
Wednesdays 9:30-12:15, Dean’s Conference Room 8th Floor, 1 Washington Place

Martha Olson (mjo2@nyu.edu) and Lise Friedman (lef3@nyu.edu)
Office hours: by appointment, Wednesdays, 12:30-2:30, room 402

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

Students will gain an understanding of the importance of the Brand and how to protect as well as leverage it.
Students will explore the various roles and career opportunities within the fashion industry, including the CEO’s role in “asking the tough questions”.
Students will learn the basic financials of building the product with an eye toward profitability.
Students will create a new brand and build the business plan to gain investment and launch the brand.

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 fashion 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 reading for context cultural and historical perspective
• Understand the power of combining 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:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Participation, including timeliness, attendance and reading recaps</td>
<td>30%</td>
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<tr>
<td>Intermediate Projects and Deliverables</td>
<td>30%</td>
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<tr>
<td>Final Project</td>
<td>40%</td>
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Students are required to complete 4 projects that engage directly with aspects of the fashion industry. There will be one individual project, two paired projects, and one group project. All submissions will be graded on both the written and oral work. Please note: all projects and deliverables will be shared with fellow students in the Practicum. Our collective work will inform and strengthen our overall knowledge.

Students are assigned weekly readings and are required to submit written recaps by Monday noon. Recaps should include 3-5 bullet points on the business readings, 3-5 bullets on the interdisciplinary readings, a paragraph (less than 300 words) summarizing how the readings relate and 3-5 questions that you would like to address in class. We are interested in the synthesis of the reading, not simply a summary. We ask that you recap how the information in the readings might be relevant to the subject matter that we will be discussing. This will be part of your participation 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.

**Class Policies**

- Attendance is Mandatory.
- Be on time.
- 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.
- Please turn off cell phones. No calls, texting, etc.
- You do not need a laptop or tablet, but you may use one for note taking. Please, no surfing etc.
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
- www.style.com
- The New York Times Thursday and Sunday style sections (monthly Friday Men’s style section)

Required Texts/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.
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<thead>
<tr>
<th>Class/Topics to Cover</th>
<th>Projects/Deliverables</th>
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<tbody>
<tr>
<td><strong>Week 1/January 27</strong></td>
<td><strong>Projects/Deliverables</strong></td>
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<tr>
<td>Introductions</td>
<td>Come to Class prepared to discuss your favorite fashion brand</td>
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<tr>
<td>Review Course Objectives/Learning goals/Requirements/Project Overview</td>
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<tr>
<td>What is Fashion</td>
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<tr>
<td>• Does it Matter?</td>
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<td>• Where does self fit in?</td>
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<td>• Fashion vs. Style</td>
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<td>• Laver’s Law stages</td>
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<td>• What is a Trend</td>
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<td><strong>Favorite Brands Discussion</strong></td>
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<tr>
<td><strong>Week 2/February 3</strong></td>
<td>Assign Project #1: Shopping excursion (paired)</td>
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<tr>
<td>Fashion as a Reflection of the World</td>
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<td>• History of Fashion and Fashions place in History</td>
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<td>• Cultural Influences</td>
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<td>• Fashion Cornerstones</td>
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<td><strong>Week 3/February 10</strong></td>
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<tr>
<td>Brands</td>
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<tr>
<td>• What makes it a Brand</td>
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<tr>
<td>• Balance of Product and Advertising (incl. use of Celebrities)</td>
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<td>• Positioning/ladder exercise = Differentiation</td>
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<td>• Emotional vs. Rational</td>
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<td>• Longevity/evolution</td>
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<td>• Diffusion's demise (or not)</td>
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<td>• Luxury: exclusivity</td>
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<td>• Overexposure</td>
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<td>Projects/Deliverables</td>
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| **Week 4/February 17** Project #1 Presentations **Consumer**  
  - Target vs. Actual  
  - Psychographics vs. Demographics  
  - Use of consumer data and relationship to “fashion” as we defined  
  - Underserved consumers  
  - Consumers as the drivers of Fashion/Retail  
  - Link to brand differentiation  
  - Link to shopping excursion | Project #1 Presentations  
Assign Project #2: Brand Comparisons (paired) |
| **Week 5/February 24** **Product**  
  - White Space as Opportunity  
  - Consistency for brand balanced with seasonal change, trend adaptation, generational shifts  
  - Licensing (concept of vertical vs. horizontal)  
  - Back to advertising: paid, earned, owned  
  - Impact of counterfeiting: outright copying vs. “inspiration” | Assign Project #3: Interviews |
| **Week 6/March 2** **Design Center/Showroom Visit: Ralph Lauren** | |
| **Week 7/March 9** Project #2 Presentations **Supply Chain**  
  - The process and timeline  
  - Supply Chain today  
  - Issues: speed to market, CSR, effect of political climate  
  - Potential Guest | Project #2 Presentations  
Midterm Consultations  
12:30-5:30 |
<table>
<thead>
<tr>
<th>Class/Topics to Cover</th>
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<tr>
<td>SPRING BREAK (No class March 16)</td>
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<tr>
<td>Week 8/March 23</td>
<td>Project #3 Presentations</td>
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<tr>
<td>Organization/Design Leadership</td>
<td>Midterm Consultations 12:30-5:30</td>
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<tr>
<td>• Functional responsibilities</td>
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<td>• Team</td>
<td></td>
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<td>• Impact of globalization</td>
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<td>• Leadership issues: creative vs. business, changes in leadership and impact on brand/creative direction</td>
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<td>Week 9/March 30</td>
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<tr>
<td>Disruptors: Athleisure, Global, CSR, Gender Rules</td>
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<tr>
<td>• Impact of disruptors on industry: branding, pricing</td>
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<td>• Authenticity in Conscious Design</td>
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<td>• Global brand vs. Brand that is global</td>
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<td>• Is Athleisure “fashion” as we defined it?</td>
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<tr>
<td>• Disruptors of the past</td>
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<td>• Assumption: we’ve covered Tech in panel</td>
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<td>Guest Speaker: Danielle Azoulay</td>
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<td>Thursday 3/31</td>
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<td>Panel Discussion</td>
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<td>Smart Fashion: the Intersection of Technology and Fashion</td>
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<tr>
<td>Week 10/April 6</td>
<td>Final Project Status: email idea and why chosen (white space)</td>
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<tr>
<td>Panel Observations</td>
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<td>Future of Retail</td>
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<td>• “Demise” of Department Stores</td>
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<td>• Impact of e-comm</td>
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<td>• Omni-channel, pure play</td>
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<td>• E-comm brands building brick and mortar</td>
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<td>Class/Topics to Cover</td>
<td>Projects/Deliverables</td>
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</tbody>
</table>
| • Mall of Tomorrow  
  • JCP “failure”  
  • What makes good retail? | |
| Week 11/April 13  
   Financial Basics  
   • Margins  
   • Income Statement  
   • Intersection with Business (making $)  
   • Critical financial influencers  
   • Capital  
   • Wall Street | |
| Week 12/April 20  
   Catch up/Review  
   • Potential Career discussion | |
| Week 13/April 27  
   Final Presentations: The Next Big Thing  
   Guest Reviewers: Eugenia Ulasewicz, Judy Harrison, Helen McCluskey | Final Project Presentations |
| Week 14/May 4  
   Revisit Final Presentations  
   Wrap up | Final Project Revisions |
| Exam Week/May 11  
   Met Visit: Fashion in the Age of Technology | |
Weekly Assigned Readings

**Week 1/ January 27: What is Fashion?**

Why Fashion Matters – no matter who you are
Financial Times, August 29, 2014
http://www.ft.com/intl/cms/s/2/84e16f94-29ea-11e4-8139-00144feabdc0.html#slide0

Alexander McQueen at auction: what makes a really great piece of fashion?
The Independent Dec 8, 2014

No Favored Frocks: Chatting with Fashion critic Robin Givhan
REDEF, August 26, 2015

Should Fashion be Politically Correct?
NYTimes Fashion & Style, October 14, 2015

**INTERDISCIPLINARY:**

Intro and pages 14-17, 146-149
PDF TO BE POSTED IN CLASSES

The Sari, Mukulika Banerjee and Daniel Miller, 2003
Intro, chapters 1 and 2
PDF TO BE POSTED IN CLASSES

**Week 2/February 3; Fashion as a Reflection of the World**
The King of Couture, How Louis XIV invented fashion as we know it
The Atlantic, September 1, 2015

See How Much Fashion's Changed in 100 Years
Refinery29, June 4, 2015 (video)

Makers Photogallery of Fashion History
http://www.makers.com/blog/brief-history-womens-fashion-photo-gallery/1

Tufts University, Trends in Fashion
http://www.tufts.edu/~mlee21/trends.html

Why Americans dress so casually
The Washington Post, September 8, 2015

Wonder why the 90s are back? Sarah Mower argues it’s just basic Math
Vogue, August 31, 2105
http://www.vogue.com/13300283/90s-fashion-comeback-young-designers/?curator=FashionREDEF

Where is the Line between Fashion and Art?
Racked, September 1, 2015

INTERDISCIPLINARY:

Elegantly Connecting Fashion and Art
BOF, December 1, 2015

Art and Fashion: The Mutual Appreciation Society
WSJ, March 28, 2014
http://www.wsj.com/articles/SB10001424052702303725404579459503054211692
Fashion and Art Collusion, by Edward Booth-Clibborn, 2012
PDF TO BE POSTED IN CLASSES

Art and Fashion, Alice Mackrell, 2005
Intro; Chapter 5, pages 135-158
PDF TO BE POSTED IN CLASSES

Lapham’s Quarterly, Fashion, Fall 2015
http://www.laphamsquarterly.org/fashion
[WILL SELECT SECTIONS TO READ]

Fashion industry seeks access to cultural funding in Ontario
CBC News, December 3, 2015
http://www.cbc.ca/news/arts/fashion-art-petition-1.3347140

Embracing French Art and Fashion as a Counterattack

The History of Fashion/chapter 2/Adorned in Dreams, Elizabeth Wilson
PDF TO BE POSTED IN CLASSES

**Week 3/February 10: Brands**

When Heritage Brands Become Accidental Fashion Labels
Business of Fashion, May 13, 2015
http://www.businessoffashion.com/articles/intelligence/when-heritage-brands-become-accidental-fashion-labels

How Mansur Gavriel Created the Fist Post-Recession It Bag
Business of Fashion, January 5, 2015

Tory Burch’s Personal Touch
Fast Company, September, 2014
Think Tank: Anjee Solanki on the Era of the Unbrand
WWD, January 6, 2016

Luxury brands are failing in their storytelling
The Guardian, November 23, 2015

How The North Face uses Hardcore Exploration to Inspire Everybody Else
Fast Company, December 8, 2015

Taking the Brand Temperature
Business of Fashion, August 31, 2015
http://www.businessoffashion.com/articles/intelligence/taking-the-brand-temperature?utm_source=Subscribers&utm_campaign=f96ce29c80-&utm_medium=email&utm_term=0_d2191372b3-f96ce29c80-417302061?utm_source=Subscribers&utm_campaign=f96ce29c80-&utm_medium=email&utm_term=0_d2191372b3-f96ce29c80-417302061

A Picture is Worth a Million Likes
Business of Fashion, January 19, 2015

Celebrity Fashion Hijackers
Business of Fashion, May 11, 2015
http://www.businessoffashion.com/articles/opinion/op-ed-celebrity-fashion-hijackers

Michael Kors made one mistake that undermined its business
Business Insider, May 7, 2015
Do Diffusion Lines Still Make Sense?
Business of Fashion, December 17, 2014
  http://www.businessoffashion.com/articles/intelligence/diffusion-lines-still-make-sense

What is a Diffusion Line & why should you care that they’re disappearing?
Yahoo!Style, November 6, 2015

Why the $600B Counterfeit Industry is Still Horrible for Fashion
Racked, December 1, 2014

INTERDISCIPLINARY:

Queen of Fashion: What Marie Antoinette Wore to the Revolution, Carolyn Weber
  PDF TO BE POSTED IN CLASSES

**Week 4//February 17: Consumer**

Who Buys Couture?
Hunger TV, Fashion & Beauty, July 7, 2015

Do you know who your Consumer is?
Business of Fashion, August 14, 2015
  http://www.businessoffashion.com/articles/intelligence/do-you-know-who-your-consumer-is

Millennials redefine luxury – and the stakes are high
Cnbc, February 18, 2015
  http://www.cnbc.com/id/102432270?utm_source=Subscribers&utm_campaign=6df7d7bc83-6df7d7bc83-417302061
Instagram: Retail's holy grail
Financial Times, July 26, 2015
http://www.ft.com/intl/cms/s/0/bef817ae-31f1-11e5-91ac-a5e17d9b4cff.html?siteedition=intl#axzz3h5qBuQLg

Move over Millennials: here comes Generation Z
NYTimes Sunday Styles, September 20, 2015

Boomers, the Neglected Market
WWD, August 25, 2014
http://www.wwd.com/retail-news/retail-features/the-neglected-market-boomers-7846913

Retailers are missing out on a $9B opportunity
Business Insider, July 20, 2015

The Body-Inclusive Fashion site that doesn’t want to be labeled “Plus-Size”
Refinery29, October 20, 2015

The Business of Menswear is Booming, so will it always be in Womenswear’s Shadow?
http://redef.com/item/55300f4ae41d415111e2fc67?curator=FashionREDEF

Will Men buy into their Girlfriends’ Brands
Business of Fashion, December 15, 2014
http://www.businessoffashion.com/articles/intelligence/womenswear-brands-make-play-mens-market

INTERDISCIPLINARY:

Ladies Paradise, Emile Zola, 1883
PDF TO BE POSTED IN CLASSES
[WANT STUDENTS TO READ ENTIRE; WE WILL DISCUSS]

Week 5/February 24: Product

Stacey Bendet of Alice & Olivia
FashionREDEF, April 28, 2015
The Lessons of Gap and J Crew's struggles: the middle is nowhere to be stuck
Digiday, June 17, 2015

Steven Jobs Ch 26: Design Principals, pgs 349-356
PDF TO BE POSTED IN CLASSES

The Secret Journey of a Fashion Piece: Part 1: Creativity & Design

Where Fashion Designers find Inspiration
Financial Times, October 17, 2014
http://www.ft.com/intl/cms/s/0/edc3baba-4e27-11e4-bfda-00144feab7de.html?siteedition=intl#axzz3rgjr2xGu

INTERDISCIPLINARY:

Chapter 10, Sell Them Their Dreams
PDF TO BE POSTED IN CLASSES

Week 6/March 2: Design Center/Showroom Visit: Ralph Lauren

Week 7/March 9: Supply Chain

The Secret Journey of a Fashion Piece Part 2: Manufacturing & Production

The Secret Journey of a Fashion Piece Part 3 Logistics & Supply Chain
HBR Zara: Fast Fashion
PDF TO BE POSTED IN CLASSES

Victoria’s Secret is copying Zara’s strategy
Business Insider, April 9, 2015

American Giant Guns for Gap by Doubling Down on the USA
Fast Company, February 7, 2015

The Trans-Pacific Partnership is one of the only topics on which Obama and the GOP agreed last night
Vox, January 21, 2015
http://www.vox.com/2014/11/14/7166849/tpp-trans-pacific-partnership

Inventory Management in the Age of Big Data
HBR, June 2015

How BooHoo.com Releases up to 300 new products a day
Fashionista, December 16, 2015
http://fashionista.com/2015/12/boohoo?curator=FashionREDEF

Can Cool Clothes get any Cheaper than This? Primark arrives in the US
BloombergBusiness, December 15, 2015

INTERDISCIPLINARY:
Week 8/March 23: Organization and Design Leadership

Fashion World fears designer burnout as pressure takes its toll
The Guardian, November 1, 2015
http://www.theguardian.com/fashion/2015/nov/01/fashion-world-pressure-top-designers?curator=FashionREDEF

Fashion is moving too fast, and it’s killing creativity
NY Magazine, October 26, 2015

Are Creative Directors bigger than their Brands?
High Snobiety, August 5, 2015
http://www.highsnobiety.com/2015/08/05/creative-director-fashion-houses/?curator=FashionREDEF

Floriane de Saint Pierre on Creative Leadership
Business of Fashion, July 15, 2014
http://www.businessoffashion.com/articles/intelligence/floriane-de-saint-pierre-on-creative-leadership-032c

Role Call/Will Forrester, Chief Merchandising Officer
Business of Fashion, July 15, 2014
http://www.businessoffashion.com/articles/role-call/role-call-will-forrester-chief-merchandising-officer

Fashionista, October 15, 2014

Women who Changed Fashion: the Editors and Writers
Harpers Bazaar, December 9, 2015
http://www.harpersbazaar.com/culture/features/g6480/editors-who-changed-fashion/

What’s Wrong with the Fashion Industry?
Vestoj, January 2016
INTERDISCIPLINARY:

Sleeping with the Enemy: Coco Chanel's Secret War, Hal Vaughan, 2011
PDF TO BE POSTED IN CLASSES

Week 9/March 30: Disruptors

The Myth of the Ethical Shopper
Huffingtonpost Highline,

So you say you’re an Ethical Shopper
Huffington Post, July 23, 2015
http://m.huffpost.com/us/entry/7860466?curator=FashionREDEF

Patagonia’s Anti-Growth Strategy
New Yorker, May 21, 2015
http://www.newyorker.com/business/currency/patagonias-anti-growth-strategy

Uniqlo Parent Bows to Human Rights Pressure
Brand Channel, February 18, 2015

Can cheap clothing generate fair wages?
Washington Post, November 25, 2014

How can the fashion industry become more sustainable?
Business of Fashion, March 29, 2015
http://www.businessoffashion.com/community/voices/discussions/can-fashion-industry-become-sustainable

H&M issues Annual Sustainability report
WWD April 9, 2015

H&M’s Sustainability report hides the unsustainable reality of Fast Fashion
Why is Silicon Valley pouring Millions of Dollars into Old Clothes?
Bloomberg, October 28, 2015

Why Cotton is so difficult to recycle
Quartz, August 26, 2015

What’s with all the Yoga Pants?
Fast Company,

J Crew CEO Drexler says Retailer will sit out Athletic Trend
Business of Fashion, October 21, 2014

The Glittering power of cities for Luxury Growth
McKinsey, September 2014

Why China's consumers will continue to Surprise the world
http://www.mckinsey.com/insights/strategy/why_chinas_consumers_will_continue_to_surprise_the_world?utm_source=Subscribers&utm_campaign=51c977f186&utm_medium=email&utm_term=0_d2191372b3-51c977f186-417302061

Beware: 5 reasons why Fashion brands fail when going overseas
Alison Larson, September 16, 2015
INTERDISCIPLINARY:

In Fashion, Gender Lines Are Blurring
NYT, AUGUST 19, 2015
http://www.nytimes.com/2015/08/20/fashion/in-fashion-gender-lines-are-blurring.html?_r=0

Is Fashion's Gender Blurring a One-Way Street?
Vogue, September 1, 2015

Fashion Disruptor
http://www.fashiondisruptor.com

March 31: Panel Discussion: Smart Fashion

Google is Hacking our clothes to Work like Touchscreens
Wired, May 29, 2015
http://www.wired.com/2015/05/google-wants-turn-everything-wearable/

How a Tech Giant Infiltrated New York Fashion Week
Fortune, September 16, 2015
http://for.tn/1K6xNMm

Sabine Seymour has Designs on your Dumb Clothes
Tech Times, October 2, 2015
http://www.techtimes.com/articles/88484/20151002/fashion-technologist-sabine-seymour-has-designs-on-smartening-up-our-dumb-clothes.htm

The Brave new Future of High-Tech Fashion
The Star, October 31, 2015

Threads with Brains
Time, November 11, 2013
http://content.time.com/time/subscriber/article/0,33009,2156257,00.html
Smart clothing designer and PSFK 2015 Conference Speaker Dr. Amanda Parkes discusses the merging of technology and fashion
April 16, 2015
Week 10/April 6: The Future of Retail

Steve Jobs: Ch 29, Apple Stores, pp 368-377
PDF TO BE POSTED IN CLASSES

HBR: JCP A&B
PDF TO BE POSTED IN CLASSES

The Future of the Shopping Mall
McKinsey, November 2014
http://www.mckinseyonmarketingandsales.com/the-future-of-the-shopping-mall

Welcome to the Mall of 2039
CNBC, 2014

Shopping that is About More than Sales
NYtimes, November 15, 2015

Creative Disruption in Retail Design
The Robin Report, November 16, 2015

The Future of Retail looks like Macy’s, Not Amazon
L2 Daily, May 1, 2015

Farfetch’s Global Platform Play
Business of Fashion,
http://www.businessoffashion.com/articles/fashion-tech/farfetchs-global-platform-play

Eyewear with Empathy: Warby parker’s Neil Blubenthal
FashionREDEF, October 20, 2015
Can Amazon do Brick-and-mortar?
Retail Dive, November 9, 2015

Digital inside: Get wired for the ultimate luxury experience
McKinsey, July 2015

Do you Know who your Consumer is?
Business of Fashion, November 20, 2015

What’s next for the American Department Store?
Business of Fashion, January 2016

Shoppers’ new Mantra: Give us an Experience

INTERDISCIPLINARY:

Ladies Paradise, Emile Zola, 1883
CHAPTER 10, THE WHITE SALE
PDF TO BE UPLOADED TO CLASSES

Week 11/April 13: Financial Basics

How the Luxury Fashion Industry became all Business
NPR, March 14, 2015
http://www.npr.org/2015/03/14/392788955/how-the-luxury-fashion-industry-became-all-business?curator=FashionREDEF

To IPO, or Not to IPO
Business of Fashion, January 28. 2015
Currency Shake-up Rattles Fashion World
WWD, March 30, 2015

Thakoon gets Investor, New Business Model in the Works
Vogue, December 11, 2105

Disruption in the Fashion industry: Levers to create value in the Future
PricewaterhouseCoopers Strategy&,
http://www.strategyand.pwc.com/reports/disruption-fashion-industry

INTERDISCIPLINARY:

The Silk Road: A New History, By Valerie Hansen, 2015
PDF TO BE UPLOADED TO CLASSES

Empire of Cotton, Sven Beckert, 2014
CHAPTER 1, PDF TO BE POSTED IN CLASSES

Week 13/April 27: Final Project Presentations

What Is a Business Plan for and How do I go about Writing it
Business of Fashion, November 18, 2015

Harvard Business Review

Week 14/May 4: Final Project Presentation Revisions

Exam Week/May 11: visit to The Metropolitan Museum: Fashion in the Age of Technology