



2019 Fashion Scholarship Fund Case Study

GLOBALIZATION OF FASHION

BACKGROUND:

International expansion within retail has become increasingly prominent as companies look to grow by expanding their marketplaces in other countries. Digital platforms are changing the economics of doing business across borders, bringing down the cost of international interactions and transactions.

OBJECTIVE: In this year's case, you will explore opportunities for a fashion company to expand in the global market.

You will complete this objective through either the lens of design, merchandising, analytics or supply chain. The company you choose must offer products in at least one of the following categories: apparel, accessories, beauty or home goods; it may be either a multi- or mono-brand retailer. The company you choose does not necessarily need be US based; however the international market you chose to expand to may not be one in which your company already has a permanent, physical presence (they may, however, already have an e-commerce business that ships to your chosen expansion country).

A. DESIGN & PRODUCT DEVELOPMENT

Your objective is to develop a new line of products in the product category of your choice that that will be distributed and sold in an international market during your fashion retailer's initial global expansion. The line must both build on the company's current offering and cater to the new, international customers you are trying to attract.

1. Conduct research on the leading fashion retailers which have expanded internationally. Share a brief comparison of two retailers you researched.
2. Identify one fashion retailer you believe would benefit from expanding internationally as well as the market you believe they should expand to. Explain your choices.
3. Explain the story behind your new line, why it will work at the retailer of your choice and why it will attract customers in the new international market you have chosen for your retailer to expand into. How does this affect your designs, fit, and fabric choices?
4. Create an inspiration board for your new line and show your design process (include imagery, preliminary sketches, ideas, research, etc.).
5. Create a Fabric/Color/Print/Pattern Board including a photo with name and a content/quality description of each fabric or material chosen. Create a master color palette for your entire collection, as well as three original prints/patterns that match into the color palette. On a separate page, explain how your materials and color story ties into the inspiration for the line.
6. Create 6-8 front view illustrations (any medium) for your product offering. Create technical front and back flat sketches for three of these garments including design call-outs to show construction details and specs.
7. How would you communicate the story behind your collection to the customer?

B. MERCHANDISING & MARKETING

Your objective is to create an omni-channel launch plan for the initial global expansion of a fashion retailer of your choice. Your launch plan should be rooted in an understating of which customer segments you are hoping to attract. Your marketing tactics and an updated assortment architecture strategy should be creative, fit your target new market, and display strong consideration for expected profitability of this new venture.

1. Conduct research on the leading fashion retailers or manufacturers which have expanded internationally. Share a brief comparison of two retailers you researched.
2. Identify one fashion retailer you believe would benefit from expanding internationally as well as the market you believe they should expand to. Identify the target customer segments you are hoping to attract. Explain your choices.
3. Outline your omni-channel launch plan for your company's initial global expansion.
 - Develop a product assortment, merchandising and pricing strategy for your new market.
 - Provide detail on any strategy consideration specific to your target customer and market such as differences in customer preferences as well as international laws and regulations.
4. Develop a creative marketing campaign for your initial global expansion.
 - Considering your target customer, what marketing tactics would you deploy to maximize awareness of your launch and engagement with the brand in your new international market?
5. Provide a concise six-month financial plan detailing expected sales, receipts, profit margin and inventory.
 - Outline all the assumptions you made to project out your financials; utilize a bottoms-up approach to project out how much unit inventory you will need to carry, your average inventory value based on projected per unit tickets, projected sales based on expected foot traffic and conversion, as well as projected average unit retails based on expected level of promotion.
 - Provide an exhibit of your financials in the appendix.
6. Outline your plans to scale up if your initial expansion into this market is successful.
 - What are some of the challenges of scaling your expansion? How would you tackle them?
 - How quickly would you be able to expand while maintaining profitability?

C. TECHNOLOGY & ANALYTICS

Your objective is to develop a process that will utilize both structured and unstructured data available to a fashion retailer of your choice in order to identify a viable market for international expansion. Consider how you would define potential markets, what inputs you would use in order to understand customer demand by potential market, and how you would arrive at a decision based on your algorithm.

1. Conduct research on the leading fashion retailers which have expanded internationally. Share a brief comparison of two retailers you researched.
2. Identify one fashion retailer you believe would benefit from expanding internationally as well as the market you believe they should expand to. Explain your choices.
3. Develop a set of instructions that will act as an algorithm model for predicting customer demand in an expansion market.
 - Describe the process you would use to define potential markets for which you would like to project customer demand.
 - Identify five to ten specific inputs you would use to build your model. Data available for your analysis will include all data that the retailer of your choice can conceivably collect about their customers, including both shopping behaviors and demographics, as well as any data your company could conceivably attain about potential expansion markets, including publically available competitor data such as prices and assortment offering.
4. Identify how you would collect and weigh your inputs in order to arrive at a decision on the optimal market to expand into; consider both internal and external factors that could affect customer demand in the market you are entering.
5. How would you forecast the drivers of demand in your potential markets and project how they are likely to change?
6. Identify how you would measure the effectiveness of your algorithm and validate the assumptions you made about the objective, your inputs and your results.
 - How would you conduct sensitivity analyses to understand the most critical assumptions and to gauge risks to the baseline forecast?

D. SUPPLY CHAIN MANAGEMENT

Your objective is to develop a short-term and long-term supply chain strategy that would enable a fashion retailer of your choice to expand into an international market. Consider your company's current capabilities and the cost-benefit analysis of your proposed strategies as well as the impact your proposal will have to key stakeholders, including current and potential new customers, as well as current and potential new partners.

1. Conduct research on the leading fashion retailers which have internationally. Share a brief comparison of two retailers you researched.
2. Identify one fashion retailer you believe would benefit from expanding internationally as well as the market you believe they should expand to. Explain your choices, ensuring to provide detail.
3. Develop both a short term and a long term strategy encompassing transport, inbound and outbound logistics.
 - Map out your retailer's current purchasing or manufacturing process and identify any short and long term improvements that would be needed in order to expand into your target international market.
 - Identify warehousing, customs clearance and shipment strategies by method (air, sea, rail, truck); consider whether you would use 4PL or 3PL providers in the short term. Explain your choices.
 - Considering the needs of your target international customer, how should your retailer distribute its product in its new international market both in the short and long term? Is this a departure from its current domestic model? What new customer service considerations will your retailer have to address that they haven't in the past?
4. Conduct a detailed cost & benefit analysis of your suggested short-term and long-term strategies.
 - Provide an exhibit in the appendix.
5. Conduct an analysis of your suggested short-term and long-term strategies to identify the potential risks associated with their implementation. Consider what effects a supply chain disruption would have on your retailers' various stakeholders.
 - What steps would you take to mitigate these dangers?
 - Are there any specific ethics considerations you would need to address when implementing your strategy?
 - Are there any alternative approaches that would accomplish the same goal as your strategy, and why is the one you chose the best?

JUDGING CRITERIA:

You will be judged on the depth and relevance of your research (30% of score), the creativity and feasibility of your ideas (50% of score) and the clarity with which you portray both (15% of score). Following format directions will account for the remaining 5% of your score. Your case will be judged by industry professionals including the YMA FSF Board of Governors, YMA FSF Mentors, and YMA FSF Alumni. They will be using the following criteria to score your case:

RESEARCH (30%)

- Has the scholar completed exhaustive research on best-in-class market players and their retailer of choice in order to successfully fulfill the objective at hand?
- Has the scholar acknowledged any instances in which their idea (or something close to) has been executed in the past, and whether it was successful?
- Does the scholar display strong business acumen and common sense?

CREATIVITY & FEASIBILITY (50%)

- Is the scholar's idea unique, inspiring and innovative?
- Is the scholar's idea well-thought-out and conceivably executable?

CLARITY (15%)

- Has the scholar clearly completed each portion of their prompt?
- Does the scholar's case follow logical development and a clear structure; is it easy to follow and summarize?

FORMAT (5%)

- Has the scholar followed all formatting directions, 1" margins on all 4 sides, double spaces, font size 12pt Times New Roman font?
- Has the scholar used correct grammar and spelling?
- Has the scholar included a title page with one sentence to summarize the case?
- Was the student's name and school was kept anonymous?

FORMAT DIRECTIONS:

All case studies are to be done in an 8 ½" by 11" (portrait style only) APA format. Please note that points will be deducted for adding superfluous color, graphics and headings that are not in line with APA format. Points will also be deducted for use of first-person narrative, and failing to use font size 12, Times New Roman, double space, 1 inch margins and in-text citations. Headings and figures such as images can be used as long as they are properly captioned using APA format.

Merchandising, Supply Chain and Analytics cases should be no longer than 10 pages, Design should be no longer than 15. This does not include the appendix and footnotes, which should take up no more than 5 additional pages total (15 total for Merchandising, Supply Chain and Analytics cases, 20 total for Design). All design work should be in the body of the case.

Make sure to include a title page, with one sentence to summarize your case in lieu of an abstract page. While the case should be in APA format, we ask that you do not provide an abstract page and instead include a one sentence summary of the case on your title page.

DO NOT include your school or name on the title page as case studies are evaluated anonymously.

Make sure your proofread your case study.

Points will be taken off for not following format directions, as well as for grammar and spelling errors.