NEW YORK UNIVERSITY GALLATIN SCHOOL OF INDIVIDUALIZED STUDY PRACT-UG 1301:

Practicum in Fashion Business - Fall 2015
Mondays 11:00 – 1:45PM, Dean’s Conference Room, 8th Floor, 1 Washington Place
FASHIONING YOUR FUTURE

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Office hours: by appointment, Mondays 9:30 – 11:00, room 403

Course Description:
The fashion industry’s need to navigate the complex demands of globalization and technology requires a creative approach that connects business, design and innovation. This course is designed to provide students interested in the fashion industry the understanding between the essential connections of:
• Brand development
• Creativity and innovation
• Competition and how to effectively navigate
• Changing consumer demographics and their evolving spending habits
• Globalization and its impact on brand perception, product, pricing and promotion

We will also explore fashion’s role in history, the arts and pop culture and how they each interface with:
• Current trends and their business cycle
• Strength of digital and social media and its impact on consumer behavior
• Entrepreneurship and how to take a business idea through all stages of development from conceptualization to reality
• Corporate social responsibility and its impact on the people, company and industry
**Course Objectives and Goals:**
Provide a comprehensive overview of the fashion industry in its entirety prior to your contemplating your specific role and/or opportunity in the retail business.

- Demonstrate, through project work, analysis and discussion, the importance of balancing both creative vision and commercial savvy in creating a successful enterprise
- Maximize learning and participation through experiential, project based team and individual work, supplemented with selected readings for context, cultural and historical perspective
- Understand the power of combing and balancing business perspective and academic expertise
- Build on how current events, with historical perspective, can aid in individual reflection and strengthen the dynamics of working as part of a team

**Evaluation Criteria/Deliverables:**
40% timeliness, attendance (class and panel event) and overall participation
30% intermediate projects and deliverables
30% final project

Practicum Projects Guide: There will be one individual project, two paired projects, and one group project. All submissions will be graded and be included as part of your grade

In lieu of a specific midterm exam or project, we will schedule individual meetings to discuss your work and address any questions or issues/

*Please note, all projects and deliverable will be shared with fellow students in the Practicum. Our collective work will inform and strengthen our overall knowledge.*

**Incompletes:**
If you find that you will not be able to complete the course work by the end of the semester, please speak with the professors before the end of the semester.

**Business and Interdisciplinary Reading Response Guide:**
The four-part response format is to be followed for each response:
- Author, Title, Place of Publication (publisher, year of publication)
- One page paragraph summary of each reading
- List two to three key things that you specifically want to remember from each reading (bullet response)
- Discuss how the information in each reading might be relevant to issues or to the subject discussed in the same day’s class, previous class, or upcoming class

*All posted reading will be available two weeks ahead of the related class and the response guides*
are due by noon of the preceding Thursday. If you cannot submit your work on time, you must inform the professors so that we may agree on a revised date for submission. Work submitted late without notification and missed assignments will adversely impact your grade.
Send your responses as an email attachment to both professors. The goal of the response is to articulate information, develop questions, ideas and challenges that are relevant to the reading.

**Grading system for Reading Response Guide is as follows:**
- Check-plus (equivalent to an A or an A-)
- Check (equivalent to a B+ or B)
- Check minus (equivalent to a B- or lower)

All responses will be evaluated as part of your total work in the class.

**Lateness and Attendance Policy:**
If you know that you will be late to class or absent, please make the effort to email us in advance. Absences due to illness, family emergency, etc., will be excused if properly documented. More than one unexcused absence will cost you one letter grade.

**Academic Integrity:**
As a Gallatin student, you belong to an interdisciplinary community of artists and scholars who value honest and open intellectual inquiry. This relationship is dependent upon mutual respect, responsibility and integrity. Failure to uphold these values will be subject to severe sanction, which may include dismissal from the university. Examples of behaviors that compromise the academic integrity of the Gallatin School include:
- Plagiarism
- Elicit collaboration
- Recycling coursework
- Cheating

Please consult the Gallatin Bulletin or Gallatin website (http://gallatin.nyu.edu/academics/policies/integrity.html)

**Note:** Laptops and other electronic devices are permitted in class solely for note taking.
**Required tests/subscriptions:**
- Dressing Up: Cultural Identity in Renaissance Europe (14th-17th centuries) by Wlinka Rublack, Oxford University Press, USA (January 13, 2012)
- Women’s Wear Daily (wwd.com; student rate $49.00 for 16 weeks)

**Weekly-Required Reading:**
- www.businessoffashion.com
- www.style.com
- www.smartbrief.com/industry/retail
- www.the-talks.com
- Wall Street Journal Off Duty (Saturdays)
- The New York Times Thursday and Sunday style sections

Other sites that will be helpful for the latest in marketing, technology, etc.
- www.adfreak.com
- www.mashable.com
- www.racked.com
- http://fashioncalendar.com/(username: Gallatinfashion; password: practicum 456)

Additional required readings will be posted on NYU Classes or distributed in class; see individual assignments for details. In addition, you should be reading a variety of fashion magazines and blogs.
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<th>SESSION – FALL 2015</th>
<th>REQUIRED READING/VIEWING</th>
<th>PROJECTS/DELIVERABLES</th>
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<td><strong>September 21/Monday/Week 1</strong></td>
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<tr>
<td>• Welcome to the creative team</td>
<td>Business/Interdisciplinary:</td>
<td>Distribute survey for discussion, due September 28:</td>
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<td>• Assign readings and review syllabus</td>
<td></td>
<td>o Ready to Wear</td>
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<td>• Discuss projects, expectations and goals</td>
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<td>o Fashion Accessories</td>
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<td>• News of the Week</td>
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<td>o Beauty</td>
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<td>• Fashion in current events</td>
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<td>• Applications for panel moderator to be distributed, due September 28</td>
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<tr>
<td>• Overview of current reading assignment</td>
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<tr>
<td><strong>Introduction to next week’s topic:</strong></td>
<td><strong>Assign project 1</strong></td>
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<tr>
<td>The Fashion Business Begins</td>
<td>“Industry Interviews”,</td>
<td><strong>Due October 19</strong></td>
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| **September 28/Monday/Week 2** | **Business:** | |
| • The Birth of a Designer | o Brands to read about: H&M, Zara, Ralph Lauren, Burberry, Louis Vuitton, L’Oreal Paris | |
| • What makes a Designer relevant | **Interdisciplinary:** | |
| • How “fashion” is continually being redefined across retail, whether in Ready-To-Wear, Accessories, Beauty | • Queen of Fashion: What Marie Antoinette wore to the revolution, pp. 1-46, 289-292 | |
| **Introduction to next week’s topic:** | • Commodity and Exchange in the Mongol Empire: A cultural History of Islamic Textiles, pp. 11-45 | |
| Brand/Retail Consolidations and Their Effect on the Future | • Ladies Paradise, Intro, Ch1/Ch2, pp. vii-58 | |
### October 5/Monday/Week 3

**Topic:** Brand/Retail Consolidations and their effect on the Future

- Implications of consolidations
- Can the DNA of each designer, brand, concept be kept separate
  - LVMH
  - Kering
  - Estee Lauder
  - L'Oreal
- How does an entrepreneur survive?

**Introduction to next week’s topic:** The Changing Retail Landscape

### Business:

- [Boutique Appeal Against Consolidation](http://casselsalpeter.com/in-the-news/boutique-appeal-against-the-backdrop-of-department-store)
- [www.luxurysociety.com](http://www.luxurysociety.com), Sept 27, 2013: Taking Stock: An inventory of Consolidation in the Luxury Industry
- [www.businessoffashion.com](http://www.businessoffashion.com), Sept 7, 2015: LVMH vs Kering: Which Player is Best Positioned for Growth

**Interdisciplinary:**

- Films/TV/Web: In Vogue: The Editor’ Eye, September Issue
- Fashion Lives: Fashion Icons with Fern Mallis

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### October 13/Tuesday/Week 4

**Topic:** The Changing Retail Landscape

- How the push and pull between design, manufacturing and merchandising is impacting performance and success
- Why has supply chain and speed to market become a critical factor impacting performance
- Changing US Shopping habits
- The Role of Art and Design: Intersection of art/fashion/culture

**Introduction to next week’s topic:** It All Starts with Finding the White Space

### Business:

- Inditex: Spain’s Fashion Powerhouse... The Guardian/The Observer, 12/14/2013, pgs 1-7

**Interdisciplinary:**

- Land of Desire, Ch 2, Facades of Color, Glass and Light, pp. 39-70, Ch 4, pp. 91-111
- Ladies Paradise, Ch 7/Ch 8, pp. 181-232, Ch 9/Ch 10, pgs 233-302

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**Note, next week’s class will be held on Tuesday, October 13**

**Assign Project 2**

“Fashion Designers/Business Leaders”

**Due October 26**

Submit written response for Business readings.

No written response for Interdisciplinary readings.
<table>
<thead>
<tr>
<th>Topic:</th>
<th>Business:</th>
<th>Industry Interview Presentations</th>
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</table>
| It All Starts with Finding the White Space | • BOF, How Mansur Gavriel created the first post-recession it bag, pgs 1-4  
• www.racked.com/2015/9/15/9329729/mansur-shoes  
• BOF, How Kitsume cultivated a loyal fashion fan base through music, pgs 1-4  
• WWD, April 2, 2015, the Power to Start a Trend  
• www.luxurydaily.com, July 7, 2015, Emotions drive purchase decisions,  
• BOF, Do You Know Who Your Consumer Is? Aug 14, 2015 | Suggested Reading/Video for CSR by October 21                                                   |

Introduction to next week’s topic:  
The Underserved Customer and Retail Malaise  

**Panel discussion to be held Wednesday evening, October 21 6–8 PM**

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| October 21, Wednesday, Week 5, 6PM Panel Discussion:  
Where: Jerry Labowitz Theater | The Menswear Market – how this consumer segment has evolved, its impact on today’s business strategies, and how brands are addressing this critical component of the fashion business |  |
### October 26/Monday/Week 6

**Topic: White Space**
- Identifying a business opportunity
  - Gender
  - Age
  - Customer demographic
- The power to start a trend, how to create it, and determine its lifecycle

**Introduction to next week’s topic: Giving Back: Corporate Social Responsibility**

### Business: Written Response Required
- [www.luxurydaily.com](http://www.luxurydaily.com), April 23, 2015
  Luxury Daily, Brands need to adapt to remain competitive,
- [www.luxurydaily.com](http://www.luxurydaily.com), Dec 15, 2014
  WWD, Mar 16, 2015. Men’s growing at 1.5 times
- BOF, Will men buy into their girlfriend’s brands, pgs 1-2
- WWD, June 10, 2015, Affluent Millenials: Growing in Capital Power
- WWW, July 26, 2015, Why Boomer-focused Brands should Embrace Millennial ...

### Interdisciplinary: Written Response Required
- The Beauty Trade: Youth, Gender and Fashion Globalization ,Angela B.V. McCracken, pp. 1–35, 136-169
- Fashion, Desire and Anxiety: Image and Morality in the 20th Century, Rebecca Arnold pp. Xiii-xiv, 1-4, 32-34,

### November 2/Monday/Week 7

**Class held at "Shinola" at 11:00 am**

**Understanding "Shinola":**
- DNA
- Manufacturing
- Design
- Sales

**Introduction to next week’s topic: Brick and Mortar vs. Internet Retailing**

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### “Fashion Designers/ Business Leaders” Presentations

Students to provide examples for next week’s topic on Corporate Social Responsibility (CSR), either with video or articles

**Guest in Attendance:**
Nancy Deihl, Dir. M.A. Program in Costume Studies

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**Assign Project 3**
**Due November 16**
| November 9/Monday/Week 8 | Business: **Written Response Required**  
|-------------------------|--------------------------------------------------------------------------------|
| Topic: *Brick and Mortar vs. Internet Retailing*  
| - Is the internet the savior or the villain  
| - The movement back to brick and mortar  
| - How is store design influencing consumer’s shopping behavior  
| - What services are being added back to stores  
| - How has the “experience” of shopping impacted behavior  
| Introduction to next week’s topic: *The Impact of Travel Retail (TR) Across Brands, Products, and Gender*  |
| Assign Final Project  
“Building the Next Great Thing” (White Space)  
- Ready-to-Wear  
- Fashion Accessories  
- Beauty  
- Store Design  
- Draft presentations due to Lise/Harold by November 30  
- Final project presentations scheduled for December 14 |

| November 16/Monday/Week 9 | Business: **Written Response Required**  
|-------------------------|--------------------------------------------------------------------------------|
| Topic: *The Impact of Travel Retail (TR) Across Brands, Products and Gender*  
| - How are today’s brands approaching “TR”  
| - How do holidays impact the way the international traveler shops  
|   - Chinese New Year (CNY)  
|   - Ramadan  
|   - Oshugatsu  
| - The next international retail customer  
| Introduction to next week’s topic: *The Chinese Consumer and their Impact on Business*  |
| For Class Discussion  
| - The Language of Fashion, Roland Barthes, pp. 3-34  
| - The Battle of Versailles: The Night American Fashion Stumbled into the Spotlight and Made History, Robin Givhan, pp. 3-21; 197-276 |
| November 23/Monday/Week 10 | Business: **Written Response Required**  
- WWD, Mar 18, 2015, Luxury Price Adjustment to Follow Chanel  
- WWD, Mar 30, 2015, Currency Shake-up Rattles Fashion World  
- Luxury Daily, June 8, Brands entering China  
- WWD, June 8, Gone are Luxury Gifts as the Chinese look elsewhere  
- Bain & Co., 2014, China Luxury Market Study (PDF)  
- BOF: Op-Ed, Keeping Pace with China’s Post-Crackdown Luxury Landscape, July 1, 2015  

**Interdisciplinary:** **For Class Discussion**  
- China in Vogue podcast: [http://www.bbc.co.uk/prlgrammes/p01t7gpm](http://www.bbc.co.uk/prlgrammes/p01t7gpm)  

| Happy Thanksgiving! |

| November 30/Monday/Week 11 | Business: **Written Response Required**  

**Interdisciplinary:** **Written Response Required**  
- [http://www.rankandstyle.com](http://www.rankandstyle.com)  

| Draft presentation for Final Project due to Professors |

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**Topic:** The Chinese Consumer and Their Impact on Global Retail  
- How have they grown in size in the last decade  
- What will the Chinese consumer mean to retail in the future  
- How will global pricing impact shopping habits  
- How has the custom of gift-giving evolved and what has been its impact on business  
- Why does authenticity drive many purchase decisions  
- Evaluate how differing cultures are impacting business  
  - Korea  
  - Japan  

**Introduction to next week’s topic:** Understanding Your Strengths and Passions  

**Topic:** Understanding Your Strengths and Passions  
- What motivates you  
- What helps form your opinions and actions  
- How do you evaluate your strengths, areas of improvement  
- Are you an entrepreneur  
- What concerns you about being a business leader  
- Can you manage a team  

**Introduction to next week’s topic:** Fashion Collaborations: The Show and Tell of Business
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<tr>
<th>December 7/Monday/Week 12</th>
<th><strong>Readings/videos to be provided by students</strong></th>
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<td>Topic: Giving Back: Corporate Social Responsibility (CSR)</td>
<td>Interdisciplinary: <strong>Written Response Required</strong></td>
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Introduction to next week's topic: "Building the Next Great Thing"

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<th>December 14/Monday/Week 13 Final Group Presentations: &quot;Building the Next Great Thing&quot;</th>
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