Global Fashion Industry: Italy

Course Number
PRACT-UG 9200 F01

Instruction Mode:
In-person

Brightspace course site
https://brightspace.nyu.edu/d2l/home/164465

Spring 2022

If you are enrolled in this course 100% remotely and are not a Study Away student for NYU Florence, please make sure that you’ve completed the online academic orientation via Brightspace so you are aware of site specific support structure, policies and procedures. Please contact florence.academicsupport@nyu.edu if you have trouble accessing the Brightspace site.

Syllabus last updated on: 23 January 2022

Lecturer Contact Information
Marco Semeghini

Prerequisites
None

Units earned
4

Course Details

- Wednesday from 10:30am to 13:15pm
- All times are Central European Time (CET) Please note that there is a gap in when Daylight Savings Time (DST) begins in Europe and the U.S. In the U.S., DST begins on Sunday, 13 March 2022 when clocks will be set 1 hour forward. In Europe, DST begins Sunday, 27 March 2022.
- Location: Rooms will be posted in Albert before your first class.
- Remote Participants: Your instructor will provide you with the Zoom link via NYU Brightspace.
- COVID-related details: In the interest of protecting the NYU Florence community, we are closely following CDC guidance around COVID-19 and adjusting our
recommendations and policies accordingly. Your health and well-being is our top priority.

Course Description
Global Fashion Industry: Italy will provide students with a deep understanding of the contemporary fashion industry in Italy, as well as of Italy's position in the global fashion arena. The course will drive students through the entire lifecycle of the fashion business. Particular attention will be dedicated to different marketing aspects of the process, such as: identity building, brand positioning, merchandising, buying, communication. The course will end with an analysis of the new challenges, such as sourcing globalization, emerging markets and sustainability.

The covid-19 pandemic has impacted the mechanisms of fashion at every level. It is also drastically changing consumers’ habits and needs. This fluid reality will be integrated as much as possible in the course.

A strong effort will be put into organizing site visits to fashion institutions, as well as meeting with professional players.

Each session will be structured to give students an overview of a particular stage of the Industry, through a mix of lectures from the course leader and visiting professionals, reading assignments and practical projects.

Course Objectives
Teaching fashion means teaching a subject in constant evolution, which could change the moment you explain it. Furthermore, it is a topic whose boundaries are difficult to define, as they cover such diverse aspects as aesthetics and trends on the one hand to logistics and engineering on the other. The aim of the course is to provide students with the necessary tools to orient themselves in this ocean, without getting lost in the multiple inputs that constantly capture their attention.

Assessment Components
You are expected to attend class in person or remote synchronously. Failure to submit or fulfill any required component may result in failure of the class, regardless of grades achieved in other assignments.

Attendance Policy
In order to keep each other safe, if you are not feeling well, we encourage you to remain in your residence and, if possible, attend class remotely. Please make sure to inform your professor in advance so that they can turn on Zoom. Remote attendance is counted as regular attendance. You will not be marked absent.

For a detailed explanation of the global attendance policy, see the NYU Florence Present vs. Absent Flowchart.

Exams, tests and quizzes, deadlines, and oral presentations that are missed due to illness always require a doctor's note as documentation.

The Global Attendance Policy is posted in the Academic Policies tab in Brightspace, on the NYU Florence Student Portal website, and is posted around campus.
After you have read and reviewed the policies, if there is anything that still needs further clarification or raises a question, please reach out to florence.academicsupport@nyu.edu.

Final exams
Final exams must be taken at their designated times. Should there be a conflict between your final exams, please bring this to the attention of the Academics team. Final exams may not be taken early, and students should not plan to leave the site before the end of the finals period.

Late Submission of Work
Please refer to Academic Policies in Brightspace.

Teaching & Learning Philosophy
There is relatively little use of texts in this course, as they tend to quickly become obsolete. Each lesson is based on material specially prepared by your lecturer, mixing quotes, images, videos, updated regularly. Whenever possible, creative aspects such as artistic, musical or theatrical references are involved.
Particular attention has been paid to the organization of site visits and field trips. People from the industry (such as buyers, merchandisers, product managers), are invited to participate, in order to provide students with further insights.

Required Text(s)

All readings are available online on the NYU Brightspace course site. Hard copies of some textbooks are available for consultation and semester-long loans in the Villa Ulivi Library. Please email florence.library@nyu.edu to reserve a copy. To request scans from books on reserve please fill out the Ulivi Library Book Scan Form.

Supplemental Text(s) (not required to purchase)


**Additional Required Equipment**

N/A

**Session 1 - January 28, 2022**

**INTRODUCTION** – What do we think when we think of fashion? What do we really know about it? Students will be encouraged to bring their own understanding and experiences, and to highlight their major areas of interest. This session will then try to organize these fragmented suggestions and to outline the full picture of the Fashion Industry.

Through a careful review of the syllabus, students will be introduced to the major stages, roles and responsibilities of the industry.

It will also give an overview of the Italian industrial districts, and will introduce the concept of pipeline (‘filiera’).

The goal is to provide a general canvas into which all the following sessions will be set.

**Session 2 - February 2, 2022**

**ITALIAN FASHION** – This session aims to provide students with an understanding of history and peculiarities of Italian fashion.

It will cover the history of our fashion from the 1950 haute couture presentations in Florence to the current globalized luxury brands, through the birth of the fashion designers phenomenon, and of the ready to wear business model.

Images and videos representative of key fashion shows of the last four decades will be projected and discussed in class.

**Suggested readings:**


**Session 3 - February 9, 2022**

**THE PROCESS OF DESIGN CREATIVITY** – This session will explain the delicate steps behind the creativity process. Though intrinsically linked to individual and intuitive skills, creativity is nevertheless based on a rational and organized approach that goes from trends forecast to collection editing, through the creation of moodboards, prototype making and styling.

Students will learn about colors, shapes, materials and their possible combinations.

The concepts of brand identity and marketing positioning will be introduced.

**Suggested readings:**

- Bye, E., *Fashion design*, Oxford, 2010 - Chapters 2 and 3
Corbellini, E. and Saviolo, S., Managing fashion and luxury companies, Milan, 2009, Chapter 11

Projects/Assignments: Assign the ‘Mood board project’, to be presented on February 16

Session 4 - February 16, 2022
MOODBOARD PRESENTATION – This session will be dedicated to student presentations of the Moodboard projects. It will be integrated with a class discussion, where fellow students will be invited to bring their own feedback. Sharing is learning.

Session 5 - February 23, 2022
GUCCI GARDEN SITE VISIT – This session will analyze the history of Gucci, from its initial success through bankruptcy in the 80's and subsequent revamping in the 90's up to the current flamboyant creative direction. This fascinating parabola of rise and fall, ultimately rising again, will be used as an illustration of marketing and branding strategies, with a special focus on the concept of heritage. If possible, this session will be held at the Gucci Garden in Florence.
Suggested readings:
Gucci, The making of, Usa, 2011 – Preface, ‘Gucci and artisanal production’ and ‘Made in Italy’ chapters

Session 6 - March 2, 2022
THE WORLD OF RETAIL – This session will explore distribution and retail mechanisms and processes, highlighting the growing importance of flagship stores in the fashion and luxury arena. We'll also approach visual merchandising as an increasingly sophisticated tool for international competition.
Suggested readings:
Corbellini, E. and Saviolo, S., Managing fashion and luxury companies, Milan, 2009 - Chapter 12
Kapferer, J-N. and Bastien, V., The luxury strategy, London and Philadelphia, 2009 - Chapter 10

Projects/Assignments: Assign the ‘Go shopping’ project (MIDTERM), to be delivered by March 9.

Session 7 - March 4, 2022
FIELD TRIP – Visit to Burberry Leathergoods factory, located in the Florentine territory (details to be supplied later)
PLEASE NOTE: this date might change due to unforeseeable circumstances affecting our partner availability.

Session 8 - March 9, 2022
FASHION MARKETING, MERCHANDISING AND BUYING – This session will explain the peculiar and sometimes difficult relationship between fashion and marketing. The focus will be on the strategic roles and responsibilities of buying and merchandising: from data organization and analysis, to construction of product grids, through the relationship with design team and other company players.
Suggested readings:
Jackson, T. and Shaw, D. Fashion Marketing, UK, 2009 – Introduction and Chapter 4
Kapferer, J-N. and Bastien, V., The luxury strategy, London and Philadelphia, 2009 - Chapter 3
Dillon, Susan, The fundamentals of fashion management, London 2011 - Chapter 3

SPRING BREAK - March 16, 2022

Session 9 - March 23, 2022
COMMUNICATION (part 1) – This session will illustrate the broad and complex world of communication as a key tool for building and moving forward a successful brand. From visual identity to public relations, from ad campaigns to fashion journalism, from logo strategies to styling, from product placement to celebrities and testimonials, all different aspects of communication will be taken into account. Given the importance and width of the topic, the lecture will cover two sessions. 
Suggested readings: 
Corbellini, E. and Saviolo, S., Managing fashion and luxury companies, Milan, 2009 Chapter 13
Jackson, T. and Shaw, D., Fashion Marketing, UK, 2009 Chapter 6
Herschdorfer, N., Coming into fashion, London 2012 – Pages 216 to 222 ‘Interview with Franca Sozzani’

Session 10 - March 30, 2022
COMMUNICATION (part 2).

Session 11 - April 6, 2022
VISIT TO THE FERRAGAMO MUSEUM – We will visit the exhibition ‘Silk/Seta’, as an opportunity to learn more about the Ferragamo brand, a true Florentine pride, to discover its heritage and its link with the world of leather accessories, whose business relevance is often larger than ready to wear. 
Suggested readings: 
Cox, C., Bags, an illustrated history, London 2007 – Introduction and Chapter 6
Ferragamo, S., Salvatore Ferragamo, shoemaker of dreams, New York 1985 – Chapter 8 ‘The shoe that fits’ and chapter 14 ‘Steel, Cork, and Transparent paper’

Session 12 - April 13, 2022
THE SARTORIAL APPROACH. A FOCUS ON MENSWEAR – Through an excursus on Menswear elegance and peculiarities, this session will be dedicated to explaining the tailoring production, i.e. the unique way to combine industrial processes and artisanal craftsmanship, which is the peak of excellence of Made in Italy. 
Suggested readings: 
Sonnet Stanfill, The glamour of Italian Fashion since 1945. V&A publishing, London 2014 - Chapter 4

ART AND FASHION: A POSSIBLE CONVERSATION – We will explore the mutual dialogue between art and fashion, which have many points in common, some well-known, others totally unexpected. This dialogue has recently become a crucial aspect of the fashion system.

Suggested readings:

‘Castello Cavalcanti’ 2013 short film by Wes Anderson

April 20, 2022 - NO CLASSES FOR MY COURSE

Session 13 - April 27, 2022
THE UPCOMING FUTURE: THE CHALLENGES – This session will analyze the meaning of Sustainability, and how it is challenging the textile and apparel industry. We will also analyze the Prato district.
Suggested readings:
Spilsbury L., The true cost of fashion, New York, 2014

Projects/Assignments: Introduction of the final class project: goal, structure, schedule and tasks

Session 14 - May 4, 2022
FINAL PROJECT WORK IN PROGRESS – This session will be entirely dedicated to first WIP presentations, followed by a class discussion aimed to find an agreement on possible development strategies.

Session 15 - May 11, 2022
FINAL PROJECT PRESENTATION

Suggested Co-Curricular Activities
Suggested optional co-curricular activities will be announced in class and/or via email by the professor throughout the semester.

Your Lecturer
Marco Semeghini is a marketing manager with a significant experience in the industry of fashion, and a focus on menswear.
After graduating with a Masters in Business Administration at Bocconi University in Milan, he started his career in the retail compartment, covering the role of buyer for La Rinascente, the leading Italian high-range department store chain.

Later on, he moved to the luxury industry, first at Gucci, where he started as a menswear buyer for direct stores, and then was promoted to worldwide menswear merchandising manager, subsequently at Tom Ford, where he played a key role in the brand start up phase, and was appointed head of merchandising.

The latest role is in Canali, the Italian menswear company specialized in sartorial garments, where he has added to his previous skills the steps of design creative director and product development director.

He regularly holds lessons and seminars at institutions such as Istituto Marangoni and IED.

**Academic Honesty & Plagiarism**

As the University's policy on "Academic Integrity for Students at NYU" states: "At NYU, a commitment to excellence, fairness, honesty, and respect within and outside the classroom is essential to maintaining the integrity of our community. By accepting membership in this community, students take responsibility for demonstrating these values in their own conduct and for recognizing and supporting these values in others." Students at Global Academic Centers must follow the University and school policies.

NYU takes plagiarism very seriously; penalties follow and may exceed those set out by your home school. Your lecturer may ask you to sign a declaration of authorship form, and may check your assignments by using TurnItIn or another software designed to detect offences against academic integrity.

The presentation of another person’s words, ideas, judgment, images, or data as though they were your own, whether intentionally or unintentionally, constitutes an act of plagiarism. It is also an offense to submit work for assignments from two different courses that is substantially the same (be it oral presentations or written work). If there is an overlap of the subject of your assignment with one that you produced for another course (either in the current or any previous semester), you MUST inform your professor.

For guidelines on academic honesty, clarification of the definition of plagiarism, examples of procedures and sanctions, and resources to support proper citation, please see:

- NYU Academic Integrity Policies and Guidelines
- NYU Library Guides

**Inclusivity Policies and Priorities**

NYU’s Office of Global Programs and NYU’s global sites are committed to equity, diversity, and inclusion. In order to nurture a more inclusive global university, NYU affirms the value of sharing differing perspectives and encourages open dialogue through a variety of pedagogical approaches. Our goal is to make all students feel included and welcome in all aspects of academic life, including our syllabi, classrooms, and educational activities/spaces.
Attendance Rules on Religious Holidays
Members of any religious group may, without penalty, excuse themselves from classes when required in compliance with their religious obligations. Students who anticipate being absent due to religious observance should notify their lecturer and Office of Academic Support in writing via email one week in advance. If examinations or assignment deadlines are scheduled on the day the student will be absent, the Academics Office will schedule a make-up examination or extend the deadline for assignments. Please note that an absence is only excused for the holiday but not for any days of travel that may come before and/or after the holiday. See also University Calendar Policy on Religious Holidays.

Pronouns and Name Pronunciation (Albert and Zoom)
Students, staff, and faculty have the opportunity to add their pronouns, as well as the pronunciation of their names, into Albert. Students can have this information displayed to faculty, advisors, and administrators in Albert, NYU Brightspace, the NYU Home internal directory, as well as other NYU systems. Students can also opt out of having their pronouns viewed by their instructors, in case they feel more comfortable sharing their pronouns outside of the classroom. For more information on how to change this information for your Albert account, please see the Pronouns and Name Pronunciation website.

Students, staff, and faculty are also encouraged, though not required, to list their pronouns, and update their names in the name display for Zoom. For more information on how to make this change, please see the Personalizing Zoom Display Names website.

Moses Accommodations Statement
Academic accommodations are available for students with documented and registered disabilities. Please contact the Moses Center for Student Accessibility (+1 212-998-4980 or mosescsd@nyu.edu) for further information. Students who are requesting academic accommodations are advised to reach out to the Moses Center as early as possible in the semester for assistance. Accommodations for this course are managed through NYU Florence.

Bias Response
The New York University Bias Response Line provides a mechanism through which members of our community can share or report experiences and concerns of bias, discrimination, or harassing behavior that may occur within our community.

Experienced administrators in the Office of Equal Opportunity (OEO) receive and assess reports, and then help facilitate responses, which may include referral to another University school or unit, or investigation if warranted according to the University’s existing Non-Discrimination and Anti-Harassment Policy.

The Bias Response Line is designed to enable the University to provide an open forum that helps to ensure that our community is equitable and inclusive.

To report an incident, you may do so in one of three ways:

- Online using the Web Form (link)
- Email: bias.response@nyu.edu
● Phone: 212-998-2277
● Local Telephone: 055 5007277