DESCRIPTION:
The course provides an overview of the luxury, fashion and design environment and an in-depth understanding of the strategic, organizational and managerial characteristics related to the main “Made in Italy” industries. “Made in Italy” in fashion and luxury industries is synonymous with artisanal, suggesting special manufacturing techniques and long-standing traditions and regional specificities. Especially in the sector of luxury and design, “Made in Italy” contributes to the added value of a product or service. However, nowadays, “Made in Italy” businesses require a range of managerial skills to enable business development, as well as a deep understanding of the specificities of the manufacturing and product development processes that give that label its power.

This course introduces students to the business management processes of “Made in Italy”, a form of branding that needs to be understood within its context. It aims to provide students with the knowledge and skills to understand what is behind the scenes of “Made in Italy” business through familiarization with their main product categories and industries. It also intends to enable students to develop the skills necessary to manage the key business processes that contribute to the “Made in Italy” added value.

CREDITS: 3

CONTACT HOURS: 45

INSTRUCTORS:
Donatella Zappieri, Luxury Goods Strategic Consultant - donatella.zappieri@gmail.com
Nicola Guerini, General Manager of the Milano Fashion Institute - nicola.guerini@unibocconi.it
Cynthia Farhat, Bespoke Luxury Goods Strategic Consultant - cynthiafarhat@gmail.com

LANGUAGE OF INSTRUCTION: English

COURSE TIMING:
Tuesday and Thursdays from 1:00 pm – 2:40 pm - Aula Verdi
Additional field trips dates to be reconfirmed

PREREQUISITES: One basic course in business strategy or marketing is required

ADDITIONAL COST: €80

METHOD OF PRESENTATION: the course uses three different learning methodologies: in-class lectures, to introduce the main concepts and features of the “Made in Italy” industries; guest lectures, which offer “insider” views of particular industries or processes from practitioners; and field studies, which allow students to gain hands-on experience with the particularities of the “Made In Italy” industries.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Midterm exam - 20%
- Group project – 25%
- Final exam – 40%
- Class Participation – 10%
- Assignments (Field Report: Design and the city/Design Week) : 5 %
Participation
Students are expected to come to class prepared and to make thoughtful contributions to class discussion.

Midterm
The midterm will consist of short answer questions and multiple choices based on the learning outcomes of the first half of the course – i.e., country of origin effect; the history of Italian fashion and design; materials product cycles; and the role of territory in manufacturing processes and quality.

Group Project (3-4 people per group)
Based on the specificities of the "Made in Italy" system, students have to carry out a design brief project, starting from a case problem given by the professor, through all the stages of a structured design brief. In this assignment, students will be asked to work through a detailed analysis of a Made in Italy business composed and to produce two documents that will be presented and handed in at the end of the semester. The first will be a brand statement that analyzes the company's brand identity (including the main components of the product, retail, and communication identities). The second will be the design brief itself, which lays out a detailed response to the case problem by applying a particular managerial /strategic approach to a Made in Italy company.

Final Exam
The final exam will consist of two essay questions related to topics covered in the second part of the syllabus – i.e. the meaning of Made in Italy; the territories specifics; the meaning of design; the key players for Made in Italy and one question based on case history presented by guest speakers. Students will be required to be brief and to the point: one page maximum for each question.

LEARNING OUTCOMES:
Upon completing the course, students will be able to
- Employ concepts pertaining to design processes, luxury and fashion, fashion cycles, and management of the product development processes;
- Identify the main sectors and territories making use of the “Made in Italy” label;
- Outline the materials product cycles;
- Evaluate the relevance and aesthetic value of various materials, manufacturing processes, traditions, and regional specialties;
- Predict critical managerial issues related to the symbolic “Made in Italy” industries;
- Apply the key success factors of “Made in Italy” companies to other situations;
- Address the role of “Made in Italy” within the context of an international business perspective;
- Transform the particular features of “Made in Italy” into a successful business model in the luxury, fashion and/or lifestyle field.

IES Abroad Milan Attendance Policy
Regular class attendance is mandatory. IES Abroad Milano allows a maximum of TWO (2) non-penalized absences per course before the final course grade is penalized. This margin is specifically intended to cover absences arising from unavoidable and unexpected events or emergencies, including those related to health, as well as expected absences arising from events like religious holidays or family visits.
Each absence beyond these two non-penalized ones will automatically result in a penalty of 2 percentage points off the final grade.
SEVEN (7) absences per course will result in a failing grade (the two non-penalized absences included).
Please note that this rule does not apply to exams: failure to attend an exam will automatically result in an F grade on that exam. Absence on the date of other scheduled presentations or quizzes does not entitle a student to recover/reschedule such tests.
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<thead>
<tr>
<th>CONTENT:</th>
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<tr>
<td><strong>Week</strong></td>
<td><strong>Content</strong></td>
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</table>
*Objectives: understand why Made Italy has become a label for the Italian industry*  
Instructor: Donatella Zappieri |
| Lesson 2 – 13 Feb | Italian fabrics, manufacturing territories, expertise and quality | • *Made in Italy: Rethinking a Century of Italian Design*, pp. 35-58.  
*Objectives: get to know the most important Italian manufacturing districts*  
Instructor: Donatella Zappieri |
| Lesson 3- 18 Feb | Italian Jewellery: mastering excellence | • Cappellieri. *Jewellery: Between Design and Ornament*, pp. 5-35.  
• Cappelieri: *Jewelry Now*  
*Objectives: understand the importance of Made in Italy applied to jewelry*  
Instructor: Donatella Zappieri |
| **FIELD TRIP** | **Lesson 4- 20 Feb** | *Objectives: discover the Van Cleef & Arpels: Time, Nature, Love exhibition held at Palazzo Reale. View more than 400 jewelry creations, watches and precious objects*  
Visit: VCA : Time, Nature and Love  
Palazzo Reale  
Instructor: Cynthia Farhat |
| **FIELD TRIP** | **Lesson 5 – 21 Feb @ 11 am** | *Objectives: understand the dynamics of Fashion week, press days and product presentation*  
Fashion Press DAY – Villa Mozart  
Instructor: Cynthia Farhat |
*Objectives: Case study on one of the most prominent Italian designers*  
Visit to Castiglioni Studio  
Piazza Castello, 27  
Instructor: Cynthia Farhat |
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<thead>
<tr>
<th>Lesson</th>
<th>Date</th>
<th>Topic</th>
<th>Instructor</th>
<th>Objectives</th>
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<tbody>
<tr>
<td>Lesson 7</td>
<td>27 Feb</td>
<td>Design &amp; Innovation</td>
<td>Nicola Guerini</td>
<td>Understand the design process and the concept and typologies of design-driven innovations.</td>
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<tr>
<td>FIELD TRIP</td>
<td>Lessons 8,9,10, 11 – 28 Feb</td>
<td>Ferragamo and Gucci: two Italian case studies</td>
<td>Cynthia Farhat</td>
<td>Analyze the diverging historical paths and role of craftsmanship and Italian excellence in two historical luxury brands.</td>
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<td>Lesson 12</td>
<td>3 March</td>
<td>Italian Design. The case of the furniture and design industry</td>
<td>Nicola Guerini</td>
<td>Understand the history of the Italian Design System from a corporate point of view, and its main business models.</td>
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<tr>
<td>FIELD TRIP</td>
<td>Lesson 13 - 5 March @1:30</td>
<td>Italian fabrics, manufacturing territories, expertise and quality</td>
<td>Cynthia Farhat</td>
<td>Outline the role and processes of textiles in fashion trends.</td>
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<td>Lesson 14</td>
<td>10 March</td>
<td>Italian Car Design.</td>
<td>Lorenzo Morganti</td>
<td>Outline the main features of Italian automotive design.</td>
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<tr>
<td>Lesson 15</td>
<td>12 March</td>
<td>Mid Term Exam</td>
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<td>Lesson 16</td>
<td>17 March</td>
<td>Group project launch: distribution of case problems and first group workshop</td>
<td>Nicola Guerini</td>
<td>Identify the components of a design brief.</td>
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<tr>
<td>Lesson</td>
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<td>Lesson 17</td>
<td>17 March</td>
<td>The eyewear industry. From function to fashion vertical integration</td>
<td>Nicola Guerini</td>
<td>Vertical integration</td>
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<td>Lesson 18</td>
<td>24 March</td>
<td>Ingredient Branding</td>
<td>Erica Corbellini</td>
<td>Objectives: outline the ‘push and pull’ strategy and its application to Made in Italy businesses</td>
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<td>Lesson 19</td>
<td>26 March</td>
<td>Italian design: from design to entrepreneurship</td>
<td>Donatella Zappieri</td>
<td>Objectives: identify why the 1970s is seen as the birth of Italian design and the main features that facilitated the transition for designers into entrepreneurship</td>
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<td>Lesson 20</td>
<td>16 April</td>
<td>Group project in-class workshop</td>
<td>Nicola Guerini</td>
<td>Objectives: work with group and instructor to brainstorm and design the final presentation of the group project</td>
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<td>FRIDAY</td>
<td>Lesson 21</td>
<td>Group project in-class Presentation</td>
<td>Nicola Guerini</td>
<td>Objectives: present a real design brief.</td>
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<tr>
<td>Details to be reconfirmed</td>
<td>Lesson 22</td>
<td>Design and The City Tour</td>
<td>Cynthia Farhat</td>
<td>Objectives: visit the most important local showrooms and design stores to gain familiarity with their design strategies and brand identities</td>
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<td>Lesson 23</td>
<td>TBD</td>
<td>Final Exam</td>
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**COURSE-RELATED TRIPS:**
- **Linea Pelle:** a consortium of the most important leather suppliers in Italy. Students will have the opportunity to understand the different kinds of leather and treatments associated with Made in Italy leather production.
- **Ferragamo Museum:** exhibits the history of Ferragamo family and manufacturing in the heart of Florence.

**Objectives:**
- **Gucci Garden**: dedicated to the iconic Italian fashion house, with classic clothing & handbag exhibits.
- **Van Cleef & Arpels**: exhibit on the craftsmanship of jewellery making.

**REQUIRED READINGS:**
- Manfredi Ricca and Rebecca Robins : Meta-Luxury, brands and the culture of excellence. Interbrand 2012

**RECOMMENDED READINGS:**

**INSTRUCTOR BIOS:**

**Nicola Guerini** is General Manager of Milano Fashion Institute, the Interuniversity Consortium founded by Bocconi University, Politecnico of Milan and Catholica University in 2007. He specializes in the fields of Corporate Strategy, Entrepreneurship and Business Planning and in the Management of the Fashion Companies, for which he is currently involved in related undergraduate and graduate courses at Bocconi University. He also teaches executive Master’s courses at SDA Bocconi in Cross-Cultural Management. Among his recent publications are Varacca Capello P, Guerini N, Misani N, Ravasi D: “The Italian Fashion Industry in 2010” (ECCH, 2012). He is currently an advisor for Italian and international companies in the luxury and lifestyle industry, with a focus on start-up of new businesses, and Member of the Board of Panelists for the Intesa Sanpaolo Start-up Initiative Fashion & Design Tech.

**Donatella Zappieri** is a Luxury Goods Strategic Consultant with over 20 years of experience in the field of jewelry marketing and brand management. She was a brand manager, PR manager, and design director for major brands including Pomellato, Gianni Carità, and Swarovski. Since January 2010, she has been an independent Art Director and Luxury Goods Strategic Consultant, focusing on medium and high-end brands. She teaches design at Haute Ecole Art and Design in Geneva and regularly lectures at Domus Academy, Politecnico, IULM and SDA Bocconi. Donatella is the Director of the Master in Luxury Marketing at Créa Geneva.

**Cynthia Farhat** specializes in luxury goods consulting and has developed an international career focused on luxury-oriented marketing, communications, PR, CRM, and retail. She holds a Masters in Fashion, Experience Design from SDA Bocconi University. She has held positions in Lebanon, Dubai, and Milan in marketing management, communications, PR and project
management in multinationals luxury brands such as Miele and the Richemont Group, with which she continues to collaborate regularly for PR and strategic market activation in maisons including Piaget, Serapian and Christofle.