

NEW YORK UNIVERSITY GALLATIN SCHOOL OF INDIVIDUALIZED STUDY

PRACT-UG 1301: Practicum in Fashion Business/Spring 2014

Mondays 11:00-1:45, Room, 527, 1 Washington Place

*FASHIONING YOUR FUTURE*

Eugenia Ulasewicz ([eugenia.ulasewicz@nyu.edu](mailto:eugenia.ulasewicz@nyu.edu)) and Lise Friedman ([lise.friedman@nyu.edu](mailto:lise.friedman@nyu.edu))

Office hours: by appointment, Mondays 1:45-3:15, room 413

Course Description:

The fashion industry's need to balance the conflicting demands of specialization and globalization requires innovative approaches that connect creativity, design and business. This course considers the dialogue surrounding ways the fashion business can meet these demands by linking aesthetic goals to financial plans. The course is designed to provide students interested in the fashion industry with an opportunity to develop their understanding of various approaches to bridging the gap between design and business. The course will combine hands-on group projects and case studies with interdisciplinary readings in business and design history, consumerism, merchandizing and the business of fashion.

Course Objectives/Learning Goals:

- Provide a comprehensive overview of the fashion industry in its entirety prior to your contemplating your specific role in it
- Demonstrate—through project work and analysis—the importance of balancing both creative vision and commercial savvy in creating a successful enterprise (developing a sense of respect for both left and right brain and the importance of collaboration)
- Maximize learning and participation through experiential, project-based team- and individual work, supplemented with selected readings for context and cultural and historical perspective
- Emphasize the power of combining, and balancing, business perspective with academic expertise, current events with historical perspective, individual reflection and endeavors with team work

Evaluation criteria:

50% timeliness, attendance (class and panel event\*) and participation

25% intermediate projects/deliverables

25% final project

\*Panel: March 12, 6-8pm

Please note: all projects and deliverables will be shared with fellow students in the Practicum. Our collective work will inform our collective knowledge.

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

Deliverables:

Practicum Projects Guide

1. Each project will have its unique format and content and will be outlined when assigned.
2. There will be four individual, one two-team, and one group project.
3. Grades: check-plus (equivalent of an A or A-), check (B+ or B), or check-minus (B- or lower).. The projects will be evaluated as part of the grade for your total work in class.

Interdisciplinary and Business Readings Response Guide

THE 4-PART RESPONSE FORMAT—to be followed for each response:

1. Author. Title. Place of publication: publisher, year of publication
2. A one-paragraph summary of each reading
3. List three things that you specifically want to remember from each reading (use bullet points)
4. Discuss how, in your opinion, the information in each reading might relate to the issues discussed in the same day's class or previous classes.

The reading responses are due by noon Thursday prior to each class discussion. Late responses will not be accepted.

- Send your responses as an email attachment to both professors.
- Plan to write between 2 and 4 pages. The goal is to articulate information, questions, and ideas.
- Grades: check-plus (equivalent of an A or A-), check (B+ or B), or check-minus (B- or lower). The responses will be evaluated as part of the grade for your total work in class.

Required texts

1. Ladies Paradise—*Au Bonheur des Dames* (1882, situated in France 1850-1870), by Emile Zola, Oxford University Press, USA; Mti edition (February 7, 2013)
2. Land of Desire: Merchants, Power and the Rise of a New American Culture (late 19<sup>th</sup> century-early 20<sup>th</sup> century America), by William R. Leach, Vintage; 1st Vintage Books Ed edition (September 6, 1994)
3. Dressing Up: Cultural Identity in Renaissance Europe (14<sup>th</sup>-17<sup>th</sup> centuries) by Ulinka Rublack, Oxford University Press, USA (January 13, 2012)

Weekly required reading: Best of Fashion (BOF) Monday-Friday and the *New York Times* Thursday and Sunday Style sections

Additional required readings will be posted on NYU Classes or distributed in class; see individual assignments for details.

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 depends on 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, illicit collaboration, doubling or recycling coursework, and cheating. Please consult the Gallatin Bulletin or Gallatin website (<http://gallatin.nyu.edu/academics/policies/integrity.html>)

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

NOTE: Laptops and other electronic devices are permitted in class solely for the purpose of note taking

Schedule:

Session	Required reading/viewing due	Projects/deliverables
<p>1. Feb. 3</p> <ul style="list-style-type: none"> <li>•Welcome to the creative team</li> <li>•Share objects.</li> </ul> <p>Assign readings and review syllabus and projects/expectations and goals</p> <ul style="list-style-type: none"> <li>•News of the Week: Best of Fashion, <i>The New York Times'</i> Thursday and Sunday Style sections</li> </ul>	<p>N/A</p>	<p>Artifacts</p> <p>Distribute survey: Your Three Favorite Brands. Be prepared to discuss your three favorite fashion brands on Feb. 10</p>
<p>2. Feb. 10</p> <p><i>THE FASHION BUSINESS CORNERSTONES</i></p> <p>Brand: Why brands are so important today. The brand is the beacon.</p>	<p>Business:</p> <ul style="list-style-type: none"> <li>•Interbrands Best Global Brands 2013</li> <li>•Steve Jobs Chap. 29 Apple Stores</li> <li>•HBS Burberry Case Study</li> <li>•BOF: Burberry's Connected Culture</li> <li>•BOF Has Logo Fatigue Reached a Tipping Point? 3/11/2013</li> <li>•NYT Fashion Logos Parodies, Strictly Tongue in Chic 12/11/2013</li> <li>•BOF The Creative Class 11/21/2013</li> </ul> <p>Interdisciplinary:</p> <ul style="list-style-type: none"> <li>•Commodity and Exchange in the Mongol Empire: A Cultural History of Islamic Textiles, chap 1-2</li> <li>•Adorned in Dreams: Intro and Chap 1</li> <li>•<i>Logorama</i> <a href="http://vimeo.com/10149605">http://vimeo.com/10149605</a>),</li> </ul>	<p>Discuss three favorite fashion brands on survey</p> <p>Reading discussion</p> <p>Assign Individual Project 1 for Feb. 24</p> <p>Feb. 17: watch Burberry show online, 9am Eastern time</p>
<p>3. Feb. 24</p> <p>It All Starts With The Client: brands live through the eyes of their customers</p> <p>Individual Project 1 Presentations</p>	<p>Business:</p> <ul style="list-style-type: none"> <li>•Delivering Happiness (Zappos) pgs 142-172</li> <li>•Minding the Store (Marcus), chaps. 1 and 2</li> <li>•Hug Your Customers (Mitchells specialty store), part 1</li> <li>•Victoria's Secret, <i>The New Yorker</i> -Listen to Your Customer, Chptr 11 The Luxury Alchemist</li> </ul> <p>Interdisciplinary:</p> <ul style="list-style-type: none"> <li>•Dressing Up, Intro and chap 2/Looking at the Self</li> <li>•Ladies Paradise, chap 1-2</li> </ul>	<p>Individual Project 1 presentations</p> <p>Reading discussion</p>

Session	Required reading/viewing due	Projects/deliverables
<p>4. March 3</p> <p>Burberry Showroom visit 444 Madison Ave (between 49-50<sup>th</sup>) meet in lobby</p> <p>Having the Right Product</p>	<p>Business:</p> <ul style="list-style-type: none"> <li>•Like No Other Store in the World: The Inside Story of Bloomindaes, chap 9: The Ralph Lauren No One Knows</li> </ul> <p>Interdisciplinary:</p> <ul style="list-style-type: none"> <li>•Louis Vuitton, excerpts</li> <li>•Dressing Up, chap 6/Clothes and Consumers</li> </ul>	<p>Reading discussion</p> <p>Assign Individual Proj 2 for March 10</p>

<p>5. March 10</p> <p><i>THE BUSINESS OF FASHION FUNDAMENTALS</i></p> <p>Developing A Fashion Radar: Push/pull between design and merchandising</p> <p>Role of art and design; intersection of art/fashion/culture</p>	<p>Business:</p> <ul style="list-style-type: none"> <li>•Steve Jobs Chapter 26 Design Principals</li> <li>•Minding The Store/Running the Store With A Split Personality, Stanley Marcus</li> <li>•BOF Thom Browne Says Stay True to Yourself 12/18/2013</li> <li>•Product Development, The Fashion Designer Survival Guide Chptr 4</li> </ul> <p>Interdisciplinary:</p> <ul style="list-style-type: none"> <li>•Films/TV/Web: In Vogue: the Editors Eye, September Issue</li> <li>•<a href="http://thecreatorsproject.vice.com/blog/viral-style-trending-and-future-fashion">http://thecreatorsproject.vice.com/blog/viral-style-trending-and-future-fashion</a></li> <li>•A Conversation w Harold Koda (Head Curator of the Costume Institute of the <i>Metropolitan Museum of Art</i>): <a href="http://www.fashionprojects.org/?p=3062">http://www.fashionprojects.org/?p=3062</a></li> </ul> <p>Readings:</p> <ul style="list-style-type: none"> <li>•Diana Vreeland: Empress of Fashion, chap 6/Youthquake,</li> <li>•Double-Face: the Story about Art and Fashion from Mohammed to Warhol, excerpts</li> </ul>	<p>Individual Project 2 Presentations</p> <p>Reading discussion</p> <p>Assign Individual Project 3 for March 31</p>
--	--	---

Session	Required reading/viewing due	Projects/deliverables
<p>MARCH 12, 6-8PM  PANEL:  FASHION  ENTREPRENEURSHIP: THE  RISKS AND REWARDS</p> <p>GALLATIN THEATER</p>		<p>Fashion Practicum Student  Moderated Panel</p>
<p>6. March 24</p> <p>Business Flow From Product  Inception to Client</p>	<p>Business:</p> <ul style="list-style-type: none"> <li>•Inditex:Spain’s fashion powerhouse you’ve probably never heard of The Guardian/TheObserver 12/14/2013</li> <li>•I.T.’s in the Bag, IHT article Feb 19, 2013</li> <li>•Something is Wrong Here, Menkes, NYTimes T magazine, Aug 25, 2013</li> <li>•The Fashion Designer Survival Guide Chptrs ,5,6,8</li> </ul> <p>Interdisciplinary:</p> <ul style="list-style-type: none"> <li>•Land of Desire, chap. 2/Facades of Color, Glass, and Light</li> </ul>	<p>Reading discussion</p>
<p>7. March 31</p> <p>How the Fashion Business is  Organized</p> <p>It Takes a Team</p>	<p>•HBR: Gilt CEO on Building a Team of Players</p> <p>Interdisciplinary:</p> <ul style="list-style-type: none"> <li>•Land of Desire, chap 10/Sell Them Their Dreams</li> <li>•Dressing Up, chap 5/Looking at Others</li> </ul>	<p>Individual Project 3  presentations</p> <p>Reading discussion</p> <p>Assign 2-Person Group  Project For April 14</p>

Session	Required reading/viewing due	Projects/deliverables
<p>8. April 7</p> <p>Competitive Landscape: Dynamic management, moving forward and focusing on things you can control</p>	<p>Interdisciplinary:</p> <ul style="list-style-type: none"> <li>•Ladies Paradise, chap 10</li> <li>•Land of Desire, chap 4/Fashion</li> </ul>	<p>Reading discussion</p> <p>Initial discussion of and assign teams for Final Project: Building the Next Great Thing in Fashion. What's your brand, story, identity?</p> <p>To prepare, readings include: The Fashion Designer Survival Guide Chptrs 2,3 and HBR Fashion Business: How to Write a Great Business Plan</p>
<p>9. April 14</p> <p><i>MAJOR ISSUES IMPACTING THE FASHION INDUSTRY</i></p> <p>Digital Retail Technology Disruption: Blurring the physical and the digital/omni channel</p> <p>Getting social</p>	<p>Business:</p> <ul style="list-style-type: none"> <li>•Big Data and the Internet, Hot Topics at NRF WWD 1/14/2014</li> <li>•The Future of Shopping HBR</li> <li>•BOF Behind Intel's New fashion Collaborations 1/8/2014</li> <li>•Digital Platforms Alter the role of the CMO, WWD June 17, 2013</li> <li>•ICSC Preview: Remaking Malls in an Internet Era WWD 11/26/2013</li> </ul> <p>Interdisciplinary:</p> <ul style="list-style-type: none"> <li>•Blogs, social media sites</li> <li><a href="http://www.decodedfashion.com">http://www.decodedfashion.com</a></li> </ul>	<p>Presentation of 2 Person Team Project</p> <p>Reading discussion</p>
<p>10. April 21</p> <p>Engaging The Global Chinese Consumer and Big Data</p>	<p>Business:</p> <ul style="list-style-type: none"> <li>•China's Next Chapter, Serving the New Middle Class, McKinsey Quarterly 2013 No 3, pgs 54-79</li> <li>•BOF China's Constant Flux</li> <li>• 11/14/2013</li> <li>-E-Commerce Competition Intensifies in China NYT 1/16/2014</li> <li>•BOF China Shoppers Ring Luxury Tills from London to NY 12/17/2013</li> <li>•LVMH, Parsons Link Up With Chinese-American Planning Council WWD 12/12/2013</li> </ul> <p>Interdisciplinary:</p> <ul style="list-style-type: none"> <li>•Chinese Clothing, excerpts</li> </ul>	<p>Reading discussion</p> <p>Assign Individual Project 4 for April 28</p>

Session	Required reading/viewing due	Projects/deliverables
<p>11. April 28</p> <p><i>GETTING PERSONAL</i></p> <p>Giving Back/Social Consciousness</p>	<p>Business:</p> <ul style="list-style-type: none"> <li>•20/30 Vision NY Magazine August 11, 2013</li> <li>•Giving Back, Chptr 12 and Sustainability Chptr 13 The Luxury Alchemist</li> </ul> <p>Interdisciplinary:</p> <ul style="list-style-type: none"> <li>•<i>Ultra Materials: How Materials Innovation is Changing the World</i> (excerpts)</li> <li>•TED Talks (<a href="http://www.ted.com">http://www.ted.com</a>): Suzanne Lee: Grow your own clothes, Rachel Botsman: The case for collaborative consumption, John Gerzema: The post-crisis consumer</li> <li>•Tom's Shoes: <a href="http://www.toms.com/corporate-info/">http://www.toms.com/corporate-info/</a></li> </ul>	<p>Individual Project 4 presentations</p>
<p>12. May 5</p> <p>Understanding Your Own Strengths and Passions</p>	<p>Business:</p> <ul style="list-style-type: none"> <li>•The New CEO: What It Takes In Today's World, WWD July23, 2012</li> <li>• Think Tank: Bring on the Marketing King WWD 10/11/2013</li> </ul> <p>Interdisciplinary:</p> <ul style="list-style-type: none"> <li>•Fashion criticism panel, Parsons: <a href="http://www.fashionprojects.org/?p=4714">http://www.fashionprojects.org/?p=4714</a></li> <li>•The Business of Blogging: <a href="http://heartifb.com/home/blog-business/">http://heartifb.com/home/blog-business/</a></li> <li>•Shoppable magazines: <a href="http://www.magazine.org/node/24252">http://www.magazine.org/node/24252</a></li> </ul>	<p>Think about what aspect of the fashion business you are interested in, what is your game plan?</p> <p>Reading discussion</p>
<p>13. May 12</p> <p>Visit to The Metropolitan Museum of Art, Costume Institute., Charles James Exhibition</p>		<p>Further discussion regarding final project.</p> <p>Reading/viewing discussion</p>

Session	Required reading/viewing due	Projects/deliverables
14. ??? May 14 MAKE UP CLASS DATE TBD  Final Group Project Presentations		