

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**, Postdoctoral Researcher with a specialization in sustainable fashion and luxury 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 (25%)
- Individual essay (25%)
- Group assignment (35%)
- 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:

16h	Lectures from faculty and guest speakers
6h	Case unpacking sessions and group work presentations
55h	Reading outside of class
60h	Group work and case deliverables
25h	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

Thursday 9 January

Course Introduction and Practicalities

Henri Weijo
Linda Turunen

Monday 13 January

Business Models in Fashion

Henri Weijo
Guest lecturer: Soile-Maria Linnemäki (Vaatepuu)

Class readings:

Pedersen, E.R.G. & Netter, S. (2015). Collaborative consumption: business model opportunities and barriers for fashion libraries. *Journal of Fashion Marketing and Management*, 19(3), 258-273.

Todeschini, B. V., Cortimiglia, M. N., Callegaro-de-Menezes, D., & Ghezzi, A. (2017). Innovative and sustainable business models in the fashion industry: Entrepreneurial drivers, opportunities, and challenges. *Business Horizons*, 60(6), 759-770.

Additional readings:

Cachon, G.P. & Swinney, R. (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, M.L. & Ainamo, A. (1999). The coevolution of new organizational forms in the fashion industry: a historical and comparative study of France, Italy, and the United States. *Organization science*, 10(5), 622-637.

Fletcher, K. (2010). Slow fashion: An invitation for systems change. *Fashion Practice*, 2(2), 259-265.

Guercini, S. & Milanese, M. (2017). Extreme Luxury Fashion: Business Model and Internationalization Process. *International Marketing Review*, 34(3), 403–24.

- Mazza, C. & Alvarez, J.L. (2000). Haute Couture and Prêt-à-Porter: The Popular Press and the Diffusion of Management Practices. *Organization Studies*, 21(3), 567–88.
- Pedersen, E. R. G., Gwozdz, W. & Hvass, K. K. (2018). Exploring the relationship between business model innovation, corporate sustainability, and organisational values within the fashion industry. *Journal of Business Ethics*, 149(2), 267-284.
- Richardson, J. (1996). Vertical Integration and Rapid Response in Fashion Apparel. *Organization Science*, 7(4), 400–412.
- Rinallo, D. & Golfetto, F. (2006). Representing Markets: The Shaping of Fashion Trends by French and Italian Fabric Companies. *Industrial Marketing Management*, 35, 856–69.
- Sandberg, E., Pal, R., & Hemilä, J. (2018). Exploring value creation and appropriation in the reverse clothing supply chain. *The International Journal of Logistics Management*, 29(1), 90-109.
- Sen, A. (2008). The US Fashion Industry: A Supply Chain Review. *International Journal of Production Economics*, 114, 571–93.
- Sheridan, M., Moore, C. & Nobbs, K. (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.
- Whalen, K. A. (2019). Three circular business models that extend product value and their contribution to resource efficiency. *Journal of Cleaner Production*, 226, 1128-1137.
- Vermunt, D. A., Negro, S. O., Verweij, P. A., Kuppens, D. V., & Hekkert, M. P. (2019). Exploring barriers to implementing different circular business models. *Journal of Cleaner Production*, 222, 891-902.
- Geissdoerfer, M., Morioka, S. N., de Carvalho, M. M., & Evans, S. (2018). Business models and supply chains for the circular economy. *Journal of cleaner production*, 190, 712-721.
- Pal, R., & Gander, J. (2018). Modelling environmental value: An examination of sustainable business models within the fashion industry. *Journal of cleaner production*, 184, 251-263.

Thursday 16 January

Branding, Brand Management and Brand building

Henri Weijo

Class readings:

Moore, C.M. & Birtwistle, G. (2004). The Burberry business model: creating an international luxury fashion brand. *International Journal of Retail & Distribution Management*, 32(8), 412-422.

Straker, K., & Wrigley, C. (2016). Emotionally engaging customers in the digital age: the case study of “Burberry love”. *Journal of Fashion Marketing and Management*, 20(3), 276-299.

Additional readings:

Fionda, A. M., & Moore, C. M. (2009). The anatomy of the luxury fashion brand. *Journal of Brand Management*, 16(5-6), 347-363.

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

Ko, E., & Megehee, C.M. (2012). Fashion marketing of luxury brands: Recent research issues and contributions. *Journal of Business Research*, 65(10), 1395-1398.

Kuksov, D., & Wang, K. (2013). A model of the “it” products in fashion. *Marketing Science*, 32(1), 51-69.

Monday 20 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.

von Wallpach, S., Hemetsberger, A., Thomsen, T. U., & Belk, R. W. (2019). Moments of luxury—A qualitative account of the experiential essence of luxury. *Journal of Business Research*.

Thursday 23 January

Case:

Better World Fashion: Circular Economy and Competitive Advantage

Henri Weijo

Please see additional instructions for preparing the case on MyCourses.

Monday 27 January

Company Guest Lecture:

Marketing communications & Influencer marketing:

Monochrome, Emma Naumanen (CEO) / Matilde Pelkonen (Co-Founder)

Class readings:

Pöyry, E., Pelkonen, M., Naumanen, E., & Laaksonen, S. M. (2019). A Call for Authenticity: Audience Responses to Social Media Influencer Endorsements in Strategic Communication. *International Journal of Strategic Communication*, 13(4), 336-351.

Thursday 30 January

Retailing and Supply Chains

Henri Weijo

Class readings:

Brown, S., Stevens, L. & Maclaran, P. (2018). Epic Aspects of Retail Encounters: The Iliad of Hollister. *Journal of Retailing*, 94(1), 58–72.

Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From multi-channel retailing to omni-channel retailing: introduction to the special issue on multi-channel retailing. *Journal of Retailing*, 91(2), 174-181.

Additional readings:

- Barnes, L. & Lea-Greenwood, G. (2010). Fast Fashion in the Retail Store Environment. *International Journal of Retail & Distribution Management*, 38(10), 760–72.
- Blázquez, M. (2014). Fashion shopping in multichannel retail: The role of technology in enhancing the customer experience. *International Journal of Electronic Commerce*, 18(4), 97-116.
- Camacho-Otero, J., Boks, C., & Pettersen, I. N. (2019). User acceptance and adoption of circular offerings in the fashion sector: Insights from user-generated online reviews. *Journal of Cleaner Production*, 231, 928-939.
- Castelli, C.M. & Brun, A. (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.
- Gensler, S., Neslin, S.A. & Verhoef, P.C. (2017). The Showrooming Phenomenon: It's More than Just About Price. *Journal of Interactive Marketing*, 38, 29–43.
- Grewal, D., Roggeveen, A.L. & Nordfält, J. (2017). The Future of Retailing. *Journal of Retailing*, 93(1), 1–6.
- Mehra, A., Kumar, S., & Raju, J. S. (2017). Competitive strategies for brick-and-mortar stores to counter “showrooming”. *Management Science*, 64(7), 3076-3090.
- Overdiek, A. (2018). Opportunities for Slow Fashion Retail in Temporary Stores. *Journal of Fashion Marketing and Management: An International Journal*, 22(1), 67–81.
- Surchi, M. (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, X., Choi, T.M., & Chung, S.H. (2019). Fashion Retail Supply Chain Management: A Review of Operational Models. *International Journal of Production Economics*, 207(March 2018), 34–55.

Monday 3 February

Sustainability and Fashion

Linda Turunen

Class readings:

Goworek, H., Oxborrow, L., Claxton, S., McLaren, A., Cooper, T., & Hill, H. (2018). Managing sustainability in the fashion business: Challenges in product development for clothing longevity in the UK. *Journal of Business Research*.

Pedersen, E. R. G., & Andersen, K. R. (2015). Sustainability innovators and anchor draggers: a global expert study on sustainable fashion. *Journal of Fashion Marketing and Management*, 19(3), 315-327.

Additional readings:

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

Armstrong, C., Niimäki, K., Kujala, S., Karell, E. & Lang, C. (2015). Sustainable product-service systems for clothing: exploring consumer perceptions of consumption alternatives in Finland. *Journal of Cleaner Production*, 97(6), 30-39.

Baldassarre, F., & Campo, R. (2016). Sustainability as a marketing tool: To be or to appear to be?. *Business Horizons*, 59(4), 421-429.

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.

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.

Vehmas, K., Raudaskoski, A., Heikkilä, P., Harlin, A., & Mensonen, A. (2018). Consumer attitudes and communication in circular fashion. *Journal of Fashion Marketing and Management: An International Journal*, 22(3), 286-300.

Thursday 6 February

Case:

Armarium: Luxury Fashion Brands for Rent

Linda Turunen

Please see additional instructions for preparing the case on MyCourses.

Monday 10 February

Company Guest Lecture:

Voglia, Katriina Virtanen (CEO)

Thursday 13 February

Student presentations

Henri Weijo

Linda Turunen

Soile-Maria Linnemäki (Vaatepuu)