NEW YORK UNIVERSITY GALLATIN SCHOOL OF INDIVIDUALIZED STUDY PRACT-UG 1350

Advanced Practicum in Fashion Business - Fall 2016

The Brand Promise: Past, Present, and Future

Thursdays, 9:30 – 11:45 AM, Dean’s Conference Room, 8th Floor, 1 Washington Place
Harold Brooks (hsb7@nyu.edu) and Lise Friedman (lef3@nyu.edu)
Office hours: Thursdays, noon-2, room 410

Course Description:
The speed with which global changes are reshaping the fashion business demands a deeper appreciation of the many factors that shape the marketplace. The Advanced Practicum in Fashion Business will entail in-depth case study analysis of four major brands in today’s fashion industry. Each study will include the examination of key historical, economic, cultural, social, and artistic events that impacted and influenced the brand’s origins and development, and address issues that impact its current status in the industry—such as design integrity, brand strategy, consumer engagement, and sustainability. Case studies: a longstanding fashion apparel brand that is grappling with the digital revolution as it redefines its product offerings (Burberry); a leader in the contemporary accessories arena that is hoping to redefine itself from a classification-based brand to a lifestyle brand (Coach); a standard-setting, best in class beauty brand dealing with a changing customer demographic (Estée Lauder); a fast-fashion brand distinguished by its high-profile partnerships and speed to market capabilities, which may be contributing to what many perceive as excess and/or waste (H&M). Through readings and responses, projects, guest lecturers, cross-course collaborations, on-site visits, and discussions addressing the evolution of the fashion business as well as historical and current notions of beauty, style, and design, the Advanced Practicum in Fashion Business will provide students with an understanding of how brands evolve in conjunction with social and technological change, and what this evolution can tell us about their current status and future potential.
Course Objectives and Goals:
- Understand the need for the cultural perspective and discipline required to lead a company to success and the skill-set necessary to deal with the inevitable challenges that will surface through a brand’s lifecycle
- Show how understanding the history of change in these companies and their products can illuminate the direction of cultural, artistic, technological, and social change in the 21st century
- Demonstrate, through analysis and discussion, the importance of balancing creative vision and commercial savvy in maintaining a successful enterprise in an ever-changing business environment
- Address issues of social awareness, social responsibility, sustainability, and technology that factor significantly in today’s business environment

Evaluation Criteria/Deliverables:
35% timeliness, attendance (class and panel event) and overall participation
35% intermediate projects and deliverables
30% final project

Readings:
Students will be assigned multiple articles per week as well as excerpts from texts. Each week students will submit 5-8 questions for class discussion that reflect a close reading of the assigned material. Questions are to be submitted to both professors via email by Tuesday, noon.

Grading system for Questions 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.

The questions will be part of your participation grade.

Projects:
Students are required to complete five projects, four of which will engage directly with the brands’ genesis, evolution, and potential. The fifth, and final, project will entail a deep-dive analysis and projection of the future potential of a brand of your choosing. Each of the projects will entail substantial reading and research. All submissions will be graded on both the written and oral work. 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.
1. **Genesis of the brand:**
   - who founded, when and where was the brand introduced
   - impact of world events, cultural mores on founder(s) philosophy
   - influence on success of personal aspirations and business strategies, public presence, first customer base, etc.

2. **Evolution of the brand:**
   - the timeline and impact of world events during the brand’s evolution
   - significant developments and changes in product focus and innovation
   - consumer affiliation
   - business and cultural perspectives on creative direction through the years

3. **Potential of the brand:**
   - how is the brand thriving in the 21st century?
   - how is the brand coping with changes in consumer behavior?
   - does the brand employ modern marketing techniques while remaining true to its heritage/values?
   - the brand’s current social currency, relationship to comparable brands

**Note:** each project will entail a written portion as well as the creation and preparation of visual materials for presentation.

You will receive a letter grade for each project.

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

**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.

**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.

We will schedule individual midterm meetings to discuss your work and address any questions or issues.
**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)

**Weekly Required Reading**
- [www.businessoffashion.com](http://www.businessoffashion.com)
- [www.style.com](http://www.style.com)
- [www.luxurydaily.com](http://www.luxurydaily.com)
- [www.jingdaily.com](http://www.jingdaily.com)
- The New York Times Thursday and Sunday style sections (monthly Friday Men’s style section)

**Subscriptions:**
- Women’s Wear Daily (wwd.com; student rate $49.00 for 16 weeks)
- Additional required readings will be posted on NYU Classes or distributed in class. In addition, you should be reading a variety of fashion magazines and blogs.

**Readings may include selections from these texts:**
The Fashion History Reader: Global Perspectives; Theory of the Leisure Class; Ready to Wear, Ready to Work; Producing Fashion Commerce, Culture, and Consumers; The Arcades Project; Estée: A Success Story. In addition, students will read selected articles, essays, and blogs and view a number of films.

**Note:** Laptops and other electronic devices are permitted in class solely for note taking.
### FALL 2016

<table>
<thead>
<tr>
<th>SESSION 1</th>
<th>Thursday, September 8</th>
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<tbody>
<tr>
<td><strong>Topic:</strong> Introduction to the Fashion Practicum</td>
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<tr>
<td>• Introduction Review syllabus, required readings</td>
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<td>o Course Objectives</td>
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<td>o Written requirements</td>
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<td>o Grading system</td>
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<td>o Readings</td>
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<td>o Projects</td>
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<tr>
<td>• Discussion of “News of the Week”</td>
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<tr>
<td><strong>Class Discussion:</strong> What is the brand that most resonates with you?</td>
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<tr>
<td>• What makes it stand out?</td>
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<tr>
<td>• How is it positioned within the fashion industry? Is it a product or a service and/or does it define a new market sector?</td>
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<td>• Has its positioning changed recently, and if so what do you believe to be the reason(s) for this change?</td>
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<td>• What is the brand’s cultural footprint, its cultural capital?</td>
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<td>• Does the brand respond to the consumer? Is it in tune with the zeitgeist? Is the brand street smart?</td>
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<td>• Is it a brand in turmoil? On the ascent? Descent?</td>
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The fashion business isn’t simply a transaction between designers and consumers. Our objective for this Practicum is to broaden your scope and understanding of what contributes to the success of a brand. For the brand with which you feel most aligned:

• How does the designer/brand visionary balance the esoteric with the practicality of consumer acceptance?

<table>
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<tr>
<th>Readings:</th>
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<tbody>
<tr>
<td>• Go To Market Strategies; 8 Critical Brand DNA Questions to Answer</td>
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<tr>
<td>• Fists of Fury, Martin O’Toole, Creating a Fashion Brand</td>
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<td>• Not Just a Label; Distinguishing your Brand in a Saturated Fashion Market</td>
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<td>• Loose Threads, June 25, 2016; Vetements and the exaggerated death of Wholesale</td>
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<td>• The North Face Never Stop Exploring video</td>
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<td>• Producing Fashion, Blaszczyk; pgs 21-41, “Spreading the Word” PDF</td>
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<tr>
<th>Projects:</th>
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<tr>
<td>To be reviewed in class for group projects and final project.</td>
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• What is happening within the competitive landscape?
• How does exposure via different distribution channels—wholesale, retail, e-commerce—impact the brand, its performance, its perception?
What role is social media playing today in creating desire, acceptability, or, conversely, apathy for the brand?

Brands to be reviewed
  o Burberry
  o Coach
  o Estée Lauder
  o H & M
  o Final Project to be discussed

Next week’s topic:
Burberry – A Brand Redefined
<table>
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<th>SESSION 2/ Thursday, September 13</th>
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<tbody>
<tr>
<td><strong>Topic:</strong> Burberry – A Brand Redefined</td>
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<tr>
<td>• History of the brand – review of the timeline</td>
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<td>• The importance of defining the brand’s ethos and determining priorities</td>
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<td>o Positioning of the brand</td>
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<td>o Updating the product line</td>
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<td>o Determining the role of the “iconic” check</td>
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<td>• The competitive landscape (define)</td>
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<td>o Uber luxury</td>
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<td>o Luxury</td>
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<tr>
<td>o Affordable luxury</td>
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<tr>
<td>• Evolving strategic vision under different CEO’s</td>
</tr>
<tr>
<td>o Rose Marie Bravo</td>
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<tr>
<td>o Angela Ahrendts</td>
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<tr>
<td>o Christopher Bailey</td>
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<tr>
<td>• Priorities for growth</td>
</tr>
<tr>
<td>o Fine-tuning of product architecture</td>
</tr>
<tr>
<td>o Product mix changes over last 3 years</td>
</tr>
<tr>
<td>o Growth</td>
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<td>o Shift</td>
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<td>o Intensification</td>
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<tr>
<td>• Understanding the changing customer demographic and how the brand is modifying its strategy</td>
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<tr>
<td><strong>Readings:</strong></td>
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<tr>
<td>• Fashion’s Fourth Industrial Revolution</td>
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<tr>
<td>• HBS, Burberry, April 2004</td>
</tr>
<tr>
<td>• HBR, Branding, January 2013</td>
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<tr>
<td>• Burberry’s CEO on Turning an Aging British Icon into a Global Luxury Brand</td>
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<tr>
<td>• Go To Market Strategies; 8 Critical Brand DNA Questions to Answer</td>
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<tr>
<td>• NYT, September 10, 2002; Building British luxury brands</td>
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<td>• Telegraph, July 9, 2000; Bravo for Burberry</td>
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<td>• Forbes, March 9, 2012; Burberry CEO Proves Tradition Doesn’t Prevent Innovation</td>
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<tr>
<td>• Echo Stories.com, October 26, 2015; Rebranding Done Right: A Burberry Tale by Jane Hope</td>
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<tr>
<td>• The Trenchcoat’s Greatest Moments on Film, vogue.com</td>
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</table>

**Next Week’s topic:** Burberry – The Reinvention Continues

**Project 1 to be presented Sept 13:**

Compare Burberry CEO messages to gain an understanding of how the company performed over the last three years

- 2012/2013
- 2013/2014
- 2014/2015

• What are the objectives of a CEO message?
• Compare the 2015 Burberry CEO message to another CEO message from a luxury European brand and a US CEO fashion brand. How are they similar; how do they differ?
• What considerations go into the message beyond those referring directly to the brand itself?

**Project 2 to be presented Sept 13:**

Compares Burberry’s strategic initiatives and objectives over the past three years

- 2012/2013
- 2013/2014
- 2014/2015

Questions to consider:

• Can you determine if Burberry accomplished its objectives from year to year?
• What were the major developments in retail during the 2013 - 2015 years that may have mirrored Burberry’s initiatives?
  - i.e. Internet development; changing customer demographics Chinese customer explosion; new business trends and underserved customer
### SESSION 3/ Thursday, September 22

**Topic: Burberry - The Reinvention Continues**

- Distribution of product and how it has impacted the consumer’s perception of the brand
  - Wholesale
  - Retail
  - Digital

- Customer demographic shifts
  - Western
  - Asian

- How has Burberry lead the marketing charge and social media explosion?
  - Media type
  - Allocation of dollars
  - Music collaborations

- Challenges facing Burberry as the customer is in transition
  - Decline in consumer spending
  - Reliance on the Chinese consumer to sustain growth

- Pressures facing creative vision vs. financial requirements

- The importance of establishing a company culture that the team can embrace

**Next week’s topic:**  
*Burberry – showroom visit*

### Readings:

- NYT, May 19, 2016; *Burberry Is Going on a Product Diet*
- WWD, May 31, 2016; *Burberry’s Latest Campaign Embraces New Singular Label; Buy Now, Wear Now Strategy*
- FT, February 8, 2015; *Burberry Moves to Reshape the Fashion Seasons*
- Luxury Brands and Fashion: An Unnatural Marriage? Le Vayer, Fashion History Reader; pps 550-555 [PDF]
- Fashion Times, September 30, 2015; Fashion Branding: *Ralph Lauren’s Stage*
- Marco Gobbetti Named CEO at Burberry; Christopher Bailey to Become President, BOF, July 11, 2016
- *Selections from Theory of the Leisure Class*, Veblen: pgs 2-11, 33-47, 77-86 (Veblen coined the term, Conspicuous Consumption; 1899)

### Project 3 to be presented Sept 22:

- How do different retailers present Burberry vs. its directly owned stores (DOS)
  - Burberry (DOS)
  - Bloomingdales
  - Macy’s
  - Nordstrom’s
- Compare Burberry’s marketing message on its site to those used in the US for the brand

**Questions to consider:**

- Are US retailers displaying the brand similarly on the internet and in print?
- Which brands have emulated Burberry’s marketing initiatives?

### Project 4 to be presented Sept 22:

- Map Burberry’s position in the Luxury sector.

**Questions to consider:**

- What has contributed to Burberry’s change within the luxury sector (product, price, position)?
- What has caused this evolution?
- What brands would you categorize as competitive with Burberry?
- How would you compare/contrast competitive logos and how has each of the brands evolved its treatment of its logos?
- How is the brand’s shift reflected in its media presence?
SESSION 4/ Thursday, September 29

Topic: Burberry – showroom visit

Objectives of the showroom visit:

- Experience the brand first hand in a "brand" controlled environment
- Review all product categories
- Understand the strategy behind the deliveries
  - Design esthetic
  - Price-points
  - Classification focus
  - Continuity (basics) vs Fashion (pinnacle)
- Observe the brand’s culture
  - Language
  - Presentation speak
  - Showroom
  - Furniture
- Marketing strategy and new initiatives

Next week’s topic:
Coach - Redefining An Accessories Brand

Readings:
- Burberry Puts on a Brave Face as Luxury Goods Environment Worsens", Euromonitor, February 24, 2016
**Final Project Assigned:**
*Each group of 4 students pick a brand from group below*

- Ralph Lauren
- Calvin Klein (division of PVH)
- Dior
- Ferragamo
- Lululemon
- Sephora
- Michael Kors
- Zara
- Nike
- Avon
- Uniqlo

**Due dates:**

- October 6 - Brand selection due
- November 3 - Outline of final project
- November 10 - Feedback provided
- December 8 - Final project presentation

**Prepare a diagnosis of the brand using the following as a guide for inclusion:**

- Mission statement
- Genesis of the brand
  - Who founded, when and where
  - World events when the brand was introduced
- Evolution of the brand
  - Timeline of the brand’s evolution
  - Customer evolution
- Significant developments and changes in product focus and innovation
  - Creative direction and its evolution
  - Cultural affiliation
- Current performance
  - Competitive analysis
  - Performance and potential
  - Future potential
- Marketing strategies
- Social responsibility
- Questions to consider:
  - How is the brand coping with changes in consumer behavior?
  - How big a part does marketing play in the brand’s perception, perspective, and performance?
- 30 minutes in duration
- PowerPoint required but you may add another component as well if it serves your project.
### SESSION 5 / Thursday, October 6

**Topic: Coach, Redefining An Accessories Brand**

- History of the brand – review of the timeline
- The importance of defining the brand’s ethos and determining priorities
  - Brand positioning
  - Luxury
  - Aspirational luxury
- The competitive landscape
  - Tory Burch
  - Michael Kors
  - Burberry
  - Louis Vuitton
- Strategic vision under different CEO’s
  - Lew Frankfort
  - Victor Luis
- Strategic vision under different Creative Directors
  - Bonnie Cashin
  - Reed Krakoff
  - Stuart Vevers
- Product strategy
  - Fine-tuning of product architecture
  - Shift into lifestyle products
  - Intensification of Men’s

### Readings:

- Essec Business School, August 2011; **Coach: To be or not to be Luxury**
- The Atlantic, August 19, 2013; **How Coach Purses Came to Symbolize Middle-Class Aspirations in China**
- BuzzFeed News, April 30, 2014; **How Coach Became Coach Class**
- NYT, May 10, 2016; **The Forgotten Designer Behind Some of Fashion’s Biggest Trends**
- NYT, March 2001, **My Passion for Cashin, A Young Student Remembers**
- The Guardian; February 17, 2013; **Reed Krakoff – Coach’s Driving Force**
- Barron’s, February 2012, **The Accidental Fashionista – Lew Frankfort**
- FIDM, **Bonnie Cashin**
- Producing Fashion, Blaszczuk; pp 130-149; “American Fashion for American Women,” pgs 130-149 [PDF]

### Project 1 to be presented Oct 6:

- Compare/contrast Coach CEO messages and strategic vision for the upcoming years
  - 2013
  - 2014
  - 2015

**Questions to consider:**

- How is the brand reacting to its oversaturation at retail? Is it making adjustments to the store portfolio?
- How is Coach strategically addressing its marketing strategy for today’s changing customer? Provide examples of past and present print advertisements. What do you see as the most critical component of this change?

### Project 2 to be presented Oct 6:

- What words are used throughout the Coach Annual Report that best describe the company and its ethos?
- How do they compare/contrast to those used in the Burberry AR? Show examples.
- How is the brand addressing sustainability and social responsibility?
- How has the creative direction mirrored what was happening at retail?
  - 1970s – 1980s
  - 1990s – 2000s
  - 2010s – present

**Next week’s topic:**

**Coach - Showroom visit**
SESSION 6/ Thursday, October 13

**Topic: Coach – Showroom visit**

- Experience the brand first hand in a “brand” controlled environment

- Review all product categories
  - Women’s
  - Men’s
  - Licensing

- Understand the strategy behind the deliveries
  - Design esthetic
  - Price-points
  - Classification focus
  - RTW expansion

- Observe the brand’s culture
  - Language
  - Presentation speak
  - Showroom

- Marketing strategy and new initiatives
  - Print
  - Digital

- Archives Visit

**Readings:**

- Coach.Com; Our Story
- Coach film; coach.com
- W Magazine, February 2016; Stuart Vevers, Coach Designer, Transforms the Classic Brand

**Next week’s topic:**
**Continued: Coach - Redefining An Accessories Brand**
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<tr>
<th><strong>Panel Discussion/Wednesday, October 19</strong></th>
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<td><strong>Topic: Resale, Consign, Subscribe: Concepts That Are Redefining How People Shop.</strong></td>
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<tr>
<td>6-8 PM</td>
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<td>Jerry H. Labowitz Theatre for the Performing Arts</td>
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<td>1 Washington Place</td>
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<td>Ground Floor</td>
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<td>New York, NY 10003</td>
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<tr>
<th><strong>Readings for Panel Discussion:</strong></th>
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<tbody>
<tr>
<td>• “Want to Shop for a Surprise? Try a Subscription Box” NYTs, August 12, 2015,</td>
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<tr>
<td>• “This unique business model is taking over retail — and customers are saying they hate it” Business Insider, January 17, 2016,</td>
</tr>
<tr>
<td>• “Will the Sharing Economy work for Fashion?” BOF May 8, 2016;</td>
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<tr>
<td>• “The Age of Consignment” NYT, May 21, 2016;</td>
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<tr>
<td>• Ranking the Resale Value of Designer Fashion Labels, WWD, June 8, 2016</td>
</tr>
<tr>
<td>• “2nd Time Around Adds E-Commerce To Its Sales Options” WWD, June 22, 2016;</td>
</tr>
<tr>
<td>• Consignment websites turn designer cast-offs into cash, FT, July 11, 2016</td>
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</tbody>
</table>
SESSION 7/ Thursday, October 20

**Topic: Coach, Redefining An Accessories Brand**

- Outlet strategy
  - Impact on brand perception
  - Distraction or opportunity

- Sustainability strategy
  - Supply chain
  - Environmental Conservation

- Threats
  - Decline in consumer spending
  - Global expansion

- Marketing Strategy
  - DOS
  - Print campaigns
  - Digital

- Corporate Strategy
  - Approach to retail (DOS vs. Wholesale accounts)
  - Expansion thru strategic purchases or sales
    - Reed Krakoff
    - Stuart Weitzman
  - International emphasis
    - China
    - Japan
    - Europe

**Readings:**

- Ready to Wear & Ready to Work, “Seventh Avenue,” pgs 44-73, Green [PDF]
- Fortune, January 26, 2016; Coach Is Slowly Doing The Impossible; Restoring Its Upscale Aura
- Coach, Sustainability report
- Time July 30, 2013; Coach to Sell Reed Krakoff His Namesake Label
- Business Insider, Jan. 6, 2015; Coach to Pay $574.0m for shoemaker Stuart Weitzman
- Seeking Alpha: Coach: Financial Impact of Stuart Weitzman Acquisition
- BOF, Victor Luis on Transforming Coach in Turbulent Times
- Coach’s (COH) CEO Victor Luis on Q4 2016 Results - Earnings Call Transcript $COH
- Seeking Alpha: Coach: Financial Impact of Stuart Weitzman Acquisition
- BOF, Victor Luis on Transforming Coach in Turbulent Times

**Questions to consider:**

- How has being a public company, whose success and growth is predicated on department stores, affected brand perception within these stores (i.e. street front positioning, dedicated sales team, etc.)?
- Coach has implemented a strategy to become a more lifestyle brand, not relying on the strength of its leather product. Is that strategy working?
- Are stores shifting their product mix to emulate the DOS strategy?

- Project 3 to be presented Oct 20:
  - How different retailers present Coach vs. its directly owned stores (DOS) and on-line:
    - Coach (DOS)
    - Bloomingdales
    - Macy’s

- Project 4 to be presented Oct 20:
  - How is Coach implementing its growth strategy internationally?
  - China has been driving Coach’s international strategy; where is the brand looking for new growth and opportunity?
  - Has Coach’s marketing strategy been modified internationally? Find examples of how the brand is bringing its brand to life in Asia, Europe and how does it differ from its strategy within the US?
  - Find examples of how Coach product is perceived vs. other brands within the luxury arena. Is the revised product mix resonating with the international consumer?

**Next week’s topic:**

**Estée Lauder – A Best In Class Beauty Brand in a Changing World**
**SESSION 8/ Thursday, October 27**

**Topic: Estée Lauder – A Best In Class Beauty Brand in a Changing World**

- History of the brand – review of the timeline
- Transition from a family owned business to a public company and CEO transitions
  - Leonard Lauder
  - William Lauder
  - Fabrizio Freda
- The importance of defining the brand’s positioning, ethos and business priorities
- Strategic vision
  - Optimizing the Brand Portfolio
  - Strengthening Product Categories
  - Strengthening and Expanding Global Presence
  - Diversifying Distribution
  - Achieving Operational Excellence
- Business Strategy
  - Product strategy
    - Skin-care
    - Color
    - Fragrances
  - Brand diversification strategy
    - Clinique
    - Origins
    - Crème de la Mer
    - MAC
  - Gender strategy
    - Female
    - Male

**Readings:**

- 3 Women Behind the Most Iconic Beauty Empires, Influenster;
- 29 Women Who Changed The Beauty World - & Made Millions, Refinery29, April 1, 2016;
- Our Founder, Estée Lauder
- Estée Lauder Companies: History, Evolution, Present and the Future
- Estée Lauder relies on brand ambassadors to bring makeup into Vogue, Luxury Daily, February 8, 2016
- Estée Lauder targets new youth with South Korean partnership, Luxury Daily, October 27, 2015
- Estée Lauder Launches Estée Edit, WWD, January 21, 2016
- Producing Fashion, Blaszczuk; pp 150-166, “COIFFING VANITY, PDF

**Next week’s topic:**

**Estée Lauder – A Best In Class Beauty Brand in a Changing World**

**Project 1 to be presented Oct 27:**

- How has the Lauder CEO message evolved through the years and what is your biggest takeaway?
  - 2013
  - 2014
  - 2015
- In comparing the Annual Report of ELC with the two previous reviewed (Burberry, Coach) which do you believe speaks best to the brand, history and future strategy, what are some things that are implied, inferences, etc.?
- What is the strategic vision for 2016 and beyond and what do you believe to be the potential for success?

**Project 2 to be presented Oct 27:**

- In addition to Estée Lauder, a number of women have had a major impact on the beauty industry. Prepare a summary of each of these women and how they impacted the way beauty is perceived and their keys to success, challenges, milestones achieved
  - Helena Rubinstein
  - Elizabeth Arden
  - Coco Chanel
  - Mary Kay
  - Anita Roddick
  - Iman
  - Emily Weiss
  - Bobbi Brown
**SESSION 9**  Thursday, November 3

**Topic:** Estée Lauder – A Best In Class Beauty Brand in a Changing World

- **Marketing Strategy**
  - One Model Approach
  - Appeal to both sexes
  - Digital
  - Print
  - Television
  - Celebrity endorsements

- **Impact of women leading the beauty industry**
  - Estée Lauder
  - Coco Chanel
  - Mary Kay
  - Helena Rubinstein

- **The competitive landscape**
  - L’Oreal – Lancom, YSL, Givenchy
  - LVMH – Christian Dior, Guerlain
  - Korean brands – Amore Pacific

- **Acquisition Strategy for growth**
  - Estee Lauder
  - L’Oreal
  - LVMH

**Readings:**

- **Estée: A Success Story**, Lauder; pp 3-46 [PDF]
- **Fashion History Reader, The Self as Image**, Negrin, pgs 504-518 [PDF]
- **Reasons behind Estee Lauder’s Recent Acquisitions**, Seeking Alpha, Jan 7, 2015
- **L’Oreal’s Top Acquisitions And The Underlying Strategies**, Trefis.com, Jan 15, 2015
- **L’Oreal to Acquire IT Cosmetics for $1.2B**, WWD, July 22, 2016
- **The Sephora effect: How the cosmetics retailer transformed the beauty industry**, Washington Post, March 9, 2015
- **The 20 most hypnotizing hair and makeup scenes in movies**, FashionmLauderagazine.com
- **Makeup On-Screen: 8 Movies That Featured Top Beauty Products**, mode.com
- **Original Avon commercial, 1962**
- **Lauder Labels Court Younger Consumers**, WWD, August 19, 2016

**Project 3 to be presented Nov 3:**
(include Chanel where appropriate)

- Compare and contrast the brands in each of the top beauty groups portfolios
  - Estee Lauder
  - L’Oreal
  - LVMH
- What areas of the beauty industry have each decided to capitalize upon, and do they dominate?
  - Fragrances
  - Skincare
  - Color
  - Men’s
- How would you categorize each of the brands in terms of their customer appeal? i.e. mass-tige, luxe?
- If diversification is a critical component for success, which beauty group has done the best job and why?

**Next week’s topic:** Estée Lauder showroom visit – TBC

**Project 4 to be presented Nov 3:**
- What have Sephora and Ulta done to change the beauty landscape?
- How are Korean brands reshaping the beauty industry, and how is ELC responding?
- Innovative marketing strategies and experiential retail are critical for business growth. How is ELC responding to these challenges? Provide examples.
SESSION 10/ Thursday, November 10

ELC showroom visit - TBC

• Experience the brand first hand in a “brand” controlled environment

• Review all relevant product categories

• Understand the strategy behind the deliveries
  o Innovation
  o Design esthetic
  o Price-points

• Observe the brand’s culture
  o Language
  o Presentation speak

• Marketing strategy and new initiatives
  o Print
  o Digital

Next week topic:
H&M, how fast fashion is redefining the retail world
SESSION 11/ Thursday, November 17

Topic: H&M, how fast fashion is redefining the retail world

- Value proposition:
  o Value = benefit – cost
  o Being up-to-date at a price
  o Fashionable + affordable

- History of the brand
  o Review of the timeline
  o Initial introduction
  o Evolution of the brand through successive CEO’s

- Structure of the company
  o Design
  o Product
    - Frequent asst changes
    - Item vs. collection model
  o Manufacturing
    - Quick response
  o Distribution
  o Stores
  o Marketing

- The importance of defining the brand’s positioning, ethos and business priorities

- Strategic vision
  o Optimizing the Corporate Portfolio
    - H&M
    - COS
    - & Other Things
  o Broadening Product Categories while expanding global presence
  o Achieving Operational Excellence

December 1
Topic: H&M, how fast fashion is redefining the retail world

Readings:

- About H&M, Timeline
- Profile H&M, H&M, Innovationleaders.org
- H&M Supply Chain; H&M International Supply Chain Management, staffs.ac.uk [PDF Download]
- Fast Fashion Giant Needs to Move Faster for Worker Safety, Huffington Post, October 6, 2015
- What Happens When Fashion Becomes Fast, Disposable and Cheap, NPR, April 10, 2016
- Alex James: Slowing Down Fast Fashion [entire film available on Amazon Prime or via Vimeo]

Project 1 to be presented Nov 17:
Using the resources provided, as well as others you deem appropriate:
- Evaluate the origins and impact of RTW and fast fashion within their different cultural, technological, economic and social contexts.
- Include H&M’s approaches to sourcing, sizing, trends, role of stores and media influence.

Project 2 to be presented Nov 17:
- How do H&M’s sourcing, labor and environmental initiatives compare to those of Zara, Primark, TOP Shop?
- What events have colored the ways that each of these brands approaches production?
- How is waste managed in each of these businesses?

Use the published H&M Annual reports where necessary

Remember: November 24, no school!
Happy Thanksgiving!
**SESSION 12/ Thursday, December 1**

**Topic: H&M, how fast fashion is redefining the retail world**

- Collaborations and their success or failure
  - History of Collaborations
  - Success stories
  - Importance to H&M
  - Strong marketing vehicle
    - PR
    - Social media
    - Cultural immediacy

- Competition
  - Zara
    - How does differ from H&M
    - Corporate strategy
    - Product focus
  - Amazon
    - Product, product, product, can they make it happen?
    - Value vs. “name” brand
    - Basics vs. fashion, what area will prove to be most successful

- Corporate Social Responsibility
  - Dealing with waste
  - Recycling
  - Working conditions
    - Rana Plaza, Bangladesh

**Readings:**

- What Makes A Good Collaboration, Fashionista, January 22, 2015;
- A Brief History of H&M’s Biggest Collaborations, Highsnobiety, November 4, 2015;
- In Fast-Fashion Race Inditex Outpaces H&M, WWD June 15, 2016
- Can H&M Make Fast Fashion an Eco-conscious Luxury Competitor in China, Jing Daily, April 13, 2016
- “Affluent shoppers are abandoning traditional retailers — and now cheap fast fashion is taking over” Business Insider, January 31, 2016
- “TRENDING Olivier Rousteing’s glamour army” The New Yorker, October 12, 2015
- The Rise of Indie Fast Fashion, BOF, August 9, 2016

**Next week’s topic:**

**Final project presentations Groups 1 – 5**

**Project 3 to be presented Dec 1:**

- Shop H&M, Zara, COS, & other stores
- Compare and contrast product offerings, and gender representation
- Define the customer demographics of the H&M, COS, & Other Things.
- Conduct a product review and provide an example of merchandise offered in Women’s among H&M, Zara.
- Grid information to show the similarities, differences.

**Project 4 to be presented Dec 1:**

- Review the CSR strategies for H&M, Coach, Burberry and Estée Lauder as stated in their 2015 annual reports.
- What is H&M’s corporate focus as it relates to social responsibility?
- How does this compare/contrast with the other brands?
- Is there a strategic vision as to how H&M honors its people?
- How does it compare to the four brands reviewed?
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*Next week’s topic:*
*Final session: catch up, review and discussion*

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*Final Session*

*Have a great break!*