



The Business of Fashion

DESIGNING, MANUFACTURING, AND MARKETING

6TH EDITION

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preface

Today's global fashion supply chain is a complex interconnected network of businesses that design, manufacture, market, and retail fashion products for consumers around the world. To succeed in today's global business environment, companies within the fashion supply chain must continually evolve and transform to meet the needs of consumers. As such, today's fashion companies are addressing a number of trends, including sustainable design and other strategies for a circular economy, 3-D printing and other technologies, fashion entrepreneurship, disruptions in fashion calendars, supply chain transparency, impact of social media, growth and evolution of online retailing, expanded omnichannel strategies, and changes in international trade. In addition, students' understanding of the full supply chain (textiles/materials to fashion brand design and manufacturing to retailing), supply chain management, competitive strategies, and processes and digital transformations across the supply chain are imperative for their success in today's fashion industry.

Therefore, after five editions of *The Business of Fashion: Designing, Manufacturing, and Marketing*, the time was right to step back and explore the dynamic nature of today's industry with an updated and comprehensive framework for understanding the organization and operations of fashion businesses in creating sustainable supply chains in today's global fashion industry. The result is the sixth edition of *The Business of Fashion: Designing, Manufacturing, and Marketing*, which is organized in five parts:

1. The Global Fashion Supply/Value Chain
2. Business Law and Fashion
3. Marketing, Color, and Fashion Research
4. Designing and Manufacturing Fashion Products
5. Marketing and Retailing Fashion Products

Part 1 focuses on the global fashion supply/value chain. The global fashion supply chain connects the

producers of raw materials, textile mills, production factories, and the distribution network that deliver fashion products to consumers; each step along the way adds value for the consumer. Therefore, **Chapter 1** begins with an overview of the primary sectors of this global fashion supply/value chain: raw materials/textiles, ready-to-wear, and fashion retailing. Historical context and categories of companies in each sector are provided. Definitions of the processes across these sectors are discussed: design, manufacturing, merchandising, and marketing. **Chapter 2** provides a discussion of fashion business organization: missions, objectives, and competitive strategies of fashion businesses. In particular, the chapter reinforces the importance of fashion brands and includes a discussion of brand creation, brand identity, and brand positioning. **Chapter 3** addresses the increasingly important processes of developing and maintaining sustainable supply chains in fashion and the management strategies and tools for their successful implementation. Sourcing is the critical process that connects fashion businesses across the sectors in fashion supply chains. Therefore, **Chapter 4** covers sourcing processes and criteria fashion businesses use in making sourcing decisions, sourcing options, and sourcing strategies.

Fashion law is a subfield of business law that includes issues surrounding the operations of fashion businesses from the start of the business, design conception, intellectual property, licensing agreements, and growth and diversification of fashion businesses. **Part 2** of the book focuses an overview of fashion law. **Chapter 5** discusses on business entities, types of business ownership, and legal aspects associated with starting, expanding, and diversifying businesses. **Chapter 6** specifically focuses on fashion law as it relates to protecting fashion inventions and designs, licensing, business practices, and international trade.

The remaining three parts of the book build on the general framework of sustainable fashion supply chains

by focusing on marketing and trend research conducted by fashion companies, designing and manufacturing fashion products, and marketing and retailing fashion products. **Part 3** provides an overview of marketing, color, and fashion trend research processes used by fashion companies throughout the supply chain to inform strategic decisions around design, manufacturing, and marketing fashion products. **Chapter 7** is an overview of marketing research in fashion including consumer research, product research, and market analysis processes. **Chapter 8** focuses on forecasting processes including color, materials, and fashion trend forecasting.

Part 4 provides an overview of designing and manufacturing fashion products. This section starts with **Chapter 9**, an overview of designing fashion products. The chapter begins with a discussion of creating and using a design brief. Components of the design brief include descriptions of the target customer, theme, color and style considerations, sales projections, costing considerations, and carryover design considerations. Next, the chapter discusses technical specifications for fashion products including the development of tech pack used for preproduction and manufacturing processes. **Chapter 10** further discusses preproduction processes including pattern development, creating a prototype, considerations for production materials and trims, pattern grading, and making the production marker. **Chapter 11** focuses on manufacturing, exploring global patterns of manufacturing fashion products and manufacturing processes, strategies, and sewing and construction systems.

Part 5 provides an overview of marketing and retailing of fashion brands. **Chapter 12** provides an overview of global centers for marketing fashion brands, the role of market weeks and trade shows, types of selling functions, and marketing strategies, including sales promotion strategies. **Chapter 13** outlines fashion distribution and retailing processes with updated information about categories of retailers and trends in fashion retailing.

With a focus on business practices in the fashion industry, students are introduced to a range of size and type fashion businesses through examples of fashion companies from around the world that exemplify best business practices. In addition, the book highlights international perspectives of fashion businesses with

discussions of similarities and differences in strategies, laws, and businesses practices among countries. Readers are also engaged in the learning process through a number of pedagogical features incorporated throughout the book:

- Learning Objectives
- Chapter Summaries
- Bolded key terms throughout the text
- Key terms at the end of every chapter
- Discussion questions and activities at the end of every chapter
- Case studies at the end of every chapter
- References and resources at the end of every chapter
- Glossary of terms at the end of the book
- Career glossary at the end of the book—a listing of job titles and descriptions found throughout the fashion industry.

The authors approach this work with complementary research, teaching, and industry experiences and expertise that allow them to provide an up-to-date and comprehensive perspective of the global fashion industry. Leslie Davis Burns is the president of Responsible Global Fashion LLC and Professor Emerita at Oregon State University, Corvallis, Oregon. With over thirty-five years of experience, her teaching and research have focused on consumer behavior, retail merchandising, global sourcing, and corporate social responsibility in the fashion industry. Dr. Burns is the author of *Sustainability and Social Change in Fashion* (2019, NY: Fairchild Books) and was the inaugural editor-in-chief of the online resource *Bloomsbury Fashion Business Cases*. Among other elected positions and awards, Dr. Burns is a past-president and Fellow of the International Textile and Apparel Association. She received her BA from Washington State University and her PhD in consumer sciences and retailing from Purdue University.

Kathy K. Mullet is Associate Professor Emerita at Oregon State University, Corvallis, Oregon. Her major areas of research include design processes, product life cycle management, and specialized product design. Dr. Mullet is the author of *Concepts of Pattern Grading* (2015, NY: Fairchild Books) and has been an industry consultant on topics related to product development, fit, and sizing. Dr. Mullet has taught apparel design for over thirty years. In addition, she has taught courses

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STUDENT RESOURCES

The Business of Fashion **STUDIO** :

- Self-quizzes featuring scored results and personalized study tips.
- Review concepts with flashcards of terms and definitions.

INSTRUCTOR RESOURCES

- Instructor's Guide includes projects, additional case studies, and test questions connected to the knowledge and skill guidelines in the Association to Advance Collegiate Schools of Business (AACSB) and Textile and Apparel Program Accreditation Commission (TAPAC) standards.
- PowerPoint presentations include images from the book and provide a framework for lecture and discussion.

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We also thank the many readers and reviewers of the current and previous editions of this book. Their excellent input is reflected throughout. We owe our deepest appreciation to Joseph Miranda and Edie Weinberg at Fairchild Books for their patience,

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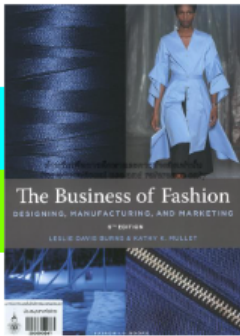
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" สำหรับเพื่อการศึกษาระดับปริญญาโทและปริญญาเอก "