



23E57000 - FASHION MARKETING

INTRODUCTION TO THE COURSE

AGENDA

- Faculty
- Course Learning Goals
- Course Practicalities and Schedule
- Deliverables

RESPONSIBLE PROFESSOR:

Dr. Henri Weijo

Assistant professor in Marketing at the Department of
Marketing at Aalto University

WITH THE SUPPORT OF...

Dr. Linda Turunen

Post-Doctoral Researcher
specializing in luxury and
fashion (University of Helsinki)

Iina Kerkelä

Research Assistant at the Aalto
Department of Marketing

FASHION MANAGEMENT MINOR

ARTS courses

MUO-E1026	Design Driven Foresight	10 cr	I
MUO-E1011	Fashion Communication	10 cr	II-IV
MUO-E1036	Fashion Cultures	5 cr	V
MUO-C1035	History of Fashion	4 cr	I-V

BIZ courses

23E57000	Fashion Marketing	6 cr	V
23E58050	Customer Behavior, Retail Experience and Fashion	6 cr	II
21E16000	Sustainable Business and Consumption	6 cr	I
23E48000	Consumer Psychology	6 cr	Summer
23C72050	Customer Experience Management	6 cr	IV

CHANGES TO THE COURSE

Changes made based on feedback for our our fall fashion course:

1. More guest lectures
2. Less mandatory readings
3. More help with dealing with readings
4. Spread the deliverables more evenly across the length of the course schedule
5. More grade incentive to participate in class

So, how does fashion
marketing differ from
”regular” marketing?



CORE COURSE CONTENT

Aim of the course: illuminate the theoretical and practical principles of fashion marketing

- Cutting edge theory and empirics on fashion marketing
- Students should consider this an advanced-level (and highly focused) marketing strategy course
- Primary topics: supply chain management, branding, retailing, sustainability

BROAD LEARNING GOALS

Students will gain...

... an understanding of the core business and marketing functions within fashion

... an ability to plan brand positions, retail strategies, and supply chains in fast-moving business contexts

... valuable insights into management practices in culturally sensitive business areas

... new perspectives on the culture and production of fashion

... appreciation for sustainability as a business advantage

CORE COURSE CONTENT

Who should take this course?

1. Those wanting to work in the fashion industry
2. Also those interested in fast-moving consumer markets
3. Future cultural or creative industry practitioners
4. Aspiring retailing and/or supply chain practitioners
5. Potential brand managers and branding experts
6. Those interested in sustainable business

SCHEDULE

Tuesday 16 April

Course Introduction and Practicalities

Thursday 18 April

Business Models in Fashion

Tuesday 23 April

Branding, Brand Management, and Brand Building

Thursday 25 April

Case: Predicting Customer Tastes with Big Data at Gap

Tuesday 30 April

Company Guest Lecture: Makia—A Retail perspective

Thursday 2 May

Retailing and Supply Chains

Tuesday 7 May

Assignment Presentations: Hálo Influencer Strategies

Tuesday 14 May

Case: Branding in an Emerging Market: Strategies for Sustaining Market Dominance of the Largest Apparel Brand in India

Thursday 16 May

Sustainability and the Supply Chain

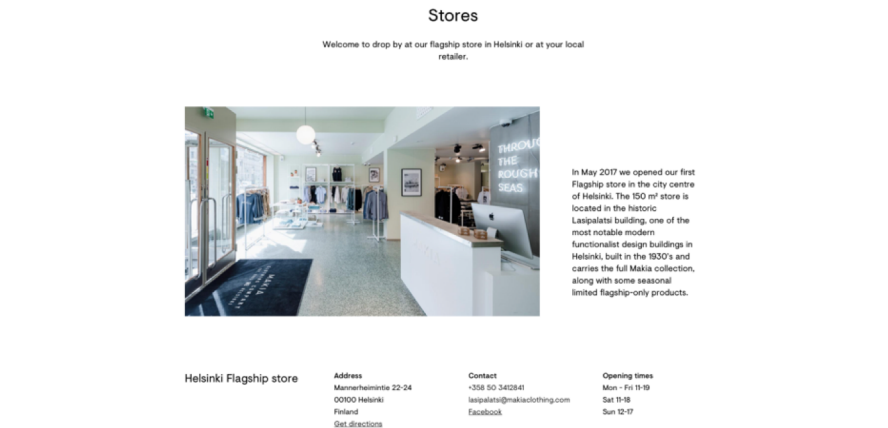
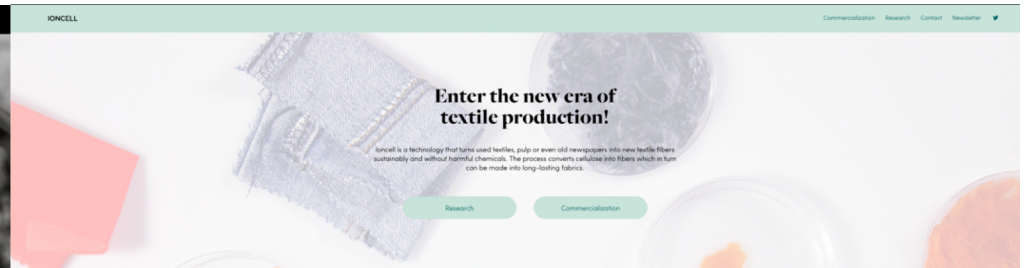
Tuesday 21 May

**Case: H&M's Global Supply Chain Management
Sustainability: Factories and Fast Fashion**

Thursday 23 May

Magic in Luxury Fashion Branding

**mandatory attendance*



Plus visiting lecturers
from Aalto BIZ, ARTS,
and Helsinki University

ATTENDANCE POLICY

- Attending regular lectures is voluntary
- But! Attending guest lectures and especially case sessions is mandatory → carries a grade penalty
- Attendance and participation in the three Harvard case sessions will be separately graded!

COURSE READINGS

- Course readings are entirely article-based
- All articles corresponding to each lecture will be available on the course website.
- We expect you to familiarize yourself with the articles independently before each class, make it obvious by your in-class participation, and apply the relevant theories in the group and individual assignments
- We will provide reading instructions per article!

Guides

[23 Ways to Improve Your Draft](#)[Active and Passive Voice](#)[Advice on Setting Up and Working with a Writing Group](#)[Advice for Writing Personal Statements](#)[All About Counterarguments](#)[All About Resume Writing](#)[APA Style Quick-Guide](#)[Avoiding Fragments with Dependent Clauses](#)[Brainstorming](#)

Strategies for Reading Academic Articles

This handout is adapted from Karen Rosenberg's article "Reading Games: Strategies for Reading Scholarly Sources"

Reading scholarly sources can be difficult. This handout provides strategies to help you read dense, lengthy academic articles efficiently and effectively.

1: Examine the article for its audience

Examine the article and its publisher for clues. Peer-reviewed academic journals are intended for scholars in that field, whereas popular titles (like *Time* or *Newsweek*) are intended for a more general audience. You may not be the primary audience for the text, and that's OK. If this is the case, the author may reference other scholarly works assuming that you've read them, or they may cite facts or events that you haven't learned about. If you encounter these elements, notice them, but try to keep moving through the article – sometimes you can keep moving without looking everything up. Also remember that if you are not the primary audience, you may not enjoy the writing style – so a little perseverance may be necessary!

- [Download this guide as a PDF](#)
- [Return to all guides](#)

Reading Practices

[Critical Reading](#)
[Strategies for Reading Academic Articles](#)
[Tips for Note Taking](#)
[Tips for Active Reading](#)

HARVARD CASES

- The course contains three Harvard cases, 10p each (written case analysis 5p and class discussion 5p)
- The written part is done in groups of 4-5, but in class you are graded individually
- Link for buying cases is on MyCourses → All students must purchase and download all cases (Harvard policy)!
- The written case analysis will be submitted via MyCourses prior to the session in which it is meant to be discussed and unpacked
- The length of each report must not exceed 5 pages (1.5 line spacing, 12-point Times New Roman, and 1" margins)!

HARVARD CASES

1. Predicting Customer Tastes with Big Data at Gap
2. Branding in an Emerging Market: Strategies for Sustaining Market Dominance of the Largest Apparel Brand in India
3. H&M's Global Supply Chain Management Sustainability: Factories and Fast Fashion

Given that each case will be discussed right after it has been returned, there will absolutely be no late returns!

HARVARD CASES

“[The] case method is a profound educational innovation that presents the greatest challenges confronting leading companies, nonprofits, and government organizations—complete with the constraints and incomplete information found in real business issues—and places the student in the role of the decision maker. There are no simple solutions; yet through the dynamic process of exchanging perspectives, countering and defending points, and building on each other's ideas, students become adept at analyzing issues, exercising judgment, and making difficult decisions—the hallmarks of skillful leadership. [...]”

- <https://www.youtube.com/watch?v=eA5R41F7d9Q>
- Please see “Guidelines for course deliverables and assignments”!

A woman with dark hair and bangs is sitting in a rustic wooden chair. She is wearing a short-sleeved dress with a bold, abstract pattern in shades of orange, red, yellow, and grey. Her right arm is raised, with her hand resting on her head, and her left hand is resting on the chair's armrest. The background consists of vertical wooden planks, creating a rustic and textured environment. The lighting is soft, highlighting the woman and the chair.

h á l o

**GROUP ASSIGNMENT
FASHION MARKETING 2019**

h á l o

- Hálo is a women's design label born in lapland, based in Helsinki Finland. Hálo was launched by two friends Marta Valtovirta and Jukka Puljujärvi in may 2017.
- Inspired by the wilderness of Lapland, the diversity and phenomena of the arctic light, Hálo shares the beauty of Nordics through every product.
- Hálo offers unique prints and recognizable jacquards, seasonless treasures, everyday silks, life-long investment pieces and exclusive collections.
- Hálo is a preferred label among stylists, celebrities and artists and has been featured in many fashion publications including Vogue Italia, cosmopolitan Hong Kong and Marie Claire Korea.

TARGET AUDIENCE: HALO WOMEN



Women who have worn Hálo in Finland:

Jenni Vartiainen, Jenni Alexandrova, Anni Hautala, Tuija Pehkonen, Paula Vesala, Didem Özgun, Hanna Väyrynen, Metti Forssell, Pia Dahlman, Stella Harasek, Lonneke Nooteboom, etc etc..

GROUP ASSIGNMENT: h á l o

Theoretical background

The assignment aims to build on your understanding of fashion marketing communication, and in particular **influencer marketing**.

Apply the theoretical understanding from the lectures and turn them into practice by planning an influencer strategy for Hálo.

The assignment...

- provides hands-on experience of influencer marketing tactics
- enhances critical thinking to solve a marketing dilemma

AIM OF THE CASE AND GUIDING QUESTIONS

Hálo aims to build awareness of their brand among new potential consumers in different countries. They are looking for influencer strategy ideas to be implemented.

1. Provide an overall description of your influencer strategy for Hálo. What is your influencer strategy trying to achieve for the brand?
2. Determine the most important criteria to select influencer(s) for Hálo based on your background research about the brand and country.
3. Identify the influencers' overall match with Hálo. Please, provide a sufficient description of the influencer, including their reach. You must submit a minimum of three influencers and rank them in order of preference.
4. Provide your recommendation for what kind of relationship Hálo should seek with each of the proposed influencers? What kind of content should Hálo expect from the influencer/s and why?

DATA COLLECTION AND PREPARATION

Lecture: Participate in the lecture (25.4) concerning branding & marketing communication of fashion. Half of the lecture is given by PhD Essi Pöyry (University of Helsinki), who will specify on influencer marketing strategies.

Data collection:

- Background work: First, build an understanding of the brand and its target groups. Second, explore Hálo's marketing communication: how Hálo is currently operating in terms of marketing communication; who are their current influencers; analyse how do these influencers reflect & link to the brand identity to your mind? Benchmark to other similar brands. Third, craft an understanding about the target country and their influencer scheme.
- Build criteria based on your background work to justify the influencer selection. Explore possible influencers.
- Craft an influencer strategy for Hálo that clearly justifies and explains your recommendation.

The assignment essay should show a) your understanding of the relevant literature and b) your ability to turn the learnings into practice.

COUNTRIES TO CHOOSE FROM

Netherlands

Germany

Denmark

United Arab Emirates

Norway

Japan

Other...

READINGS FOR THE ASSIGNMENT

Casaló, Luis V, Carlos Flavián, and Sergio Ibáñez-sánchez (2018), “Influencers on Instagram: Antecedents and Consequences of Opinion Leadership,” *Journal of Business Research*, (July).

Perthuis, Karen De and Rosie Findlay (2019), “How Fashion Travels: The Fashionable Ideal in the Age of Instagram,” *Fashion Theory*, 23(2), 1–24.

Recommended:

Wigley, Stephen M. (2015), “An Examination of Contemporary Celebrity Endorsement in Fashion,” *International Journal of Costume and Fashion*, 15(2), 1–17.

INSTRUCTIONS

- **The assignment will be completed in groups of 4-5 students.**
 - The groups are in charge of allocating their workload in a balanced manner. If there are any problems, contact Linda.
- **The submission deadline is 03.05.2019 by 1pm through MyCourses. Submit the assignment in pdf-format.**
- **All groups will present their work in class 7.5.2019. Company's representative will be present.**
- **Maximum length is 4 000 words, excluding appendixes and references**
 - Recommended to have visual examples in the text (as in a magazine), also possible to use appendixes if many.
- **Evaluation: max score of the group assignment is 25 points, which represents 25% of the final grade.**

EVALUATION

Theory + practice

10p

Data collection & analysis

5p

Evaluation together with company

6p

*e.g. innovativeness
relevance & fit for the company
possibility to execute*

**Conclusions and coherence, structure,
usage of references**

4p

25p (25%)

Detailed evaluation rubric will be available in MyCourses

INDIVIDUAL FINAL ASSIGNMENT



INDIVIDUAL ASSIGNMENT

- Choose a fashion brand and write an academic essay that analytically explores the marketing strategy of fashion brand of your choice in the light of topics we have covered in the course (lectures and readings).
- Note: The essay needs to reflect your learnings, and show you are able to critically apply the topics in practice. You must apply the theories and relevant course literature to structure your analysis and exploration. Use academic references and enrich and justify your analysis with visual material (if many, put them in the appendix).
- Maximum length of 4500 words (+ possible appendix); Times New Roman 12pt, 1,5 spaced, 1" margins.
- The submission deadline for the final assignment is **June 9th** by midnight
- Please, submit the final assignment through MyCourses
- Evaluation: max score of the individual essay is 30 points, which represents 30% of the final grade.

INDIVIDUAL ASSIGNMENT

Fashion brand analysis	20p	
Retail & market trends exploration	5p	
Conclusions and academic coherence, structure of the essay, usage of relevant Academic references	5p	
	30p	(30%)

Detailed evaluation rubric will be available in MyCourses

ACTIVITY POINTS

The maximum of activity points is 15p. Sources of points:

- Active participation during the lectures
 - Read the assigned papers, provide questions and comments, contribute to a good learning environment

Optional avenues for gaining activity points:

- Class readings-specific questions answered & submitted prior to lecture: maximum 5p
- Filling the feedback for for the course: 2p

ACTIVITY POINTS

Read the compulsory class readings before the lecture and prepare a short answer (max 150 words) to reflect the readings. Submit your answer at 1pm each Thursday via MyCourses. Late submissions are not accepted.

Thursday 18 April: Business Models in Fashion

- Q: What are the key differences between two business models in fashion (choose from the readings)?

Thursday 25 April: Branding, Brand Management, and Brand Building

- Q: What are key dimensions for successful luxury fashion brands and how may social media challenge them?

Thursday 2 May: Retailing and Supply Chains

- Q: What is a recipe for outstanding retail experience?

Thursday 16 May: Sustainability and the Supply Chain

- Q: Can fashion be sustainable? If so, how?

Thursday 23 May: Magic in Luxury Fashion Branding

- Q: What is the role of charismatic authority and art in luxury?

GRADING AND WORKLOAD

Grading (100 points max):

91 >	5	Excellent
81 – 90	4	Very good
71 – 80	3	Good
61 – 70	2	Very Satisfactory
50 – 60	1	Satisfactory
> 50	0	Failed

You must obtain **at least 50 points** and **complete all assignments** to pass the course.

GRADING

Breakdown of the final grade

Harvard cases	30%
Individual essay	30%
Group assignment	25%
Class activity	15%

COURSE WORKLOAD

14h	Lectures from faculty and guest speakers
8h	Case unpacking sessions and group work presentations
55h	Reading outside of class
60h	Preparing group work and case deliverables
25h	Personal deliverables
162h	TOTAL (6 ECTS)

SUMMARY OF DELIVERABLES

Assignment	Deadline	Composition
Predicting Customer Tastes with Big Data at Gap	April 23rd at 13:00	Group of 4-5
Branding in an Emerging Market: Strategies for Sustaining Market Dominance of the Largest Apparel Brand in India	May 14th at 13:00	Group of 4-5
H&M's Global Supply Chain Management Sustainability: Factories and Fast Fashion	May 21st at 13:00	Group of 4-5
Halo Influencer case	May 3rd 13:00	Group of 4-5
Individual assignment	June 9th midnight	Individually

- Groups are self-formed by the students!
- Groups will have peer review, which can affect final grades (+/-)
- Post your group members in MyCourse Forum (link to be sent)

COURSE LOGISTICS AND PRAXIS

Course website and announcements:

<https://mycourses.aalto.fi/course/view.php?id=19915>

1. All submissions via Turnitin links on MyCourses (absolutely no email!) in either PDF or Word format
2. Late submissions incur a penalty and **late submissions of Harvard cases will not be graded at all!**

CONTACT INFO

Should you have a question about the course or the practical arrangements:

Ask yourself: “Is it possible that the question or issue may concern other students as well?”

Yes: Post your question in MyCourse Forum.

No: Email Iina at iina.kerkela@aalto.fi

Alternatively, please feel free to email Henri (henri.weijo@aalto.fi) or Linda (linda.turunen@aalto.fi) and arrange a meeting

FOR NEXT TIME:

1. 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.
 2. 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.
 3. 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.
- Start preparing for the GAP case already!
1. Please read the entire article
 2. Read the first five and half pages (up until “methodology”), after that, read on if you like
 3. This is more recommended reading. Read the whole paper, but skim through the method and findings—concentrate on the front end and conclusions