

# Fashion Marketing – Sessions 0 + 1

23.10.2023

Dr. Pekka Mattila  
Associate Professor



Aalto University  
School of Business

# Fashion Marketing – Introduction

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# Objectives

During the course students will gain:

1. Understanding of the core business and marketing functions within fashion.
2. 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.

# Grading

The course grade will consist of the following components:

1. Group presentations – 50%
2. Active class participation and class preparation – 10%
3. Written assignments – 40%

# Course contacts

Associate professor Pekka Mattila, [pekka.mattila@aalto.fi](mailto:pekka.mattila@aalto.fi)

## FIRST POINT OF CONTACT

Doctoral researcher Tejas Kotha, [tejas.kotha@aalto.fi](mailto:tejas.kotha@aalto.fi)

Visiting guest keynotes – to be confirmed,  
often in link with the cases

# Flow

23.10.2023 / 17.15–19.00

Familiarizing with the course

Applying a strategic marketing framework in the context of fashion

Understanding established and emerging business models in fashion

BRIEFING OF CASE 1

# Flow

25.10.2023 / 17.15–19.00

NO LECTURE

30.10.2023 / 17.15–19.00

Decoding fashion consumer

Taking the steps from segmenting to targeting

DEBRIEFING OF CASE 1

# Flow

1.11.2023 / 17.15–19.00

Positioning effectively

BRIEFING OF CASE 2

6.11.2023 / 17.15–19.00

Managing fashion brands

Decoding purpose-driven brands



# Flow

8.11.2023 / 17.15–19.00

Pricing fashion and lifestyle

DEBRIEFING OF CASE 2

13.11.2023 / 17.30–19.00

Building effective distribution networks

# Flow

15.11.2023 / 17.15–19.00

Decoding the business of luxury

20.11.2023 / 17.15–19.00

Investigating the impossible: sustainable fashion

BRIEFING OF CASE 3

# Flow

22.11.2023 / 17.15–19.00

Digitalizing fashion beyond retail

27.11.2023 / 17.15–19.00

NO LECTURE

# Flow

29.11.2023 / 17.15–19.00

Pulling it all together

Assigning the final assignment

DEBRIEFING OF CASE 3

# Fashion Marketing – Business models

23.10.2023

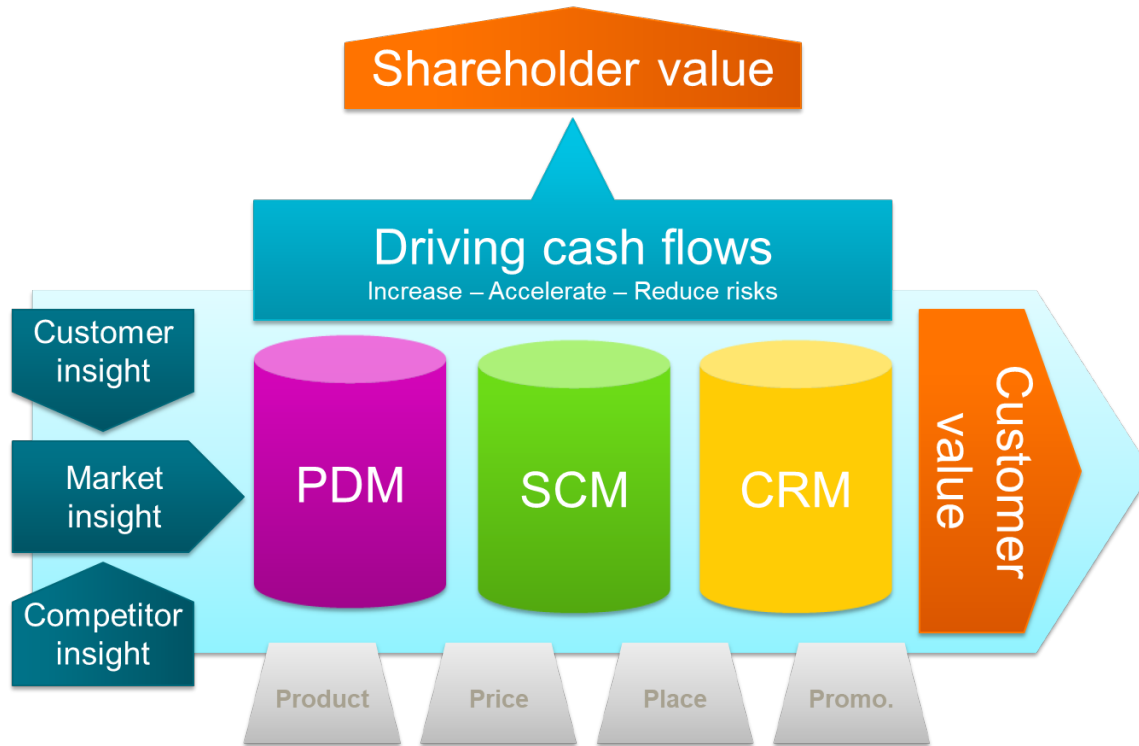
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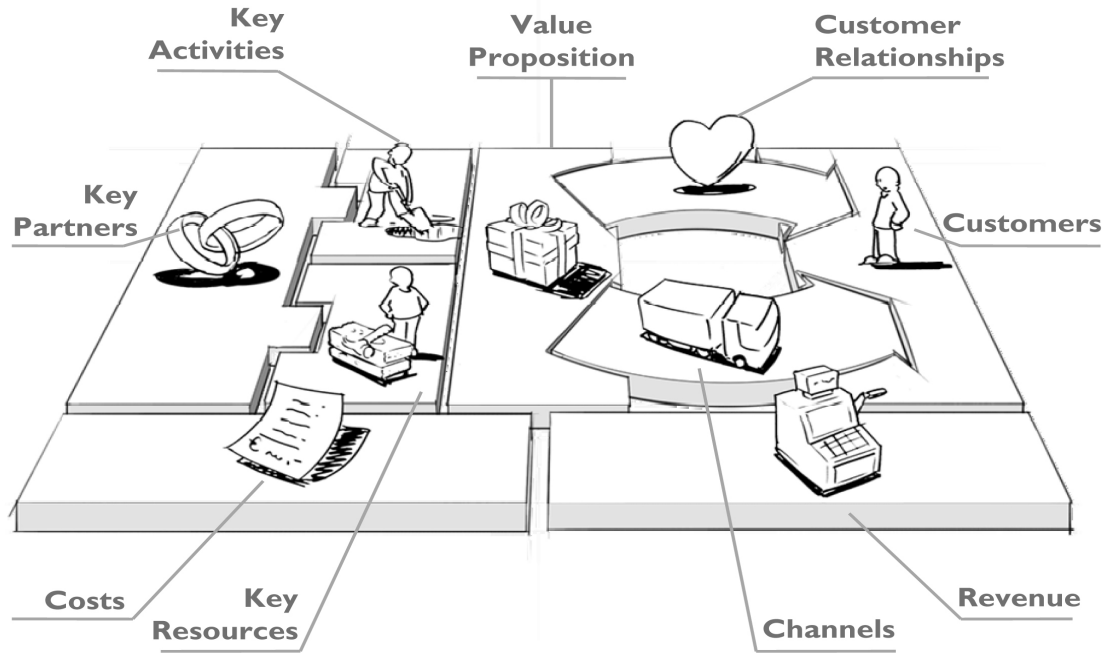
# Strategic marketing architecture

(Mattila)



# Business model canvas

(Osterwalder & Pigneur )



# Four prevalent business models

(Koivisto & Mattila)

|                                                              | <i>Traditional value chain</i> | <i>Innovations in the value chain</i> |
|--------------------------------------------------------------|--------------------------------|---------------------------------------|
| <i>Brand controls the value creation &amp; capture</i>       |                                |                                       |
| <i>Third-party controls the value creation &amp; capture</i> |                                |                                       |



# Four prevalent business models

(Koivisto & Mattila)

|                                                              | <i>Traditional value chain</i> | <i>Innovations in the value chain</i>   |
|--------------------------------------------------------------|--------------------------------|-----------------------------------------|
| <i>Brand controls the value creation &amp; capture</i>       | <b>Closed loop brands</b>      | <b>Re-organizers of the value chain</b> |
| <i>Third-party controls the value creation &amp; capture</i> | <b>Third-party retailers</b>   | <b>Peer-to-peer marketplaces</b>        |

# Four prevalent business models

(Koivisto & Mattila)

Business models in the second-hand fashion industry

1. **Third-party sales platforms**, such as auction houses and digital operators, that curate, value, and sell luxury items.
2. **Peer-to-peer marketplaces** that enable individuals and professional sellers to buy and sell second-hand luxury items
3. **Closed-loop brands** operate their own recycling operations, refurbishing and retailing used luxury items directly to consumers
4. **Companies focused** on reorganizing the value chain support luxury brands in establishing closed-loop operations

# Fashion Marketing – CASE 1

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# Group Assignment I

- The assignment is to be completed in groups of 3-5 students
  - The group composition may vary for every assignment
  - The groups are in charge of allocating their workload in a fair and balanced manner. Should there be any problems, contact the course staff

# Group Assignment I

- The submission deadline is Monday 30th October at 10 AM
- Submission as soft copies only to MyCourses
- Late submissions are neither accepted nor graded
- Indicate clearly the course name, the names of the group members and their student numbers on the first page

# Group Assignment I

- After every case, a number of groups are chosen to present their treatise in class – the presenting groups are informed by noon of the day of the lecture at latest
- It makes always sense to prepare for presenting
- Fluent presentations will increase the group assignment score in grading, failure to do so will lower the score
- Maximum length for the submission is 12 slides (pptx/pdf)

# Group Assignment I

- Be explicit about your analysis and justify the given recommendations
- This assignment is worth 12 points and makes up 12% of the overall course grade
- Being invited to present in class and doing so can earn you 2 bonus points

# CASE: Lululemon Athletica

(Kim)

1. How do you read the competitive landscape?
2. How are the brands positioned?
3. How do the brands reach their audience?
4. What could we extract from the case as key learnings?