
Instructor's Guide

Fashion Marketing

Theory, Principles, and Practice

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Introduction

The purpose of *Fashion Marketing: Theory, Principles, and Practice* is to provide retailing and fashion merchandising students with a marketing course that focuses on the fashion industry.

Organization of the Text

The text is divided into 12 chapters. With the exception of Chapter One, “Introduction to Fashion Marketing,” each chapter focuses on one aspect of the marketing concept. At the conclusion of the text, the student will have thoroughly learned the marketing concept.

Chapter One, “Introduction to Fashion Marketing,” introduces the reader to fashion marketing efforts as they relate to the market, the basics of marketing (i.e., product, price, promotion, place), a company’s mission statement, and a company’s strategic plan. The marketing concept and SWOT analysis are also examined in relation to the dynamic nature of the fashion industry.

Chapter Two, “The Impact of Fashion,” addresses the market planning process. *Inspiration* is Step One of the market planning process. Sources of inspiration are also addressed in this chapter.

Chapters Three, Four, and Five focus on fashion marketing efforts. Chapter Three, “Product, Price, Distribution, and Placement,” focuses on traditional marketing efforts. The target market, geographic distribution, the proportion of products carried, and product placement are examined in relation to marketing efforts. Chapter Three corresponds to Step Two on the Market Planning Process table.

In Chapter Four, “Public Relations, Promotion, and Advertising,” specific marketing campaign techniques are addressed. This section of the Market Planning Process corresponds to Step Three.

Step Four of the Market Planning Process is analyzed in Chapter Five, “Fashion and the Entertainment Industry.”

Chapter Six, “The Buying Season: Marketing Fashions to Retailers,” provides students with information regarding different buying sources, methods of gaining valuable information, and the impact buying sources have on their marketing efforts. (Step Five of the Market Planning Process.)

Chapter Seven, “Targeting the Fashion Consumer,” discusses the importance of and methods for identifying and marketing to a specific target market (Step Six of the Market Planning Process).

Chapter Eight, “Cross-Channel Shopping,” examines the impact of multiple channels on marketing efforts is examined (Step Seven of the Market Planning Process).

Chapter Nine, “Image and Branding,” illustrates the concepts, tools, and outcomes used throughout the fashion industry (Step Eight of the Market Planning Process).

Chapter Ten, “Crossing Product Boundaries,” addresses the subject of marketing multiple product categories (Step Nine of the Market Planning Process).

Chapter Eleven, “Counterfeiting, Legislation, and Ethics,” addresses the ramifications of counterfeit merchandise on fashion marketing (Step Ten of the Market Planning Process).

The final chapter, Chapter Twelve, “Marketing Fashions Globally,” focuses on the international marketing efforts of the fashion industry. The advanced use of technology has allowed fashion designers, manufacturers, and retailers to expand their marketing efforts globally (Step Eleven of the Market Planning Process).

About the Instructor’s Guide

The Instructor’s Guide to *Fashion Marketing: Theory, Principles, and Practice* includes sample syllabus and course outlines, teaching notes, additional activities, homework assignments, discussion questions, suggestions for guest speakers, and comprehensive chapter tests. (Please note that the chapter tests are available electronic copy only from the *Fashion Marketing: Theory, Principles, and Practice* online Resources page.)

LEARNING OUTCOMES

At the completion of this course, students should be able to:

1. Explain the impact of fashion
2. Distinguish differences among fashion marketing concepts
3. Explain the importance of targeting the consumer
4. Apply branding and image to fashion marketing
5. Understand the influence of counterfeit fashions on the industries
6. Analyze the importance of marketing fashions globally

GRADING SCALE

Course requirements	Point Value	Possible Points
Exams	3 @ 100	300
Activities	4 @ 50	200
Fashion Marketing paper	1 @ 100	100
Participation	10 days x 20	200
Total possible points		800

Grading Distribution:

800-720 = A	Notice that the grading distribution is based on points, not a percent. The points you earn indicate the grade you earn. Your grades will be posted on Blackboard throughout the semester. You will be able to assess your progress in the course throughout the entire semester.
819-704 = B+	
703-640 = B	
639-624 = C+	
623-560 = C	
559-544 = D+	
543-480 = D	
Less than 480 = F	

COURSE POLICIES

- **All written assignments are required to be completed on a word processor.**
There are no exceptions to this rule. Documents should be proofread for spelling mistakes; spelling and neatness are always taken into consideration.

- **Late assignments will not be accepted without written documentation of an excused absence. Assignments are due in by 5:00pm EST on the date assigned.**
Any assignment turned in late with documentation will be received under the following guidelines: For each day late, the grade will be lowered by 20% per weekday (i.e., a project 5 days late = Zero). Examples of documentation include: a) a doctor's note, or b) attendance at a university related academic conference or event.

- **Academic dishonesty** will be dealt with according to the guidelines stated the in the student handbook. Cheating will not be tolerated in this class. These guidelines include the assignment of the professional penalty of "F" for this course and report of this offense to the Office of Student Conduct. Every effort will be made to protect each student's privacy during exam periods. In addition to cheating, plagiarism in any form will not be tolerated.

8 WEEK COURSE CALENDAR	
WEEK ONE	<ul style="list-style-type: none"> • Introduction • Syllabus • Chapter 1: Introduction to Fashion Marketing • Chapter 2: The Impact of Fashion •
WEEK TWO	<ul style="list-style-type: none"> • Discussion of term paper and activities (one class session) • Example of expectations, student applications of concepts (second class session) • Chapter 3: Product, Price, Distribution and Placement • Chapter 4: Public Relations, Promotion, and Advertising
WEEK THREE	<ul style="list-style-type: none"> • Chapter 5: Fashion and the Entertainment Industry • <i>ACTIVITY ONE DUE</i> • Chapter 6: The Buying Season: Marketing Fashions to Retailers
WEEK FOUR	<ul style="list-style-type: none"> • Exam One Study session • <i>EXAM 1</i> • Chapter 7: Targeting the Fashion Consumer • Chapter 8: Cross Channel Shopping • <i>ACTIVITY TWO</i>
WEEK FIVE	<ul style="list-style-type: none"> • Chapter 9: Branding and Image • <i>ACTIVITY THREE</i>
WEEK SIX	<ul style="list-style-type: none"> • Chapter 10: Crossing Product Boundaries • <i>ACTIVITY FOUR DUE</i>
WEEK SEVEN	<ul style="list-style-type: none"> • Chapter 11: Counterfeit merchandise, Ethics and Enforcement of the Law • Semester wrap-up discussions • Final discussions of the paper • Study session for Exam 2
WEEK EIGHT	<ul style="list-style-type: none"> • Chapter 12: Marketing Fashion Globally • <i>WRITTEN PAPER DUE</i> • <i>EXAM 2</i>

10 WEEK COURSE CALENDAR	
WEEK ONE	<ul style="list-style-type: none"> • Introduction • Syllabus • Chapter 1: Introduction to Fashion Marketing
WEEK TWO	<ul style="list-style-type: none"> • Chapter 2: The Impact of Fashion • Discussion of term paper and activities (one class session) • Example of expectations, student applications of concepts (second class session)
WEEK THREE	<ul style="list-style-type: none"> • Chapter 3: Product, Price, Distribution and Placement • Chapter 4: Public Relations, Promotion, and Advertising
WEEK FOUR	<ul style="list-style-type: none"> • Chapter 5: Fashion and the Entertainment Industry • <i>ACTIVITY ONE DUE</i>
WEEK FIVE	<ul style="list-style-type: none"> • Exam One Study session • <i>EXAM 1</i> • Chapter 6: The Buying Season: Marketing Fashions to Retailers
WEEK SIX	<ul style="list-style-type: none"> • Chapter 7: Targeting the Fashion Consumer • Chapter 8: Cross Channel Shopping • <i>ACTIVITY TWO</i>

16 WEEK COURSE CALENDAR	
WEEK ONE	<ul style="list-style-type: none"> • Introduction • Syllabus • Chapter 1: Introduction to Fashion Marketing
WEEK TWO	<ul style="list-style-type: none"> • Chapter 2: The Impact of Fashion
WEEK THREE	<ul style="list-style-type: none"> • Discussion of term paper and activities (one class session) • Example of expectations, student applications of concepts (second class session)
WEEK FOUR	<ul style="list-style-type: none"> • Chapter 3: Product, Price, Distribution and Placement • <i>ACTIVITY ONE DUE</i>
WEEK FIVE	<ul style="list-style-type: none"> • Chapter 4: Public Relations, Promotion, and Advertising
WEEK SIX	<ul style="list-style-type: none"> • Chapter 5: Fashion and the Entertainment Industry • <i>ACTIVITY TWO</i>
WEEK SEVEN	<ul style="list-style-type: none"> • Chapter 6: The Buying Season: Marketing Fashions to Retailers
WEEK EIGHT	<ul style="list-style-type: none"> • Chapter 7: Targeting the Fashion Consumer • <i>ACTIVITY THREE</i>
WEEK NINE	<ul style="list-style-type: none"> • Chapter 8: Cross Channel Shopping
WEEK TEN	<ul style="list-style-type: none"> • Study session for Exam 2 • <i>EXAM 2</i>
WEEK ELEVEN	<ul style="list-style-type: none"> • Chapter 9: Branding and Image
WEEK TWELVE	<ul style="list-style-type: none"> • Chapter 10: Crossing Product Boundaries • <i>ACTIVITY FOUR DUE</i>
WEEK THIRTEEN	<ul style="list-style-type: none"> • Chapter 11: Counterfeit merchandise, Ethics and Enforcement of the Law
WEEK FOURTEEN	<ul style="list-style-type: none"> • Chapter 12: Marketing Fashion Globally
WEEK FIFTEEN	<ul style="list-style-type: none"> • Semester wrap-up discussions • Final discussions of the paper • Study session for Exam 3
WEEK SIXTEEN	<ul style="list-style-type: none"> • <i>WRITTEN PAPER DUE</i> • <i>EXAM 3</i>

Chapter 1

Introduction to Fashion Marketing

Chapter Objectives

After reading this chapter, students should be able to:

- Comprehend the purpose of marketing
- Comprehend the fashion-marketing concept
- Analyze a company mission statement
- Evaluate a strategic plan

Key Terms

Brand strategy	Mission statement	Signals
Demands	Needs	Stakeholders
Market	Products	Strategic plan
Marketing	Relationship marketing	SWOT
Marketing concept	Services	Wants

Introduction

To the average consumer, the world of fashion marketing is glamorous, exciting, and global. Fashion marketers may indeed interact with some of the most glamorous products, people, and destinations throughout the world. However, the bottom line is always accomplishing their goal (i.e., maximizing sales and profits) in an ever-changing economy. Chapter 1 provides an overview of the requirements of all fashion marketers. That is, the truly successful fashion marketers understand that the industry is serious about (1) the market structure, (2) the company's mission statement, (3) its marketing concept, (4) the relationship with the consumer, distributors, and vendors,

and (5) a continual assessment of its strengths, weaknesses, opportunities, and threats—also known as a SWOT analysis.

Discussion Questions

1. How do mission statements differ based on the size of a fashion company? Explain.
2. Why is the consideration of a company's strategic plan important to a fashion marketing effort?
3. When focusing on a fashion marketing campaign, which should be emphasized to a greater extent: consumers' wants or needs? Explain.
4. Discuss fashion organizations that excel in relationship marketing. What attributes make them successful?

Suggestions for Guest Speakers

1. Contact the owner of an independently owned fashion retailer. Ask the retailer to speak to the class about one of the following topics:
 - a. The development and implementation of the company's mission statement.
 - b. The development and implementation of a SWOT analysis.
2. Contact a manager of a large nationwide retailer. Ask the manager to speak to the class about:
 - a. Relationship marketing strategies used by the company. This topic is based on the idea that the company is large and more challenged to intimately know the customer.
 - b. Methods of SWOT analysis undertaken by the organization.

List of Readings

Ashworth, Anne. (2007, December 14). A girl's best friend in a little blue box.
The Times, p. 9.

- Ostremba, Jolene. (2008, March 15). Retailer offers exciting and rewarding career: Fashion and lifestyle company wants senior marketing manager with leadership qualities. *South China Morning Post*, p. 2.
- Walden, Celia. (2009, September 30). Clothes that look good (and do good): Today retail tycoon George Davies launches a luxury fashion line with a conscience. *The Daily Telegraph*, p. 24.
- Silva-Jelly, Natasha. (2009, March 14). Icing on the cake. *Sydney Morning Herald*, p. 25.
- Wilson, Cintra. (2009, January 1). Dress worldly, spend locally. *The New York Times*, E4.

Chapter 2

The Impact of Fashion

Chapter Objectives

After reading this chapter, students should be able to understand Step One of the Market Planning Process. This includes being able to:

- Examine the influence materials have on fashion
- Analyze sources of fashion inspiration from society
- Examine sources of fashion inspiration from culture and history
- Analyze the fashion industry in relation to competition
- Discriminate between the benefits of employing a massmarket and market segmentation efforts

Key Terms

Artifact	Couture	Retailer
Bridge fashions	Designer	Socio-economic
Channel of distribution	Fad merchandise	Staple
Chapter 11	Hard lines	Strategic mission
Classic merchandise	Knock-offs	Style
Consumer	Manufacturer	Wholesaler
	Psychographic	YouTube

Introduction

The fashion industry is fluid. A popular trend this month or year can be out of date next year. It is more important than ever for fashion marketers to carefully observe where the marketplace is going. Competition in the fashion industry continues to increase. Competition among fashion marketers is increasing due to technology. Slight changes in the marketplace may result in significant financial changes to a company. It is becoming easier to reach consumers via the Internet. Consumers are becoming more selective, savvy regarding their purchases, and are able to purchase via multiple channels (e.g., store, Internet). Watching the marketplace on the surface is not sufficient. Observation of design, elements, colors, hem lengths, materials, and accessories is paramount. To be successful in business, particularly the fashion business, marketers must observe, analyze, and understand why trends are occurring. The environment influences fashions. The symbiotic and powerful relationship of fashion cannot be denied. Whether you enjoy high fashion from Paris and Italy, country fashions patterned after Nashville, or a leather and lace outfit suitable for a long distance Harley Davidson ride, fashion impacts consumers' lives, their way of living, and their method of spending disposable income.

The market planning process consists of 11 steps. The first step, inspiration, is explored in Chapter 2. Inspiration for fashion and fashion marketing comes from a wide variety of sources. Culture, arts, history, society, and environment provide inspiration for fashion. These aspects and the importance of the fashion industry are examined in the chapter.

Discussion Questions

1. Explain why continuity with regard to pricing strategy gives security to both the retailer and consumers.
2. Identify a fashion retailer that uses a market-skimming pricing strategy. In your opinion, is this fashion marketing strategy successful? Explain.
3. Identify a fashion retailer that uses a market-penetration pricing strategy. In your opinion, is this fashion marketing strategy successful? Explain.
4. Respond to the statement “Most of the time, the failure of a good product is a result of poor marketing efforts.” Explain your support for or disagreement with the statement.

Suggestions for Guest Speakers

1. Invite the curator of a costume museum or costume department within a large museum to speak to the class. Ask the curator to discuss any of the following topics:
 - a. Influence of history on costumes
 - b. Influence of culture on fashions
 - c. Influence of society on fashions throughout the ages
2. Invite a professor of history, theatre, or history of art to speak to the class. The discussion can be similar to that of a museum curator. The topics might include:
 - a. Influence of history on costumes
 - b. Influence of culture on fashions
 - c. Influence of society on fashions throughout the ages

List of Readings

- Chetty, Derick. (2009, July 9). Couture houses refuse to tumble: You can never be too rich, too thin or own too many couture items. *The Toronto Star*, p. L03.
- Diluna, Amy and Schreffler, Laura. (2009, May 5). Galaxy of stars come out at Met. Frock-Set Frolics at Costume Institute’s model as Muse’ Gala. *Daily News*, p. 2.
- Givhan, Robin. (2009, April). Famous frocks that we can all see ourselves in. *The Washington Post*, p. E01.
- Givhan, Robin. (2008, September 27). Generic Gucci: The once-pioneering design

house has lost its focus and flair. *The Washington Post*, p. C01.

Poblete, Johanna D. (2008, June 23). Our fashionable planet. *Business World*, p. S2/10.

Chapter 3

Fashion Marketing: Part I

Chapter Objectives

After reading this chapter, you should be able to understand Step Two of the Market Planning Process. This includes being able to:

- Identify differences among product lines
- Differentiate characteristics of pricing strategies
- Evaluate strengths and limitations of distribution decisions
- Analyze differences among product placement decisions

Key Terms

Actual image	Logo
Classic product line	Mass marketing
Desired image	Market-penetration pricing
Destination placement	Market-skimming pricing
Exclusive distribution	Massclusivity
Exclusivity	Membership pricing
Extrinsic value	Merchandise line
Exclusive distribution	Micromarketing
Impulse placement	Niche marketing
Intrinsic value	Packaging
Hangtag	Perceived cost

Pricing strategies	Sales
Pricing-down strategy	Seasonal discount
Product placement	Stakeholder
Product-line pricing	Staple products
Product strategies	Style
Promotional pricing	Temporary limited exclusive distribution
Psychological pricing	Ultimate cost
Quantity discount	Value-based pricing

Introduction

Fashions, regardless of the quality or style, will not be widely accepted by the target market without a successful marketing strategy. At times, even bad fashions can be sold if the marketing efforts are good. Effective marketing requires focused, integrated and dedicated efforts by the entire organization. The better the fashion products look to the consumers, typically the more effort went into the marketing efforts. Four components of the Marketing Concept that are addressed in Chapter 3 relate to how consumers identify with (1) the marketing of fashions (i.e., products), (2) fashion prices, (3) access to the fashions (i.e., location), and (4) ease of finding products within a store (i.e., product placement). Promotion and advertisement of fashions, an important component of the Marketing Concept, is also addressed in this chapter.

Discussion Questions

1. When developing a fashion marketing campaign, what attribute is more important to emphasize: intrinsic value or extrinsic value? Explain.
2. Justify or negate the following statement: “Hangtags are extremely important to the fashion company but not at all important to the fashion marketer.”
3. Which pricing strategies are used most frequently in the current economy? Explain.
4. Which of the following attributes do fashion marketers emphasize to the greatest degree in their campaign: product, price, distribution, or product placement? Justify your opinion.

Suggestions for Guest Speakers

1. Invite to class a sales manager or sales representative from a cosmetic firm (the local department store might be able to provide you with a contact name). Ask the sales representative to discuss either of the following subjects:
 - a. The influence marketing efforts have on product placement
 - b. The influence marketing efforts have on distribution
2. Invite a manufacturer's representative to class to discuss any of the following subjects:
 - a. How a company selects a logo and hangtag
 - b. The initial desired image of the product line
 - c. The desired image of the product line versus the actual image

List of Readings

Pfanner, Eric. (2008, January 30). Vuitton is embracing medium of the masses.

The New York Times, p. C8.

Solyom, Catherine. (2009, November 2). Discount luxury with no lineups:

beyondtherack.com quickly racks up \$10 million in revenue from its online sales of upscale brands. *The Gazette*, p. A20.

Wellington, Elizabeth. (2008, January 27). Mirror, Mirror: Taking a chance on

luxe. *The Philadelphia Inquirer*, p. M01.

Friede, Eva. (2008, December 30). Cheap chic, the new normal. *The Gazette*, p.

D3.

Chapter 4

Fashion Marketing: Part II

Chapter Objectives

After reading this chapter, you should be able to understand. Step Three of the Market Planning Process. This includes being able to:

- Comprehend the differences between and similarities among public relations, promotions, and advertising
- Examine public relations efforts associated with fashion marketing
- Assess methods of promoting fashions
- Distinguish among the various methods of advertising
- Evaluate integrated marketing efforts

Key Words

Actual image	Exclusivity
Billboard advertising	External newsletter
Blog	Extrinsic value
Calendar sale	Facebook
Campaign	Frequency
Consumer database	Immediate response marketing message
Continuity of Patronage	Impulse shopping
Desired image	Infomercials
Effective billboards	Integrated fashion marketing
Exclusive distribution	Internal newsletter

Internet advertising	Psychographics
Internet radio	Radio advertising
Intrinsic value	Reach
Market segmentation	Retention
Marketing media	Segment marketing
Mass marketing	Stakeholder
Merchandise line	Staple products
Micromarketing	Stimuli
Mobile advertising	Strategic plan
Niche marketing	Sponsorships
Packaging	Style
Print media	Targetability
Product strategies	Testimonials
Profit	

Introduction

Marketers have a complex responsibility. In addition to understanding the organization and its brands, it is their responsibility to effectively communicate how the company can satisfy the needs and wants of the target market. This effort is integrated and multi-dimensional. Marketers use public relations, promotion, and a wide variety of advertising tools to continuously communicate with its consumers. The target market, as well as all consumers (e.g., persons who may or may not be interested in the fashions), need: a) information about the fashions (i.e., promotion); b) desire for the fashions (i.e., product); c) access to the fashions (i.e., location); and d) perceived value in the fashions (i.e., price). Successful marketing of fashions requires the analysis of product, price, packaging, place, and promotion. Chapter 4 addresses the public relations, promotion,

and advertising aspects of fashion marketing efforts. These efforts each play a unique role. The integration of the three marketing components helps employees, stakeholders, and consumers better understand a company's fashion product offerings.

Discussion Questions

1. How does the statement “the amount and frequency that consumers read newspapers is rapidly changing” influence the fashion marketing industry?
2. Are the messages used in billboards, print media, and public relations the same? If not, how do the messages differ? If the messages are similar, how are they similar?
3. Should all companies (large and small) use employ a public relations department? Explain why or why not. How would a small company benefit from employing a public relations division? Does a small company face any limitations from employing a public relations division?
4. What is the difference between an internal newsletter and an external newsletter? Does a company need both types of newsletters? Explain.

Suggestions for Guest Speakers

1. Contact a local radio station (e.g., campus radio station, local community radio station). Request that the sales manager speak to the students. Suggested topics could include:
 - a. a) A discussion of the methods of creating advertisements to reach a specific radio audience,
 - b. b) A discussion about the strengths and challenges of radio advertising
 - c. c) The possible ways that radio advertising will change in the next five years
2. Contact a manager or visual merchandiser of a fashion retailer. Ask that person to speak to the class regarding successful and unsuccessful in-store signage used by the company.

List of Readings

Forden, Sara G. (2001). *House of Gucci: A Sensational Story of Murder, Madness, Glamour, and Greed*. New York: Harper Collins.

- Gitomer, Jeffery. (2008). *Jeffrey Gitomer's Little Teal Book of Trust: How to Earn It, Grow It, and Keep It to Become a Trusted Advisor in Sales, Business, and Life*. FT Press: Upper Saddle River, NJ.
- Heath, Chip and Dan Heath. (2007). *Made to Stick: Why Some Ideas Survive and Others Die*. New York: Random House.
- Lauren, Ralph. (2007). *Ralph Lauren: The Inspiration of Four Decades*. New York: Random House, Inc.
- Meerman, David Scott. (2008). *The New Rules of Marketing and PR: How to Use News Releases, Blogs, Podcasting, Viral Marketing and Online Media to Reach Buyers Directly*. New York: Wiley, John & Sons.
- Shih, Clara and Marc Benioff. (2009). *The Facebook Era: Tapping Online Social Networks to Build Better Products, Reach New Audiences and Sell More Stuff*. Prentice Hall Professional Technical Reference: Upper Saddle River, NJ.

Chapter 5

Fashion Marketing: Part III

Chapter Objectives

After reading this chapter, you should be able to understand Step Four of the Market Planning Process. This includes being able to:

- Apply the trickle-down theory as it relates to fashion marketing
- Apply the trickle-down theory to an entertainer's brand
- Compare methods of fashion marketing efforts that use entertainers and celebrities
- Analyze the importance of entertainers and celebrities for obtaining fashion exposure
- Conduct a SWOT analysis of entertainment-industry personnel in marketing campaigns
- Evaluate the influence television has on fashion marketing
- Explain how the belongingness theory applies to fashion marketing

Key Terms

Armchair	Designer	Reality show
fashionista	Fashion brand	Special appearance
Belongingness	License	Spokesperson
theory	Knockoff	Trickle-down theory

Introduction

Since the glamorous days of the 1940s when movie stars would wear designer gowns to nightclubs, fashion has been an important part of the entertainment industry. The statement, “To see and be seen,” is epitomized by the actions of celebrities, want-to-be celebrities, actors, musicians, newscasters, authors, and television personalities wearing brand-name merchandise and accessories. The merchandise and accessories become as much a part of their personality and success as does their creative work. It is equally important and profitable for the designers, manufacturers, and retailers to have the exposure provided by the entertainers wearing their fashions and accessories. Chapter 5 addresses the influence celebrities and entertainers have on the fashions of the middle and lower classes.

Discussion Questions

1. Think about the last time you dressed for an event (e.g., party, going out with friends, attending a sporting event).
 - Did you ask someone else’s opinion about the items you selected?
 - Did you ask someone if you looked acceptable?
 - Was it important that you looked “as good” or “better” than the other persons attending the event?
 - How do your apparel choices relate to the belongingness theory?
2. Technology plays an important role in the fashion and entertainment industry.
 - Select a movie that used fashion as a major influence in the plot.
 - Name the main characters in the movie.
 - How did the fashions interact with the main character’s behaviors?
 - Did you watch the movie primarily for the fashions or the plot?
 - How many times did you watch the movie?
 - What was the purpose of watching the movie multiple times?
3. Select a daytime show. How has television influenced fashion marketers’ decisions regarding exposing fashions to consumers?

- To what extent do consumers respond to fashion marketing efforts on You Tube or a particular fashion company’s website? Give an example of a positive response. Give an example of a negative response.
4. Is a marketing message more impactful when delivered by an entertainer? Why or why not?

Suggestions for Guest Speakers

1. Invite to class a buyer or merchandise manager from a local department store. Request he or she discuss topics related to:
 - The impact of entertainers’ endorsement on products on the store’s profit.
 - What is the “correct” balance of endorsements by entertainers?
 - His or her opinion as an industry leader: what percent of the fashion industry’s merchandise and profitability is based on the marketing of fashion and the entertainment industry?
2. Invite the programming director or manager of a local television station to speak to the class. Request that he or she discuss topics related to:
 - The influence of viewership based on fashion
 - The impact of fashion on the type of television show genre

List of Readings

- Gunn, Tim and Kate Maloney. (2007). *Tim Gunn: A Guide to Quality, Taste and Style*. New York: Harry N. Abrams, Inc.
- Kelly, Clinton and Stacy London. (2005). *Dress Your Best: The Complete Guide to Finding the Style That’s Right for Your Body*. New York: Random House.
- Norwood, Mandi. (2009). *Michelle Style: Michelle Obama, First Lady, Fashion Icon: What Mrs. O Knows about Style, Shopping, and the Perfect Shoes*. New York: Harper Collins Publishers.
- Olsen, Mary Kate and Ashley Olsen. (2008). *Influence*. New York: Penguin Group.
- Swanton, Will. (2009, January 18). Williams serves first flush of tennis fashion. *The Sun Herald*, p. 5.

Vesilind, Emili. (2009, May 31). Stars of the street: It seems that every major hip-hop artist is turning a buck in the rag trade these days. *Los Angeles Times*, p. 4.

Zoe, Rachel and Rose Apodaca. (2008). *Style A to Zoe: The Art of Fashion, Beauty, & Everything Glamour*. New York: Grand Central Publishing.

Chapter Six

The Buying Season: Marketing Fashions to Retailers

Chapter Objectives

After reading this chapter, you should be able to understand Step Five of the Market Planning Process. This includes being able to:

- Distinguish between centralized and decentralized buying practices
- Apply centralized buying characteristics to marketing efforts
- Apply centralized buying characteristics to decentralized buying practices
- Explain attributes of international fashion weeks
- Document fashion councils
- Explain the purpose of fashion councils
- Assess the beneficial components of fashion marts and councils as they impact fashion marketers' efforts

Key Terms

Apparel marts	Decentralized buying office
Bridge pricing	Designer signature
British Fashion Council, The (BFC)	Fashion behavioral theory
Bryant Park	Fashion intelligence
Buying seasons	Federation Française de la Couture
Centralized buying office	Flagship store
Chambre Syndicale de Prêt-à-Porter	Hong Kong Trade Development Center
Contemporary price zone	International Fashion Weeks

Moda Pronta	Resident buying organization
Moderate Fashion Pricing Zone	SKU
National Chamber of Fashion	Trade publication
Open-to-buy	Trickle-down theory
Print marketing	Trickle-up theory

Introduction

The selection of merchandise carried in a store influences the fashion marketing message. Marketing decisions are made regarding products to be promoted nationwide; mediums used to promote products nationwide; and whether or not regional products should be promoted given the additional cost incurred with individualized marketing campaigns. Additional decisions reflect concerns such as if regional marketing campaigns were to take place, which products should be featured in each regional campaign; and finally, given regional differences in the market, what differences in the promotional campaign should be made. These topics are addressed throughout the chapter.

Discussion Questions

1. What are the elements a fashion marketer should consider when developing a campaign for a centralized buying organization?
2. How are the marketing efforts different when a company operates a centralized buying office versus a decentralized buying office?
3. Why should fashion marketers continually examine consumers' actions as they relate to fashion behavioral theories (e.g., Trickle-p theory)?
4. As a fashion marketer is it important to a) understand the buying seasons, and b) know the international and national buying markets. Explain why this is so.

Suggestions for Guest Speakers

1. Contact the owner of an independently owned fashion retailer. Ask the retailer to speak to the class on one of the following topics:
 - a. The buying process used and its impact on the store's marketing efforts.
 - b. How the buyer decides which markets to patronize.
2. Contact the manager of a fine jewelry store that has been in existence for many years in your community. Ask the retailer to speak to the class on one of the following topics:
 - a. Discuss your opinion on the changing nature of the target market. That is, what products were once for the upper class and are now are being purchased by the middle class?
 - b. How have your marketing efforts changed throughout the years to reach the middle class?

List of Readings

- Chetty, Derick and Diana Zlomislic. (2009, March 14). Bad boys of Canadian fashion: Designers skirt Toronto Fashion Week with early shows. *The Toronto Star*, p. A03.
- Demello, Jessica. (2008, November 22). Fun and fashions celebrate the AGC: Students strut along the runway in wearable art. *National Post*, p. WP17.
- Demontis, Rita. (2009, October 24). Catwalk fever: It was one giant glam fest as more than 50 runway shows brought together the national and international industries for Toronto Fashion Week. *The Toronto Sun*, p. 30.
- Puente, Maria. (2008, September 4). Top-dollar time at NYC Fashion Week: Shows are expensive but bigger than ever. *USA Today*, p. 9B.
- Usborne, David. (2009, February 5). End of the catwalk: New York Fashion Week is flouncing out of Bryant Park, its home for 15 years. *The Independent*, p. 26.

Chapter 7

Targeting the Fashion Consumer

Chapter Objectives

After reading this chapter, you should be able to understand Step Six of the Market Planning Process. This includes being able to:

- Produce a fashion company's target market diagram including its primary, secondary, and tertiary levels
- Explain differences and similarities among generations
- Apply fashion marketing concepts to each generation
- Discriminate between the benefits of employing a mass market and market segmentation effort, and recommend questions to pose to consumers when surveying the target market

Key Terms

Brick-and-mortar retailers	Evolving target market desires
Bridge pricing	Fashion conscious
Browsing	Fashion marketing
Catalog	Focus group
Consumer spending patterns	Luxury target market
Demographics	Market feedback
Disposable income	Market segmentation
Electronic survey	Mass market
E-retailer	MySpace

Paper survey	Secondary target market
Purchasing power	Shopping
Profit margin	Socialization
Primary target market	Target market
Psychographics	Tertiary target market

Introduction

Successful fashion marketers continually examine the needs and desires of their target market. They must closely observe how their market learns about fashions, as well as their market's methods and frequency of shopping behaviors and brand loyalties. Never assuming a consumer's behavior, fashion marketers continually ask questions in order to further refine their target marketing process. The more marketers understand about the target market, the better they are able to develop and implement marketing strategies. Market segments are based on demographics and psychographics. Fashion marketers learn about the target market's psychographics through focus groups and survey interviews. The importance of understanding the company's target market is paramount. The fashion marketer's role in working with the target marketing is addressed in this chapter.

Discussion Questions

1. Despite economic difficulties, multiple consumer groups (e.g., Generation Y, Baby Boomers) continue to purchase designer products. What marketing factors help explain this consumer loyalty?
2. How would you market fashions to the Gray Market? Explain.
3. How would you market fashions to the Baby Boomer market? Explain.
4. How would you market fashions to Generation X and Generation Y? Explain.

Suggestions for Guest Speakers

1. Invite to the class a store manager who markets primarily to the Gray Market.
Suggest that he or she discuss topics that might include:
 - a. Marketing efforts used to reach the primary target market.
 - b. Differences in marketing efforts required to target to the older consumer as compared to a younger market.
 - c. Consumption and loyalty patterns of the Gray Market.
2. Invite to the class a store manager who markets to both Generation Y and the Baby Boomer target markets (e.g., department store). He or she might discuss topics such as :
 - a. What percentage of the marketing efforts is devoted to each consumer group? How did the marketing group make this decision?
 - b. Which consumer group is considered the primary target market? Explain.
 - c. Discuss the different marketing tools and messages (e.g., Internet, print) used to reach and connect with each consumer group.

List of Readings

- Auby, Karen. (2008, August 25). A boomer's guide to communicating with Gen X and Gen Y. *Business Week*, p. 63.
- Dillon, Jenny. (2009, February 17). Trust key to knowing Gen X, Y. *The Advertiser*, p. 56.
- Holt, Lauren. (2008, June 28). Future of market down to "Y" factor; Generation Y; Generation X; Baby Boomers. *The West Australian*, p. 3.
- Hale, Eleni. (2008, August 24). Our shopping style can show our age: Survey reveals how Australians spend. *The Sunday Mail*, p. 33.
- Hale, Eleni. (2008, August 31). Oh baby, Gen-Ys swamp X to buy. *Sunday Territorian*, p. 43.

Chapter 8

Cross-Channel Shopping

Chapter Objectives

After reading this chapter, you should be able to understand Step Seven of the Market Planning Process. This includes being able to:

- Explain the concept of cross-channel shopping
- Examine the implications of crosschannel shopping in relation to a company's marketing efforts
- Compare the various fashion marketing strategies that companies employ to increase sales and profits as they relate to consumers' shopping patterns

Key Terms

Benefit

Follow-up

Brick-and-mortar stores

Multi-channel retailers

Cross-channel loyalty program

Multiple sales

Cross-channel shopping

National Retail Federation

Direct marketers

Tag lines

Empowered shopping opportunities

Perceived value

E-retailers

Permission marketing

Feature

Push marketing

Flagship store

Pull marketing

Focus group interviews

Uniqueness

Introduction

The greater the number of channels of distribution that the trusted retailer offers, typically the greater the probability the consumer will respond to its multichannel marketing efforts.

Imagine a time when consumers had limited fashion product information before entering a store. In order to find out if a retailer carried a particular product, color, or size—say, a garment in periwinkle blue that fit you perfectly—you, the fashion consumer, were required to drive to each store. The hunt through the various racks began, frantically flipping through garment tags for the right size and style.

The Internet has changed how fashion retailers market their products. Consumers log on to retailers' websites 24/7 for shopping tips; to learn about sales, clearance products, new arrivals in the store, and products sold only through the site; and to obtain coupons that can be downloaded and printed via a home personal computer printer.

This chapter addresses how fashion consumers now can use technology to as one method to obtain general information, comparison shop, decide on a location for future product analysis, and make the ultimate decision to purchase or start the fashion search all over again.

Discussion Questions

1. In this era of technology, online shopping, and consumers' desires for instant gratification, when can the Brick-and-Mortar — Internet (information only) channel of distribution be justified? Explain.
2. The amount of information on the Internet continues to increase at an enormous speed. What techniques can be used for an Internet-only fashion marketer to capture the attention of the target market?
3. Fashion marketers try to instill consumer loyalty and frequent purchasing behavior. What methods of data collection should be used to better understand consumers' opinions and behaviors?

4. Given a channel member (e.g., brick-and-mortar, Internet), is it better to use permission, push, or pull marketing? Explain.

Suggestions for Guest Speakers

1. Invite a marketer from a fully integrated fashion retailer to speak to the class. Suggest that he or she discuss any or all of the following:
 - a. Relationship among the marketing campaigns across the different channels
 - b. Resource allocation decisions across the different channels
 - c. Measurement of marketing successes of each campaign
2. Invite a marketer from a fashion brick-and-mortar — direct marketer to speak to the class. Suggest that he or she discuss any or all of the following:
 - a. Relationship among the marketing campaigns across the different channels
 - b. Resource allocation decisions across the different channels
 - c. Measurement of marketing successes of each campaign

List of Readings

- Urwin, Rosamund. (2008, September 12). Fashion sales feel squeeze on High St. but online retailers are booming: Analysis. *The Evening Standard*, p. 32.
- Clark, Nick. (2008, April 29). Sales surge 90% at Internet retailer Asos despite consumer slowdown. *The Independent*, p. 40.
- Pykett, Emily. (2008, December 16). Shoppers turn to net in Christmas run-up. *The Scotsman*, p. 17.
- Hall, James. (2008, September 6). Dedicated follower of fashion with designs on change: The clothing departments of John Lewis stores are about to go a little bit rock ‘n’ roll. *The Daily Telegraph*, p. 30.
- Fildes, Nic. (2007, December 31). Virtual couture: Design your new clothes online. *The Independent*, p. 34.

Chapter 9

Image and Branding

Chapter Objectives

After reading this chapter, you should be able to understand Step Eight of the Market Planning Process. This includes being able to:

- Explain the concept of brands, branding, and image
- Identify differences among types of brands
- Analyze strategies used in presenting brands
- Compare fashion marketing strategies used by different companies in the marketplace

Key Terms

Actual image

Exclusivity

Brand

Exclusive distribution

Brand chaperone

Extrinsic value

Brand mantra

Fast fashion

Branding

Identity

Brand strength

Image

Brand extension

Individuality

Consumer

Intrinsic value

Continuity

Licensing

Customer traffic

Marketing message

Desired image

Massclusivity

Merchandise breadth	Quantitative
Merchandise depth	Return on investment (ROI)
Mission statement	Signature brand
National brand	Store brand
Niche branding	Target market
Product-only relationship	Temporary limited exclusive distribution
Qualitative	

Introduction

Americans, Koreans, Japanese, Italians, French, and British consumers all have one fashion characteristic in common. They are passionately—almost to an obsession—attracted to brands. The acquisition of a store-brand, manufacturer-brand, or designer-brand product can change a gloomy day to the brightest day of the week for some people. When it comes to fashion and brands, often it doesn't matter to consumers if the product “goes with anything” in an existing wardrobe. If the brand is desirable and fits an image, the product must be acquired. Hence, the fashion marketer has earned yet another accomplishment—making this brand indispensable to one's fashion wardrobe. Furthermore, most brands have identifying logos, symbols, or the name of the designer printed or embossed on the fashions. Consumers are paying for the brand—and also paying to advertise the brand for the company. The fashion marketer has accomplished yet another goal.

Chapter Eight addresses the importance that fashion marketing places on branding as well as the importance that brands have on products, companies, and consumer purchasing behaviors. The importance of accurately communicating the brand and image to the consumer is explored, in addition to the branding techniques and attitudes of large and small companies. The reader will be asked to compare the similarities and differences as well as the challenges of branding products from large companies compared to those from smaller companies.

Discussion Questions

1. Since image and branding is so important to the success of a company, why are only a handful of companies considered branding experts? Give examples of excellent and poor branding efforts.
2. Which companies' marketing efforts are being significantly influenced as a result of fashion? Explain.
3. The Internet allows consumers to obtain merchandise from across the globe. How does this tool potentially influence the marketing of exclusive- distribution merchandise? Explain.
4. In a marketing campaign, is it more important to emphasize extrinsic value or intrinsic value? Explain.

Suggestions for Guest Speakers

1. Invite a fashion designer from a local boutique or bridal store to speak with the class. Ask the designer to discuss one of the following topics:
 - a. Image
 - b. Store's target market
 - c. Marketing efforts used for niche branding
 - d. Types of marketing messages to emphasize his or her signature brand
2. Invite the manager of the cosmetic division from the local department store to speak with the class. Ask him or her to discuss one of the following topics:
 - a. Exclusive distribution of products
 - b. Marketing efforts regarding:
 - i. desired image versus actual image
 - ii. brand extension
 - iii. image and brand
 - iv. intrinsic value

List of Readings

Givhan, Robin. (2009, February 1). Society is sold on whatever fashion is selling.
The Washington Post, p. M01.

- Lem, Sharon. (2009, April 25). Designer has passion for fashion: Wind Harry Jerome award as young entrepreneur. *The Toronto Sun*, p. 8.
- Lakshmi, Rama. (2008, December 26). From low art to high fashion in India: Designer finds inspiration on nation's streets. *The Washington Post*, p. A12.
- Shaw, Hollie. (2007, November 17). Kenneth Cole: Is what I do important? *National Post*, p. FP7.
- Shaw, Hollie. (2009, January 16). Ad with that? For taxi, branding includes opening a café. *National Post*, p. FP12.

Chapter 10

Crossing Product Boundaries

Chapter Objectives

After reading this chapter, you should be able to understand Step Nine of the Market Planning Process. This includes being able to:

- Explain the concept of name dominance
- Comprehend the importance of fashion marketers' influence on increasing multiple sales
- Analyze the guidelines to be used by fashion marketers when building brand integrity
- Explain attributes associated with brand identification
- Comprehend differences among fashion marketing campaign messages
- Evaluate methods of dovetailing fashion marketing campaigns

Key Terms

Botox	Lifestyle collection concept
Brand identification	Name dominance
Core product category	Product acquisition
Fashion marketing campaign	Profit margin

Introduction

The Hermés Company began when Thierry Hermés made harnesses to carriage-makers during the late 1800s. Today the company's fashions, accessories, and scarves in particular are sought after by consumers the world over. Ralph Lauren started his empire by making ties in his kitchen with his wife, Rickie. Today Polo Ralph Lauren is known for its lifestyle marketing techniques. The phenomenon of Kate Spade designs was ignited over six simple structured handbags. Fashion followers of Kate Spade delight in knowing that they can purchase the designer's stationery, shoes, and kitchen items as well. Van Gogh's statement regarding great things being accomplished through small a series of small accomplishments is represented throughout the fashion industries. Fashion designers, manufacturers, and marketers all began with inspiration, determination, and will power. Their fashion empires expand exponentially when the companies cross product boundaries. This chapter addresses the influence that fashion marketing has on consumers when they choose to purchase products other than apparel.

Discussion Questions

1. What are the inherent dangers a fashion marketer faces when marketing across different product categories? Explain.
2. In your opinion, can a fashion company successfully market multiple product categories to different target markets without harming the company's image? Explain.
3. What fashion company has the most diverse product categories, and is the most effective in marketing its product categories? Justify your responses.
4. When should a company avoid crossing product boundaries? Explain.

Suggestions for Guest Speakers

1. Invite the visual merchandiser of a local department store to speak to the class.
Ask that person to discuss either of the following topics:
 - a. Input that the manufacturer and/or marketers provide regarding in-store marketing efforts
 - b. The impact of name dominance in the size and scope of the visual merchandising
2. Invite a store manager to speak to the class. Ask him or her to discuss either of the following topics:
 - a. The influence, if any, of company name and product dominance on traffic patterns
 - b. Cohesive branding efforts across departments and categories within one store

List of Readings

- Armstrong, Lisa. (2009, April 1). Gucci's golden girl with the Midas touch: Frida Giannini tells Lisa Armstrong that the way to keep the brand on the map is with the classic Gucci style for real women. *The Times*, p. 9–10.
- Gregor, Alison. (2008, October 29). A London brand is coming to New York's skyline. *The New York Times*, p. 5.
- LaFerla, Ruth. (2009, September 26). All things Coco. *The International Herald Tribune*, p. 12.
- Meagher, David. (2009, January 7). Lavish Louis looks to the mall-minded. *The Australian*, p. 11.
- Turner, Elizabeth. (2009, March 5). Trendsetting icon makes timely debut:

Fashion house teams up with Richemont to launch first collection of timepieces with its hallmark sense of classic style. *South China Morning Post*, p. 02.

Chapter 11

Counterfeit Merchandise, Ethics, and Enforcement of the Law

Chapter Objectives

After reading this chapter, you should be able to understand Step Ten of the Market Planning Process. This includes being able to:

- Explain terms associated with counterfeit fashion goods
- Comprehend laws associated with counterfeit and knockoff products
- Distinguish among the types of counterfeit products
- Evaluate the impact counterfeit products have on fashion marketing efforts
- Assess the reasons that consumers purchase counterfeit fashions

KEY TERMS

Boutique retailer

Brand image

Brand integrity

Cognitive dissonance

Condoned copy

Counterfeit fashion goods

Counterfeit merchandise

Counterfeit raids

Counterfeiting
Credence goods
Design law
Ethics
Experience goods
Fair trade
Federal Dilution of Famous Marks (FTDA)
Guideline
Intellectual propriety
Lanham Act
Overruns
Piracy
Product
Regulation
Search goods
Self-copies
Street vendors
Trade Dress Law
Trademark
Vanity fakes
The Violent Crime Control and Law Enforcement Act

Introduction

The fashion industry is divided between companies that make a profit selling original products and individuals who forfeit their honor or conscience by illegally selling counterfeit merchandise. Consumers worldwide are caught in this vicious cycle. Some consumers consciously choose to purchase counterfeit merchandise for the savings.

Others would rather have one genuine fashion product than a dozen low-quality counterfeit items. Counterfeiters cause significant harm to the fashion industry, yet they also make millions of dollars. This chapter examines the impact of counterfeit merchandise, ethics, and the enforcement of the law.

Discussion Questions

1. To what extent are people in the fashion industry perpetuating the desire for counterfeit merchandise (i.e., purchasing counterfeit merchandise)? Explain.
2. Can the sale of counterfeit merchandise ever be justified? Explain.
3. One of the rationales behind condoned copies is to thwart counterfeit merchandise. Does this strategy work? Justify your position.
4. Why have self-copies become so successful through the use of outlet malls? Explain.

Suggestions for Guest Speakers

1. Invite a professor from the law school to speak to the class on either of the following subjects:
 - a. Recent changes in the law regarding counterfeit merchandise
 - b. The ability and impact of manufacturers and retailers to prosecute offenders who sell counterfeit merchandise
2. Invite a retailer to speak to the students, and suggest he or she address either of the following subjects:
 - a. The impact of counterfeit merchandise on the store's sales and profits

- b. The marketing actions taken to encourage consumers to reject counterfeit merchandise

List of Readings

Berveridge, John. (2009, August 12). Fakers on back foot but not in bag. *Herald Sun*, p. 47.

Brussels, Rory Watson. (2008, May 20). EU tightens borders against dangerous counterfeits. *The Times*, p. 46.

Marsden, Rhodri. (2009, October 24). Fashion crimes. *Herald Sun*, p. 12.

Stueck, Wendy. (2008, September 13). Huge haul of fake Prada, Gucci items seized in Langley. *The Globe and Mail*, p. A2.

Vesilind, Emil. (2009, July 26). Casing counterfeits: The dark side of faking it in LA. *Los Angeles Times*, p. P2.

Chapter 12

Marketing Fashion Globally

Chapter Objectives

After reading this chapter, you should be able to understand Step Eleven of the Market Planning Process. This includes being able to:

- Grasp the importance of global fashion marketing efforts
- Comprehend the sequential steps associated with the decision to enter a global marketplace
- Understand the influence that cultural, social, and environmental factors have on global fashion marketing efforts
- Examine methods of entering a global marketplace
- Apply various methods of entering a global marketplace
- Discriminate between correct and incorrect global fashion marketing campaign guidelines
- Integrate important phases of human nature into the global fashion marketing efforts
- Evaluate the success of global fashion marketing efforts

Key Terms

Adapted marketing mix

Exchange control

Direct exporting

Export department

Direct investment

Exporting

Domestic fashion marketing

Global fashion marketing

Global organization	Marketing globally
Indirect exporting	Quota
International division	Standardized marketing mix
Licensing	Tariff

Introduction

By 2012 consumers will have an increased desire for unique products and experiences. Men and women throughout the world spend billions on fashions. Teens and children, most of who are not gainfully employed, significantly influence how their parents purchase fashions. The fashion industry sells in excess of \$750 billion retail globally. As the desire for fashions grows, so does the intensity of fashion marketing efforts. At no other time in history have there been a greater number of fashion marketers working on an international scale. Fashion merchandise is being promoted in creative ways that adapt to the cultural and regional differences of each country. The products may remain the same but the method in which the marketing message is presented is carefully crafted to ensure successful delivery and acceptance to the global market. This chapter addresses the challenges and opportunities fashion marketers face in the global environment.

Discussion Questions

1. Companies expand globally in order to increase their global market share. What are some of the challenges inherent in expanding globally?
2. How does technology assist in fashion marketers' global expansion? Be specific. Can technology be detrimental to a fashion marketers' global presence? Explain.
3. What are the cultural and social implications of fashion marketing in a global environment?

4. What is the benefit of having an export department as compared to an international division when entering the global marketplace? Explain.

Suggestions for Guest Speakers

1. Look in the campus directory for the foreign language department. Find a professor (e.g., tenured or instructor) in a language from a country that specializes in fashion. Examples might include Spanish (i.e., Madrid), Italian (i.e., Milan), French (i.e., Paris). Ask the professor to speak to the class on any of the following topics:
 - a. The culture and society
 - b. How the culture adopts to fashion and clothing
 - c. His or her examples of or reactions to the fashion marketing efforts of the country or region
 - d. A comparison of fashion marketing efforts of the country and the United States
2. Ask a manager, retail marketer, or buyer of a global company to speak to the students. Ask him or her to discuss any of the following subjects:
 - a. Provide a summary of how the company initiated its global marketing efforts
 - b. Discuss the challenges in today's global economy
 - c. Discuss the opportunities in today's global fashion marketing environment

List of Readings

- Burns, Janice Breen. (2009, March 14). Home-grown talent brings an air of international glamour. *The Age*, p. 10.
- Cheung, Gladys. (2008, 2008, August 4). Expansion trail proves to be fashionable. *South China Morning Post*, p. 3.
- Howard, Theresa. (2009, January 2). Adidas chases fashion market with global ad campaign: Its first mass-market outreach in 60 years for the sneaker maker. *USA Today*, p. 3B.
- Lovell, Caroline. (2008, October 31). Burberry calls global pitch. *Campaign*, p. 1.
- Sage, Alexandria. (2008, February 6). Adidas resigns global stores. *The*

International Herald Tribune, p. 16.

Chapter One Activities

Homework or In-Class Activity: Company Mission Statement

Select a fashion retailer that has a website. Go to the website and find the company's mission statement. Complete the following:

1. Write the mission statement verbatim
2. Cite the information using either APA or the Chicago Manual of Style
3. Answer the following questions based on the mission statement:
 - a. What is the overall mission of the company?
 - b. How does the company's mission guide its actions?
 - c. Are the company's actions consistent with its mission? Explain.

Format for Company Mission Statement Place your name at the top right-hand side of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use either APA (American Psychological Association) or *Chicago Manual of Style* format.

Grading Rubric for Company Mission Statement	
Content	Percent
Introduction	10%
Overall mission of the company	10%
Analysis: company's mission guide its actions	25%
Analysis: company's actions consistent with its mission	25%
Conclusion	10%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	10%
Total possible percentage points	100%

Homework or In-Class Activity: SWOT Analysis

Select a fashion retailer (e.g., Nordstrom, Neiman Marcus, bebe) or a fashion design organization (e.g., Donna Karan, Kate Spade). Conduct a SWOT analysis of the organization. In order to complete the analysis, you are required to find factual information from documented sources. Your opinions of the company are important. For example, include your perceptions of the company's strengths and weaknesses. These perceptions, however, must be backed up by faculty information from industry sources, which may include, but are not limited to:

- Company annual reports
- Press releases
- Industry or business periodicals (e.g., *Women's Wear Daily*, *Wall Street Journal*, *Daily News Record*)
- Popular press (e.g., *Cosmopolitan*, *Vogue*)

Format for SWOT Analysis Place your name at the top right-hand side of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2b) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for SWOT Analysis	
Content	Percent
Introduction	10%
Strengths	15%
Weaknesses	15%
Opportunities	15%
Threats	15%
Conclusion	10%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	10%
Total possible percentage points	100%

Chapter Two Activities

Homework or In-Class Activity: Inspiration from Materials—Technological Impact

1. Technology is used to learn about fashions as well as provide personal opinions about fashions. Log onto the Internet (e.g., YouTube, designers' websites, blogs) and find information about a specific designer, fabric, or merchandise line.
2. Write on the “inspiration of materials—technological impact” based on the specific information generated on the selected topic.

Format for Inspiration from Materials—Technological Impact

The information is to be typed in sentence format. Include a heading to identify the selected topic (e.g., designer, fabric, or merchandise line). Include citations and references using APA or *Chicago Manual of Style*. Double-space the document. The information should be approximately one typed page. Include your name, course number, and section in the upper-left of the paper.

Grading Rubric for Inspiration from Materials—Technological Impact	
Required Content	Percent
Introduction to the paper	10%
Explanation/description of the designer, fabric, or merchandise line selected	20%
Inspiration of identified materials	20%
Discussion of technological impact	20%
Conclusion	20%
Grammar, spelling, overall professional appearance	10%
Total possible percentage points	100%

Homework or In-Class Activity: Social Marketing

1. Work in groups of 2–3. Select two companies that are actively engaged in social marketing.
2. Search the Internet for examples of the companies’ social marketing efforts.
3. Compare the similarities and differences of the two companies’ efforts. Is one company more successful in its social marketing efforts? Explain.

Format for Social Marketing The information is to be typed in sentence format. Include headings to identify the discussion of each company. Include citations and references using APA or *Chicago Manual of Style*. Double-space the document. The information should be approximately one typed page. Include your name, course number, and section on the upper-left of the paper.

Grading Rubric for Social Marketing	
Required Content	Percent
Introduction to the paper	10%
Introductory discussion of company one	15%
Introductory discussion of company two	15%
Comparison of social marketing of the two companies	30%
Conclusion	20%
Grammar, spelling, overall professional appearance	10%
Total possible percentage points	100%

Chapter Three Activities

Homework or In-Class Activity: Pricing as a Function of Marketing

Working in groups of 2–3 as a class assignment or an individual take-home assignment, complete the following tasks:

4. Select one fashion company.
5. Examine the company's pricing structure of its fashion products.
6. Explain (a) how the fashion marketers describe, relay, and justify the pricing message to the target market, (b) the product, pricing, distribution and placement aspects to be considered when developing a marketing campaign, and (c) the pricing strategy's potential impact on the company's image.

Format for Pricing as a Function of Marketing

Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Pricing as a Function of Marketing	
Content	Percent
Introduction	10%
Discussion of the company's pricing strategy	15%
Aspects to consider when developing the marketing campaign	20%
Pricing strategy's potential impact on the company's image	20%
Conclusion	15%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	10%
Total possible percentage points	100%

Homework or In-Class Activity: Exclusivity

Working in groups of 2–3 or on an individual basis, complete the following:

1. Identify 10 fashion marketing advertisements that emphasize (a) exclusivity, (b) exclusive distribution, or (c) temporary limited distribution. These advertisements may be from the same company or from different companies and from different products and/or services.
2. Once you have identified ten advertisements, develop a matrix in order to categorize the advertisements. An example of the matrix is below.

	Product	Mfiter	Retailer	Strategy
Company 1	Perfume	D&G	Neiman Marcus	Exclusive
Company 2				
Company 2				

3. Document the (a) product, (b) manufacturer, (c) retailer, (d) type of strategy.
4. After collecting the data, answer the following questions:
 - a. What types of products are typically marketed through an exclusive strategy?
 - b. Are some of the fashion marketing efforts more effective than others? Explain.
 - c. What other products and/or manufacturer’s brands might be marketed successfully through this strategy? Explain.

Format for Exclusivity Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (a) cite within the body of the paragraph and (b) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Exclusivity	
Content	Percent
Introduction	10%
Matrix documenting the product, retailer, location, date available, and manufacturer	15%
Question a	20%
Question b	20%
Question c	20%
Conclusion	10%
Grammar and flow of the document	5%
Total possible percentage points	100%

Chapter Four Activities

Homework or In-class Activities: Public Relations Report

Select a fashion company of any size (large and publically held or an entrepreneurial company). Write a public relations report about the company. The public relations report should include current information regarding the company’s product lines, marketing efforts, and interaction and assistance to the community through good works.

Format for Public Relations Report Place your name at the top-right of the page. Length guidelines: Two-page maximum; three-quarter-page minimum. Document must be typed, double-spaced, and error-free.

Grading Rubric for Public Relations Report	
Content	Percent
Introduction	20%
Current information regarding the company	50%
Grammar and flow of the document	10%
Conclusion	20%
Total possible percentage points	100%

Homework or In-Class Activity: Billboard Assessment

Shoot a photo of two fashion billboards. One billboard will be considered an effective billboard; the other will be considered ineffective or “not as effective.” Compare the two fashion billboards against the eight components required for an effective billboard. Then suggest how to improve the less- effective billboard.

Format for Billboard Assessment Place your name at the top-right of the page. Length guidelines: The photo of each billboard is to be placed side-by-side on a sheet of white paper. The photos may be printed in black and white. Discuss the eight components of a successful billboard: (1) product marketed is clearly identifiable,(2) billboard viewed from a distance, (3) font is legible, (4) visuals are proportional, (5) layout flows, (6) text is creative, (7) background is simple, and

(8) marketing is simple—not cluttered. Document must be typed, double-spaced, and error-free. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Billboard Assessment	
Content	Percent
Introduction	10%
Selection of two diverse fashion billboard photos	10%
Comparison of two photos based on the criteria for a successful billboard	30%
Suggestions for enhancing the unsuccessful billboard	30%
Grammar and flow of the document	10%
Conclusion	10%
Total possible percentage points	100%

Chapter Five Activities

Homework or In-Class Activity: Impact of Entertainers' Marketing Efforts

1. Gather into groups of 3–4 classmates. Avoid a group larger than 4; groups larger than that will typically have a passive participant.
2. Answer the following questions:
 - Are some product categories more frequently endorsed by entertainers (e.g., fragrance, apparel) than others?
 - Does the entertainer tend to endorse the brand, the product, or a combination of attributes?
 - In your opinion, what marketing messages make entertainer endorsements successful?
 - Have you noticed an entertainer endorsement that you perceived as being unsuccessful? Explain.

Format for the Impact of Entertainers' Marketing Efforts If used as a homework activity, place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Impact of Entertainers' Marketing Efforts	
Content	Percent
Introduction	20%
List of entertainers and products	25%
Implications regarding product recognition and loyalty toward product versus the entertainer	25%
Conclusion	20%
Grammar, spelling, overall professional appearance	10%
Total possible percentage points	100%

Homework or In-Class Activity: Marketing Reaction Paper

- Select one marketing medium (e.g., movie, print, billboard) that uses a celebrity or entertainer.
- Write a one-page analysis of your reaction to the fashion marketing efforts.

Format for Marketing Reaction Paper Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Marketing Reaction Paper	
Required Content	Percent
Introduction	20%
Reaction clearly stated	25%
Statements are tied into the entertainment	25%
Conclusion	20%
Grammar, spelling, overall professional appearance	10%
Total possible percentage points	100%

Chapter Six Activities

Homework or In-Class Activity: Major Fashion Price Zones

Working either individually or in groups of two or three, complete the following:

1. Identify one manufacturer's line of fashions marketed for each of the following pricing zones: a) designer signature, b) bridge pricing, c) contemporary pricing, d) better pricing, e) moderate fashion pricing, and f) budget pricing.
2. Document the characteristics of the fashion lines.
3. Document the differences and similarities in the marketing efforts.
4. Analyze the effectiveness of each marketing effort.

Format for Major Fashion Price Zones Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Major Fashion Price Zones	
Content	Percent
Introduction	10%
Documentation of fashion lines in each pricing zone	5%
Documentation of fashion line characteristics	20%
Documentation of differences and similarities in the marketing efforts among pricing zones	20%
Analysis of marketing efforts	20%
Conclusion	10%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	5%
Total possible percentage points	100%

Homework or In-class Activity: Business Resources

Select a specific issue of a business resource (e.g., January 2, 2010, issue of *Women's Wear Daily*) and complete the following:

1. Document the specific business resource including the name, date published, publisher, and address.
2. Identify the categories of resources available in the issue.
3. Under each category of resource included in the issue, discuss how a fashion marketer could a) promote his or her company and b) learn about the competition.

Format for Business Resources: Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Business Resources	
Content	Percent
Introduction	10%
Documentation of the specific business resource	5%
Identification of categories of resources	20%
Discussion of how the resources could help promote the company	20%
Discussion of how the fashion marketer could learn about the competition from the resources	20%
Conclusion	10%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	5%
Total possible percentage points	100%

Chapter Seven Activities

Homework or In-Class Activity: Marketing to Your Target Market

Identify a consumer group (i.e., Generation X, Generation Y, Baby Boomer, or Gray Market). Using the consumer market as a foundation, complete the following:

1. Gather information about the consumer group from at least five sources.
2. Develop a profile regarding the consumer group.
3. Based on the profile, identify the optimal marketing tools (e.g., print) necessary for connecting with this consumer group.

Format for Marketing to Your Target Market

Place your name at the top- right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Marketing to Your Target Market	
Content	Percent
Introduction	10%
Profile of the consumer group	25%
Discussion regarding the optimal marketing tools to reach this consumer group	25%
Conclusion	10%
Grammar and flow of the document	10%
Five references	10%
Inclusion of citations and correct documentation of references	10%
Total possible percentage points	100%

Homework or In-Class Activity: Target Market Allocation of Efforts

You are the marketer of a retail store. Note: You may select the type of store and its consumer. As the marketer, it is your responsibility to complete the following before the next company board meeting.

1. Clearly identify the primary, secondary, and tertiary target markets.
2. Develop a marketing plan for promoting the next season's merchandise line to the store's target market.
3. Present the marketing plan to the company board (i.e., presentation in PowerPoint to the class and/or in the instructor).

Format for Target Market Allocation of Efforts Place your name at the top- right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Target Market Allocation of Efforts	
Content	Percent
Introduction	10%
Identification of the primary, secondary, and tertiary target markets	15%
Marketing plan for next season's merchandise line	25%
PowerPoint presentation	30%
Conclusion	10%
Grammar and flow of the document	5%
Inclusion of citations and correct documentation of references	5%
Total possible percentage points	100%

Chapter Eight Activities

Homework or In-Class Activity: Brick-and-Mortar — Internet (information only)

Select a retailer that is both a brick-and-mortar and an Internet (information-only) operation. Complete the following analysis on the company:

4. Provide background information about the company. Example of background information include: (a) company headquarters, (b) domestic versus international operations, (c) types of products/services sold, (d) size of the company, and (e) any additional information you perceive is pertinent based on your answers below.
5. Analyze the strengths and weaknesses of the company's marketing efforts.
6. Discuss how the company uses the Internet as a marketing tool.
7. Provide an expansion recommendation (e.g., expand into Internet sales, expand into direct marketing).

Format for Brick-and-Mortar — Internet (information only) Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Brick-and-Mortar — Internet (information only)	
Content	Percent
Introduction	10%
Company background	15%
Strengths and weaknesses of the company's marketing efforts	15%
Discussion of the company's use of the Internet as a marketing tool	15%
Expansion recommendation	15%
Conclusion	10%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of	10%

references	
Total possible percentage points	100%

Chapter Nine Activities

Homework or In-Class Activity: Brand Extension

Select a fashion apparel, accessory, or beauty company, and complete the following:

1. Provide an overview of the company.
2. Discussion of the company's brand extension efforts.
3. Analyze recent marketing efforts for three products in one brand.

Format for Brand Extension: Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Brand Extension	
Content	Percent
Introduction	10%
Overview of the company	20%
Discussion of the company's brand extension efforts	20%
Analysis of marketing efforts for three products in one brand	20%
Conclusion	10%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	10%
Total possible percentage points	100%

Homework or In-Class Activity: Intrinsic vs. Extrinsic Value

Select a fashion apparel, accessory, or beauty company, and complete the following:

1. Select a season and set of products.
2. Develop a marketing message based on the company's mission statement.
3. Develop a marketing campaign that incorporates:
 - a. Intrinsic value
 - b. Extrinsic value
 - c. PowerPoint presentation to show either to the class or to submit to the instructor

Format for Intrinsic vs. Extrinsic Value Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Intrinsic vs. Extrinsic Value	
Content	Percent
Introduction	10%
Overview of the marketing campaign	15%
Effectiveness of the intrinsic value message	15%
Effectiveness of the extrinsic value message	15%
Effectiveness of PowerPoint presentation	15%
Conclusion	10%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	10%
Total possible percentage points	100%

Chapter Ten Activities

Homework or In-Class Activity: Maintaining a Consistent Brand across Product Lines

Select one fashion company that has crossed product boundary lines (e.g., Kate Spade, Ralph Lauren, Dolce and Gabanna). Collect an advertisement for the various fashion product categories offered by the company. For example, if you select Kate Spade as your company, find an advertisement for her handbags, her china, and her stationary or shoe line. Once you have at least three advertisements, complete the following analysis:

1. Discuss the fashion marketing efforts of the three product categories.
2. Analyze the marketer's ability to maintain a consistent brand across product categories.
3. Provide your assessment about the level of effectiveness of the advertisements.

Format for Maintaining a Consistent Brand across Product Lines Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Maintaining a Consistent Brand across Product Lines	
Content	Percent
Introduction	10%
Discussion of marketing efforts of the three product categories	10%
Analysis of the consistency of branding across product categories	20%
Assessment regarding marketing effectiveness	20%
Inclusion of at least three images	10%
Conclusion	10%

Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	10%
Total possible percentage points	100%

Homework or in-class activity: Expand Name Dominance

Select a fashion company that successfully markets products in multiple categories, and complete the following analysis:

1. Document a historical timeline of product categories marketed by the company.
2. Discuss the progression of the company and how its products became dominant in the marketplace.
3. Discuss how the marketing efforts are used to keep the company's name dominant in the marketplace.

Format for Expand Name Dominance Place your name at the top- right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Expand Name Dominance	
Content	Percent
Introduction	10%
Historical timeline	15%
Discussion of progression of the company and its products	15%
Discussion of marketing efforts	20%
Examples of marketing efforts (e.g., images)	10%
Conclusion	10%
Grammar and flow of the document	10%

Inclusion of citations and correct documentation of references	10%
Total possible percentage points	100%

Chapter 11 Activities

Homework or In-Class Activity: Examining the Popularity of Counterfeit Fashions

Gather into groups of 3-4 students. Develop a brief survey that measures persons' perceptions of the use of counterfeit fashions. The survey should measure the following concepts:

4. Counterfeit fashions purchased by the respondent surveyed
5. Counterfeit fashions purchased by the respondent's friends and/or family
6. Perceptions regarding the harm counterfeit merchandise causes the industry
7. Demographic and psychographic profile of the respondents interviewed

You may use qualitative or quantitative questions in the development of your survey.

Once your survey is developed, have 20 persons complete the survey. The respondents (i.e., persons who complete the survey) should be persons other than those who are taking the class. Upon completion of the 20 surveys, analyze the data and write up the findings.

Format for Examining the Popularity of Counterfeit Fashions

Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Examining the Popularity of Counterfeit Fashions	
Content	Percent
Introduction	10%
Survey	15%
Analysis of counterfeit fashions purchased by the respondents	15%
Analysis of counterfeit fashions purchased by the respondents friends and/or family	15%
Analysis of students' perceptions regarding the	15%

harm counterfeit merchandise causes the industry	
Respondents demographic and psychographic profile	5%
Conclusion	10%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	5%
Total possible percentage points	100%

Homework or In-Class Activity: Examination of the Impact of Counterfeit Fashions on the Retail Industry

Gather into groups of 3-4 students. Develop a brief survey that measures retailers’ perceptions of the use of counterfeit fashions. Survey five retailers regarding the following:

1. Their perceptions regarding the harm counterfeit merchandise causes the industry in general
2. The individual retailer’s perceptions regarding the harm counterfeit merchandise specifically causes his or her store
3. Demographic and psychographic profile of the retailers interviewed

You may use qualitative or quantitative questions in the development of your survey. Once your survey is developed, have five retailers complete the survey. Analyze the data and write up the findings.

Format for Examination of the Impact of Counterfeit Fashions on the Retail Industry Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Examination of the Impact of Counterfeit Fashions on the Retail Industry	
Content	Percent
Introduction	10%
Survey	15%
Analysis of harm counterfeit fashions caused the industry	15%
Analysis of counterfeit fashions caused the specific business	15%
Retailers' demographic and psychographic profile	15%
Conclusion	10%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	10%
Total possible percentage points	100%

Chapter 12 Activities

Homework or In-Class Activity: Exporting

Working individually or in groups of two or three, select an independently owned fashion retailer in your community. Using personal information, the company's website, and/or interviews, complete the following:

8. Decide if this fashion retailer would be wise to market its fashion in a global market.
9. Justify the answer for each level of exporting (i.e., exporting, indirect exporting, and direct exporting).
10. Does this fashion retailer have a viable product to license? Provide evidence for your answer.

Format for Exporting: Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading Rubric for Exporting	
Content	Percent
Introduction	10%
Decision to enter a global market	10%
Justification to export	15%
Justification for indirect exporting	15%
Justification for direct exporting	10%
Discussion of licensing	10%
Conclusion	10%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	10%

Total possible percentage points	100%
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Homework or In-Class Activity: Global Fashion Marketing Guidelines

Select a fashion company that markets globally. Obtain at least three examples of the company’s fashion marketing efforts. Excellent resources include *Women’s Wear Daily*, company websites, and international fashion magazines. Analyze the marketing efforts for the following:

4. Is the marketing effort standardized or adapted? If adapted, how so?
5. Did the marketers “market globally but act locally?” Explain
6. Are the visual and verbal messages consistent with the country? Explain
7. Are the advertisements effective for the global market? Explain

Format for Global Fashion Marketing Guidelines: Place your name at the top-right of the page. The document must be typed, double-spaced, and error-free. When referencing information that is not your original thought, (1) cite within the body of the paragraph and (2) reference the information at the end of the work. Use APA or *Chicago Manual of Style* format.

Grading for Global Fashion Marketing Guidelines	
Content	Percent
Introduction	10%
Discussion of marketing efforts: standardized vs. adapted. This includes photos/images of the three advertisements	15%
Discussion of marketers “marketing globally but acting locally” Explain	15%
Discussion of visual and verbal messages consistent with the country. Explain	15%
Discussion of advertisements effective for the	15%

global market. Explain	
Conclusion	10%
Grammar and flow of the document	10%
Inclusion of citations and correct documentation of references	10%
Total possible percentage points	100%

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