

**Marketing**  
**Course Number: 29:630:475**  
**Course Title: The Branding of**  
**Fashion**

## COURSE DESCRIPTION

The most sought after fashion houses are those firms who are most aware of, and proactive with, their brand strategies. The purpose of this course is to develop an understanding of the roles, activities and responsibilities of the fashion brand manager- the person on the front lines of implementation of brand strategy. In some cases, this is a person who works in an organization as an employee who has been tasked with stewardship over an existing, and perhaps legacy, brand. In other cases, this is an entrepreneurial designer who is seeking to establish and build their own personal fashion brand. During the term, you will develop your analytical skills in making fashion branding decisions and your oral and written skills for communicating them. The classes will consist of case discussion, lectures, presentations and guest speaker.

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## COURSE OVERVIEW

- Strategic activity for Brand/ product managers to build, Manage and measure brand equity, aligned with the principles of the customer/client based brand model.
- As a function integrating with other business functional disciplines with the corporate environment, including operations, finance, sales, market research, and customer services.

Brand management is a central focus in the field of Marketing. The field also borrows from other disciplines such as psychology, sociology, economics, organizational behavior, finance, accounting, and human resources. These perspectives are utilized by marketing managers for designing and implementing branding strategies. Participants will be expected to become familiar not only with the brand management concepts reviewed, but also with their managerial applications. As theoretical understanding of brand management develops during this course, relations to important marketing issues in current-day context will be discussed through class discussion, case studies, brand audits, projects and presentation.

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## COURSE MATERIALS

Required Textbook:

***Strategic Brand Management: Building, Measuring, and Managing Brand Equity.*** 4th Edition. Keller, Swaminathan; Pearson; ISBN: 978-0-273-77941-4

***Brand Story.*** 1st Edition. Hancock; Fairchild Books; ISBN: 978-1-56367-622-2

- Recommended book:

***Fashionary.*** (Women or Men edition) <http://fashionary.org>.

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**Purple Cow: Transform Your Business by Being Remarkable.** New Edition. Godin; Penguin Group; ISBN: 1-59184-021-X

- Check Canvas and your official Rutgers email account regularly.
  - Laptop, desktop or tablet
  - Helpful Trade Media Access: WWD.com and VogueRunway.com
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## LEARNING GOALS AND OBJECTIVES

- To develop the participant's basic analytical skills, conceptual abilities and substantive knowledge in the field of brand management from a variety of perspectives which are interdisciplinary, cross functional, international, or of an applied nature.
  - To develop an appreciation and understanding of how marketing research, marketing strategy, and basic research influence management of brands.
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## METHOD OF INSTRUCTION

In presenting the class, I shall make use of a variety of teaching methods that include lectures, discussion and guest speaker on current events topics; case studies, research assignments, practical brand mock-up and group project. I believe in active learning and as such, the style adopted in this course is highly interactive. Offering your views and interpretations through active participation will add to the quality of discussion and learning. Differing opinions are welcome as they provide mental stimulation and nourishment. Class meetings will organize marketing concepts, clarify the material and correlate real life examples from the fashion business world.

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## ACADEMIC INTEGRITY

*I do NOT tolerate cheating.* Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, "On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment." I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See [business.rutgers.edu/ai](http://business.rutgers.edu/ai) for more details.

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## ATTENDANCE AND PREPARATION POLICY

Expect me to attend all class sessions. I expect the same of you. If I am to be absent, my department chair or I will send you notice via email and Canvas as far in advance as possible. If you are to be absent, report your absence in advance by emailing me at If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death and you seek makeup work, also send me an email with full details and supporting documentation within 3 days of your first absence. Know this about me... I look at your results not reason. How fast you get back to the production; not what happened that interrupted it. It's the sign of a great producer and industry professional.

- For weather emergencies, consult the campus home page. If the campus is open, class will be held.
- Expect me to arrive on time for each class session. I expect the same of you. [If you are going to be tardy, then please alert me (preferably 24 hours) before class begins and be certain to contact a classmate to learn what you missed BEFORE asking me.
- Expect me to remain for the entirety of each class session. I expect the same of you. [If you are going to leave early, then please alert me (preferably 24 hours) before class begins and be certain to contact a classmate to learn what you missed BEFORE asking me.
- Expect me to prepare properly for each class session. I expect the same of you. Complete all background reading and assignments. You cannot learn if you are not prepared. The minimum expectation is that for each class session, you have prepared by studying for at least as many hours.
- Expect me to participate fully in each class session. I expect the same of you. Stay focused and involved. You cannot learn if you are not paying attention.
- We encourage students who have been told to quarantine, or are experiencing symptoms of any transmittable disease, to remain at home and not attend in-person class meetings. Contact me via email.

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## **CLASSROOM CONDUCT**

Cell phones should be out of sight and on silent. If you are engaging on your cell phone during class, it will negatively impact your grade.

There will be a 10-minute break each hour. All bathroom breaks and personal calls should take place at that time only, unless it is an emergency.

I expect professional integrity and respect for all persons in the class, including instructor.

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## **PROJECT BRIEFS**

*All case studies and projects are collaboration based on 2-4 members team. Presentation method: Digital.*

### **-Case study of “Fast Fashion Brand”**

Students will conduct collaborative study of a “Fast Fashion” brand. The selected brand should be contemporary, at least one decade old and fit the definition of fast fashion category. The study deliverables shall include:

- Empirical research of Brand history, product, service, mission, target audience (customer or consumer, including socio-demographics) and distribution channel(s)
- Qualitative and quantifiable information of market segmentation, position and competitor(s)
  
- Visual and written representation of Product, Promotion (method and cost), Packaging, Point of Difference and Point of Parity
- Study Summary

### **-Case study of “Luxury Fashion Brand”**

Students will conduct collaborative study of two “Luxury Fashion” brands, one product driven and another service driven luxury fashion brand. The study deliverables shall include:

- Primary research of CBBE- Consumer based brand equity, brand awareness, brand recognition (online surveys, interviews etc... are acceptable)
- Secondary research of brands histories, marketing communications and promotions with visual representation
- Ethnographic research of target customer bases (online surveys, interviews etc... are acceptable)
- Brand base type comparison and Study Summary

### **-Midterm project: Brand Strategy comparison: Fashion Brand vs. Laundry Detergent Brand**

The acknowledgment that the notion of brand strategy is similar or the same for any product and services is studied perhaps challenged with this midterm comparison project. Students will form a collaborative team of 2-4 members to conduct research and brand type comparison in order to adjudicate the argument of aforementioned notion in a compiling and thoughtful manner. The project deliverables shall include:

- Empirical research of Fashion Brand branding strategies
- Empirical research of Laundry Detergent Brand branding strategies
- Conduct comparison study of both types brand strategies and Return of Marketing Investment (ROMI); supply chain, distribution channels, marketing communication mix, brand elements, brand equity etc...
- Visual representations of products, services, logos, promotions etc...
- Project summary

### **-Final project: Build and Manage “YOUR” Fashion Brand**

The Global interconnectivity in the 21st century offers Fashion the opportunity to redefine its industry, connect with communities, create dialogue, and develop new economic and social systems. This opportunity will challenge fashion entrepreneurs and Chief Brand Officer alike with innovative methods of creating fashion brand and its management system. Students will form a collaborative team of 2-4 members to build “YOUR” brand and its prescript management system. The project deliverables shall include:

- Create Your fashion brand, with all of the Brand Elements and its visual depictions
- Write a proposal that describe the following- Product Level and/or Service Level, Brand Position, Brand Scope and Distribution Channel(s)
- Create Category Hierarchy of YOUR fashion brand, and Brand Value-Chain
- Generate the Target Market Segmentation Chart based on Brand Equity (CBBE-consumer based brand equity and BA-brand awareness)
- Create and Describe (visual and written) “YOUR” brand Marketing Communication Mix
- Create “YOUR” Brand equity management system for the CBO to generate Brand Equity Report and define Brand Equity Responsibilities
- Project summary

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## **GRADING POLICY**

Course grades are determined as follows:

- 10% Case Study Reports- Fast-Fashion Brand
- 10% Case Study Reports- Luxury Fashion Brand

20% Midterm Project: Brand Strategy comparison: Fashion brand vs. Laundry Detergent  
40% Final Project/ Presentation: Building and Manage your Fashion Brand  
20% \*Class Participation and Professionalism  
100% TOTAL

\*Meaningful participation in class (presence at sessions, tutorials)

- Meeting weekly deadlines
- Professional behavior & communication /response to emails etc.
- Contributions during class; being “present”—we learn so much from our peers. Please do not be silent! Everyone’s perspective is valuable.
- Application and translation of information shared via lectures; class discussions relevant to your work.
- Quality and weekly improvements in your work based on feedback
- Responsiveness to feedback
- Evidence of experimentation/stepping out of your comfort zone

Determination of Final Grade:

- Weekly assessment and evaluation of participation and projects assigned.
- Midterm grade will be based on Midterm project.
- Final grade will be based on all projects, class participation and professionalism.

Requirements for Successful Completion:

Create professional projects, attend all classes, complete assignments on time, and demonstrate a comprehensive knowledge of the information provided through project, class participation and presentation.

A = 94 – 100 % Excellent

A- = 90 – 93 %

B+ = 87 – 89 % Above Average

B = 84 – 86 %

B- = 80 – 83 %

C+ = 77 – 79 % Average

C = 74 – 76 %

C- = 70 – 73 %

D+ = 67 – 69 % Below Average

D = 60 – 66 %

F = 59 % or Below Poor

I will post midterm and final grades in accords to Rutgers requirement. All others will be indicated on the assignment itself.

Assignments will be graded and passed back within 2 class meetings.

Your final grade is not subject to negotiation. If you feel I have made an error, submit your written argument to me within one week of receiving your final grade. Clarify the precise error I made and provide all due supporting documentation. If I have made an error, I will gladly correct it. But I will adjust grades only if I have made an error. I cannot and will not adjust grades based on consequences, such as hurt pride, lost scholarships, lost tuition reimbursement, lost job opportunities, or dismissals. Do not ask me to do so. It is dishonest to attempt to influence faculty in an effort to obtain a grade that you did not earn, and it will not work.

There are no make-ups unless a valid doctor's note or legal excuse is presented. All assignments and projects are due in completion and on time. Final Exams and Projects cannot be taken late or turned in late. The use of emailed assignments will only be allowed in moderation and for a valid reason. All assignments are due at the beginning of class in final submission form (Shared G-drive folder).

## COURSE SCHEDULE

Week	Topic	Assignment
Week 1	-Class introduction  -Faculty led lectures, discussion and group participation on Fashion Industry systems, Fashion Supply Chain and Distribution Channel	-Read: apparel price point definitions- <a href="https://www.apparelsearch.com/terms/a/apparel_industry_price_point_definitions.html">https://www.apparelsearch.com/terms/a/apparel_industry_price_point_definitions.html</a> -Read: Beyond Design- The Role of Product Development in The Apparel Supply Chain
Week 2	-Faculty led lectures, discussion and group participation on Fashion Product development processes, practices, and terminology  -Introduce Collaborative Case Study: Fast Fashion Brand, Form collaborative group for Case study 1	-Read: Brand Story- Chapter 1, 2 and 6  -Initiate Collaborative Case Study: Fast Fashion Brand, <b>Due Week 4</b>
Week 3	-Faculty led lectures, discussion and group participation on Fashion Brand culture, history and Branding, Brand Categories, the "P's" of Branding  -Breakout room: Review Collaborative group Case Study 1 progress	-Read: Strategic Brand Management- Chapter 1  -Complete Case Study 1: Fast Fashion Brand, Prepare a 2-3 minute long digital presentation
Week 4	-Present Case Study 1: Fast Fashion Brand, Critique and feedback  -Faculty led lectures, discussion and group participation on Branding History, Terminology and CBBE- consumer based brand equity	-Read: Brand Story- Chapter 3 and 4  -Initiate Collaborative Case Study 2: Luxury Fashion Brand, Due Week 6

	-Introduce Collaborative Case Study 2: Luxury Fashion Brand	
Week 5	-Faculty led lectures, discussion and group participation on Branding legal practices, and limitations in the fashion industry  -Breakout room: Review Collaborative group Case Study 2 progress	-Read: Strategic Brand Management- Chapter 4  -Complete Case Study 2: Luxury Fashion Brand, Prepare a 2-3 minute long digital presentation
Week 6	-Present Case Study 2: Luxury Fashion Brand, Critique and feedback  -Faculty led lectures, discussion and group participation on Brand Elements  -Introduce collaborative Midterm Project, Brand Strategy comparison: Fashion brand vs. Laundry Detergent	-Read Strategic Brand Management- Chapter 2, Chapter 8: Establishing a Brand Equity Management System (pg 305-314)  -Initiate collaborative Midterm Project, Brand Strategy comparison: Fashion brand vs. Laundry Detergent, Due Week 8
Week 7	-Faculty led lectures, discussion and group participation on Brand Equity Measurement and Management System  -Breakout room: Review Collaborative group Midterm Project progress	-Read: Brand Story- Chapter 7 and 10  -Complete Midterm Project, Brand Strategy comparison: Fashion brand vs. Laundry Detergent, Prepare a 3-5 minute long digital presentation
Week 8	-Present Midterm Project, Brand Strategy comparison: Fashion Brand vs. Laundry Detergent Brand  -Breakout room: Individual feedback and evaluation	-Read: Brand Story- Chapter 5, and Strategic Brand Management- Chapter 3  -Initiate collaborative Final Project: Build and Manage “YOUR” Fashion Brand, Due Week 16

	-Introduce collaborative Final Project: Building and Manage your Fashion Brand, Prepare a digital presentation	
Week 9	-Faculty led lectures, discussion and group participation on Brand Resonance	-Watch: biz talk interview with Tapestry CEO Joanne Crevoiserat <a href="https://www.youtube.com/watch?v=aW4nS9A70mA&amp;list=PLCmeNjBYqZDm_LoXPgj_6wm6HUgqVqcbM">https://www.youtube.com/watch?v=aW4nS9A70mA&amp;list=PLCmeNjBYqZDm_LoXPgj_6wm6HUgqVqcbM</a> -Read Strategic Brand Management- Chapter 5
Week 10	-Faculty led lectures, discussion and group participation on Brand Management Practices, Channel Strategy in fashion, using Sensory (especially Scent)	-Read: Emotional Branding speaks to consumers' heart: the case of fashion brands” <a href="https://fashionandtextiles.springeropen.com/articles/10.1186/s40691-018-0164-y">https://fashionandtextiles.springeropen.com/articles/10.1186/s40691-018-0164-y</a>
Week 11	-** Guest Speaker: President at VeryNewYork.com; Co- Founder of TheFashionlist.com. Topic include various roles in fashion Branding strategies and management, Follow by 30 minutes of Q&A  -Discussion of Fashion Brand Duality rational vs. emotional, and Brand Value Chain	-Read: Brand Story- Chapter 8, and Strategic Brand Management- Chapter 12
Week 12	-Faculty led lectures, discussion and group participation on Naming of Brand, Target Market Segment and managing segmentation	-Read: Harvard Business Review, Private Labels are Back in Fashion <a href="https://hbr.org/1987/05/private-labels-are-back-in-fashion">https://hbr.org/1987/05/private-labels-are-back-in-fashion</a>

Week 13	-Faculty led lectures, discussion and group participation on Marketing Channel for Private Label, Pricing Strategy,	-Read: Strategic Brand Management-Chapter 13- Revitalizing Brands (pg 490-498), 14
Week 14	-Faculty led lectures, discussion and group participation on Brand Management over time/ revitalization strategy, Global Branding, Buzz Marketing  -Breakout room: Review Collaborative group final project progress	-Complete Final Project: Building your Fashion Brand, Prepare a 5-7 minutes long digital presentation
Week 15	-Present Final Project: Build and Manage “YOUR” Fashion Brand  -Final Critique and feedback	Rest

\*\* Date and speaker may change pending on availability.

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## SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at [ods.rutgers.edu](http://ods.rutgers.edu).

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email [dsoffice@echo.rutgers.edu](mailto:dsoffice@echo.rutgers.edu)]

[Rutgers University-Newark ODS phone (973)353-5375 or email [ods@newark.rutgers.edu](mailto:ods@newark.rutgers.edu)]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email [jackie.moran@rutgers.edu](mailto:jackie.moran@rutgers.edu)]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu)]

If you seek **religious accommodations**, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email [deanofstudents@echo.rutgers.edu](mailto:deanofstudents@echo.rutgers.edu)]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu)]

If you have experienced any form of **gender or sex-based discrimination or harassment**, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: [https://cm.maxient.com/reportingform.php?RutgersUniv&layout\\_id=7](https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7) . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu). If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email [run.vpva@rutgers.edu](mailto:run.vpva@rutgers.edu)]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military **veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of **mental health** services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: [PALS@newark.rutgers.edu](mailto:PALS@newark.rutgers.edu)]

[Rutgers–New Brunswick: [eslpals@english.rutgers.edu](mailto:eslpals@english.rutgers.edu)]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]