline Maclaran (2018), “Epic Aspects of Retail Encounters: The Iliad of Hollister,” *Journal of Retailing*, 94(1), 58–72,

Castelli, Cecilia Maria and Alessandro Brun (2010), “Alignment of Retail Channels in the Fashion Supply Chain: An Empirical Study of Italian Fashion Retailers,” *International Journal of Retail & Distribution Management*, 38(1), 24–44.

Verhoef, Peter C, P K Kannan, and J Jeffrey Inman (2015), “From Multi-Channel Retailing to Omni-Channel Retailing Introduction to the Special Issue on Multi-Channel Retailing,” *Journal of Retailing*, 91(2), 174–81,

Additional reading:

Barnes, Liz and Gaynor Lea-greenwood (2010), “Fast Fashion in the Retail Store Environment,” *International Journal of Retail & Distribution Management*, 38(10), 760–72.

- Blázquez, Marta and Marta Blázquez (2017), “Fashion Shopping in Multichannel Retail: The Role of Technology in Enhancing the Customer Experience,” 4415(January).
- Gensler, Sonja, Scott A Neslin, and Peter C Verhoef (2017), “The Showrooming Phenomenon: It’s More than Just About Price,” *Journal of Interactive Marketing*, 38, 29–43,
- Grewal, Dhruv, Anne L Roggeveen, and Jens Nordfält (2017), “The Future of Retailing,” *Journal of Retailing*, 93(1), 1–6,
- Lea-greenwood, Gaynor and Old Hall Lane (2016), “Fast Fashion in the Retail Store Environment,” (September 2010).
- Mehra, Amit, Subodha Kumar, and Jagmohan Raju (2009), “Competitive Strategies for Brick-and-Mortar Stores to Counter ‘Showrooming,’” *Management Science*, 1–36
- Overdiek, Anja (2018), “Opportunities for Slow Fashion Retail in Temporary Stores,” *Journal of Fashion Marketing and Management: An International Journal*, 22(1), 67–81.
- Surchi, Micaela (2011), “The Temporary Store: A New Marketing Tool for Fashion Brands,” *Journal of Fashion Marketing and Management: An International Journal*, 15(2), 257–70.
- Wen, Xin, Tsan-ming Choi, Systems Engineering, The Hong, Kong Polytechnic, and Hong Kong (2019), “Fashion Retail Supply Chain Management: A Review of Operational Models,” *International Journal of Production Economics*, 207(March 2018), 34–55.

Wednesday 10 February

Sustainability and fashion

Linda Turunen

Class readings:

- Joy, A., Sherry Jr, J. F., Venkatesh, A., Wang, J., & Chan, R. (2012). Fast fashion, sustainability, and the ethical appeal of luxury brands. *Fashion theory*, 16(3), 273-295.
- Caniato, F., Caridi, M., Crippa, L., & Moretto, A. (2012). Environmental sustainability in fashion supply chains: An exploratory case based research. *International journal of production economics*, 135(2), 659-670.

Additional reading:

- Achabou, M. A., & Dekhili, S. (2013). Luxury and sustainable development: Is there a match?. *Journal of Business Research*, 66(10), 1896-1903.

Ertekin, Zeynep Ozdamar and Deniz Atik (2015), “Sustainable Markets : Motivating Factors , Barriers , and Remedies for Mobilization of Slow Fashion,” *Journal of Macromarketing*, 35(1), 53–69.

Blanchet, Vivien (2017), “‘We Make Markets’: The Role of the Ethical Fashion Show in Categorising the Ethical Fashion,” *Recherche et Applications en Marketing*, 32(3), 26–45.

Catherine J Ashworth, Ruth A Schmidt, Elke A. Pioch, and Alan Hallsworth (2006), “An Approach to Sustainable ‘ Fashion ’ e-Retail: A Five-Stage Evolutionary Strategy for ‘ Clicks-and-Mortar ’ and ‘ Pure-Play ’ Enterprises,” *Journal of Retailing and Consumer Services*, 13, 289–99.

Monday 15 February

Case 3: **Big Data and Gap**

Henri Weijo

Please see additional instructions for preparing the case on MyCourses.

Wednesday 17 February

Wrap-up Session and Tips for Final Assignment