



**DOMUS ACADEMY MILANO**

**MASTER IN FASHION  
MANAGEMENT**

**OVERVIEW**

MASTER AWARDED BY NABA  
NUOVA ACCADEMIA DI BELLE ARTI MILANO

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## PROGRAM SUMMARY

### QUALIFICATION

(First Level) Academic Master

### PROGRAM TITLE

Master in Fashion Management

### PROGRAM TYPE

Full Time

### LANGUAGE OF INSTRUCTION AND ASSESSMENT

English

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**FASHION is the sphere of activity where the tendency towards social imitation and equalization eternally contends with the desire for individual differentiation and evolution. It resonates with the core of human beings: culture, identity, body, imagination, production, consumption, representation, dialogue.**

Fashion is a powerful and dynamic system that continuously evolves through radical social, economic and technological shifts. To thrive in this fast-paced world, Fashion Managers must comprehend and predict these macro-trends to create and implement imaginative yet feasible solutions.

## AIMS AND OBJECTIVES

The Master in Fashion Management program combines fashion cultural studies with brand management practice. It includes also marketing, communication and buying methods and tools. Students become increasingly familiar with the language and rules of the fashion system. They are guided through research projects that help them develop an analytical approach. They develop creative and financially viable strategies and make informed decisions to ensure that the brand image is coherent with its product portfolio and distribution channels. Students are challenged to present their proposals through convincing written and visual formats.

Moreover, Domus Academy ensures that students attending the academy become aware of the great opportunities surrounding them, such as the fact that Milan is an international and design-oriented city with a lot of famous design studios and agencies, showrooms, trade fairs and companies. Students at Domus Academy come from about 50 different countries and this fact makes it an international school where different cultures can be met; Domus Academy is part of an international network of universities and the faculty of the academy are internationally renowned professionals in their field.

### LEARNING OUTCOMES

On successful completion of this programme students will be able to:

- Appraise the rapid evolution of the fashion world and its business models; of the various components (markets, consumers and brands) and functions (communication, marketing, distribution, buying, merchandising and supply chain) in the global fashion industry currently and in the near future;
- Relate fashion cultural studies with management and business principles and analyze the current impact on one another;
- Compare, differentiate and probe into the peculiarity of the fashion business model in comparison to other industries;
- Examine and predict consumer trends that aid in the evaluation and construction of consumer-centric strategies for brands;
- Compare simultaneously the pivotal role and value of the product

in a fashion business, and assess how the supply and value chain contribute to the final product;

- Develop a systematic research led professional approach, which leads eventually to justified inferences and devise commercially viable and brand-coherent strategies with a problem solving and constructive approach.

The programme ensures students will gain the skills and attributes to:

- Summarize proposals with the aid of appropriate advanced visual, verbal and oral tools;
- Develop a deep comprehension of ethical and environmental concepts while appraising their impact on the evolution of the fashion system;
- Develop interpersonal communication, negotiation and leadership skills while adapting and harmonizing with multi-cultural and multi-disciplinary peers in order to arrive at an optimum outcome;
- Reorganize and manage time, set definite goals, prioritize tasks, plan, share responsibilities and edit within strict guidelines;
- Defend a unique personal and professional identity and a competency in the current fashion industry landscape;
- Evaluate self-growth and development with an ability to question and critically assess oneself constructively.

### CAREER OPPORTUNITIES

The aim of the Master's in Fashion Management is to guide professionals in utilizing management principles and skills in a creative context. Students explore various areas of fashion management to develop their unique professional identities within the field in areas such as fashion

brand management, fashion buying, fashion merchandising, product management, retail/store management or public relations and events management. Graduates will also develop the necessary skills to become selfemployed and build their own companies.

## 8 ENTRY REQUIREMENTS

Criteria for Admission to the Program (including required English language score)

Eligibility conditions for entering the Master Course are:

- Bachelor Degree or Equivalent
- English Language Knowledge: IELTS 5.0 or equivalent

Applicants are required to submit the Application Package, including:

- Application Form (full and satisfactory completion)
- Copy of Bachelor Degree\* or equivalent
- Transcripts of previous study paths
- IELTS 5.0 Certificate or Equivalent
- Detailed Resumé
- Statement of purpose
- Portfolio of projects

\* Degree Certificate

The program is addressed to candidates holding a bachelor degree in economics, business administrations, human science and fashion related faculties or disciplines related to the program's field of study. Admission of students with different degrees or diplomas will be taken into consideration if the applicant is motivated by a research interest towards the program's topics. Upon successfully completing the program the student will receive a Domus Academy Master Diploma. Participants who are eligible according to NABA rules will receive an Academic Master from NABA.

Students holding a non-Italian Bachelor Degree shall contact the Italian Embassy or Consulate in the country where the degree was issued in order to ask for the so called "completion documents", consisting in:

- a. Translation into Italian – made by a certified translator – of the student's Bachelor Degree.
- b. Translation into Italian – made by a certified translator – of the student's Academic Transcripts.
- c. "Dichiarazione di valore in loco" (Declaration of Value) of the student's Bachelor Degree. The "Dichiarazione di valore in loco" is the document attesting that the study qualification obtained in the student's country of residence is valid for accessing Italian Universities or Academies.

## LEARNING AND TEACHING STRATEGIES

Domus Academy prioritizes an original “learning by designing” approach, that is in continuous development to reflect the fast changing world of today.

The teaching methods employed at Domus Academy are designed to help students achieve their individual professional goals along with the learning objective, while also considering their roles as designers in our contemporary world.

The primary vehicle for the “learning by designing” approach is project work. Emphasis is placed on, learning and applying a “problem setting” approach;

- to ensure that students refine their critical skills and apply them throughout their work process;
- to foster a personal creative style and developing an original way of expression;
- to develop research skills, which will enable students to source relevant materials, assimilating and articulating relevant findings; - to conceive concepts and visions capable to blend creative languages with the actual needs of end users by interpreting a brief, primarily based on a real design assignment, in order to design a project that can match, or even exceed, the company’s expectation.

Students are exposed to different points of view in the design field, working with designers and companies. One of the purposes of this exposure is to give students the broadest view possible of the design field in order to support them in the selection of the area in which to concentrate their future careers.

All Master programs are workshop-based, supported by seminars, tutorials, lectures, work-in-progress sessions, critiques and a series of tutor led projects. Through a proactive relationship with the academic staff, students will lead their project work and be supported through consultative and advisory tutorial guidance by the faculty and by visiting

lecturers and designers who each have dedicated roles.

The “Program Leader” is the teacher who has overall responsibility on a specific Master Program, and whose role is to coach students and to support them in the definition of their learning and professional path. The Program Leader sustains students in their workshop activities and coordinates the assessment process.










The “Project Leader” is professionals and teachers, chosen among experts of a specific field, whose role is to lead workshop activity, by developing a project brief in collaboration with the Program Leader, inspire and provide guidance to students along the design process, and to take part in the assessment of the projects.

Formal teaching is supplemented by a range of visiting lecturers and visiting professionals where students will have the chance to attend presentations by designers, artists, critics, industry professionals and academics. Lectures are usually used for the presentation and discussion of theoretical issues. They will often be supported by group discussions, which provide an opportunity for interaction between faculty and students, and allow students to extend and examine the issues raised.

Students work in multi-cultural and international teams to enhance their capacity for teamwork, as well as to expose them to a comparison with different backgrounds and cultures. Most workshop activities require students to work in groups. Teams are carefully selected and suitably managed to ensure that all students are aware of effective group processes and contribute to final project outcomes.

## STRUCTURE AND ASSESSMENT

The program is organized in four main modules including courses and workshops, followed by a fifth module providing a professional experience period and a final portfolio presentation.

module 1		module 2		module 3		module 4		module 5
 Course 1	 Core Workshop 1	 Course 2	 Core Workshop 2	 Course 3	 Elective Workshop 3	 Course 4	 Final Project Workshop	 Professional Experience
4 ECTS	8 ECTS	4 ECTS	8 ECTS	4 ECTS	8 ECTS	4 ECTS	8 ECTS	12 ECTS

FINAL PRESENTATION / GRADUATION

### COURSES

Courses aim at providing students, through a combination of lectures, exercises and tutorials, with the appropriate tools and experiences useful for the developing of their professional career. They encompass specific topics in preparation for the workshop, and personal branding experiences for the development of the student's professional career.

### WORKSHOPS

The workshops are the main activity of the curriculum. Workshops are project assignments designed to give students a working knowledge of different core subjects. All workshops launch with the presentation of a brief, which outlines the subject, scope, and purpose of the workshop. The brief of the workshops is based on research issues defined by the faculty, in collaboration with external professionals and industrial partners, paying attention to fulfil both educational and professional aims.

In the development of the projects students will be supported by lectures aimed at broadening their knowledge on the specific investigation theme, inviting designers, researchers, stakeholders and representatives of companies to present their work and ideas as a link between the specific disciplinary perspective and the broader cultural/economic context.

The workshop culminates in an open presentation to the faculty and invited professionals. Feedback to students is an integral part of the final assessment provided to students after the presentation. The Program Leader and the Project Leader are available to further discuss assessments with students if needed.

### CORE WORKSHOP

- Fashion Brand Management - (8 credits)
- Fashion Buying - (8 credits)

### ELECTIVE WORKSHOP - (8 credits)

One to be chosen among:

- Fashion Styling
- Digital Luxury Communication
- Fashion Buying
- Fashion Brand Management

### FINAL PROJECT WORKSHOP

Students will be able to develop personal, in depth body of work as a culmination of their academic path. They develop design research, create projects and explore conceptual ideas that are transformed into tangible output ranging from fashion collections and styling to product design, interactive scenarios, communication and business strategies.

### PROFESSIONAL EXPERIENCE

The professional experience is the final step of a process in which students receive a deep and balanced evaluation of their skills and aspirations, in order to build a career, which fits their aims.

There are three kinds of professional experiences; an internship in a company where the students will be hosted in a work environment developing assigned real projects; a field learning experience as a specific work project carried

out on campus in collaboration with a company; and an entrepreneurial journey in order to develop business and managerial skills.

#### PORTFOLIO

The Master Program will end with a final exam where the student will present his/her own portfolio in front of an Exam Board composed of internal faculty and external professionals. The portfolio realized by each student, and its presentation, allows the Board to evaluate the projects developed during the academic year as well as the growth of the student.

#### ASSESSMENT SYSTEM

The main goal of the assessment system is to monitor how students develop the design and technical competencies required to be awarded an Academic Master.

Assessment is done by evaluating each student with a 1 to 30 mark (pass 18 or above) given at the end of every workshop, and through a qualifying examination given at the end of each theoretical course. The admission mark to the final exam is calculated by arithmetic average, which takes in consideration all the marks taken after each workshop.

Students will receive 0-110 (pass 70 or above) as overall evaluation. The Diploma Examination Board may award up to 10 points for the Portfolio. Honors may be awarded on the basis of the Board assessment of study programs, portfolio and presentation.

## STUDY PLAN

Students will receive individual study counselling by the Program Leader to establish a Study Plan that reflects their skillset and professional objectives with the academic offer available.

## WORKSHOPS

### CORE WORKSHOPS - COMPULSORY

#### FASHION BRAND MANAGEMENT WORKSHOP

This workshop aims to present in detail the dynamics of brand management and the various strategies to increase and nurture the value of fashion brands. Many fashion brands are diversifying into multiple categories (apparel, accessories, fragrances, beauty, watches and jewels, eyewear etc.) and are now present across various price segments, distribution and communication channels. The luxury power pyramid is increasingly complex, ranging from “ultra-high-end” at the top, characterized by bespoke craftsmanship and exclusivity, through “super-premium” and “premium core” brands, to “accessible”, “affordable” and “every day” luxury brands, which include traditionally high-street brands that have developed more aspirational messages, products and services. The workshop evolves around real-world briefs and ability to analyze a brand’s vision, core values, verbal and non-verbal DNA. Students learn to assess what stands at the core of the brand identity and space, to explore new business opportunities and build powerful brand “touch-points”, through new brand extensions, advanced brand content, refined brand image, while ensuring the highest consistency throughout the consumer experience.

#### FASHION BUYING WORKSHOP

The purpose of the Fashion Buying workshop is to give students an insider view on the key role of a Fashion Buyer; from professional competencies and essential retail strategy



and operations to personal attributes. In the current omni-channel fashion retail context, buyers are accountable for ensuring that the store's merchandise mix has the appeal to turn potential customers into shoppers, to maximize turnover and profit margins, and minimize the inventory risk. Students learn to identify macro-trends and upcoming fashion trends, through a deep examination of fashion catwalks, shows and presentations, to generate meaningful market insights. Based on the definition of the retailer target customer, students understand how to filter the existing offers, create a brand portfolio and define balanced groups of products that will compose an accurate range plan, within the assigned budget, to achieve the maximum the sell-through. Students finally suggest tailored services and communication ideas to support their buying strategy.

## ELECTIVE WORKSHOP

One to be chosen among the following:

### FASHION STYLING WORKSHOP

The workshop explores the cultural, social, aesthetic and practical aspects of fashion image-making. The workshop focuses on the strategic figure of the fashion stylist, as a professional who is able to build a visual narration through the development of an idiosyncratic vision.

Students are challenged to find inspiration from different sources: art, folk culture, movies, music, social issues, everyday news as well as fashion trends, to create a story for a real fashion editorial and or an advertising campaign, with a specific attention to digital publications and social media. Students are required to understand the magazine/brand values and audience to create images and videos that resonate with them. Students acquire a professional methodology to plan a real fashion photo/video shooting, which includes the selection of: photographer, location, models, make-up artist and hair stylist. Students practice the skills of art-direction, styling and production, to ensure that their story is conveyed in a consistent and powerful way.

### DIGITAL LUXURY COMMUNICATION WORKSHOP

With an exponential rise of digital media platforms and channels, luxury brand managers are dealing with an extremely fragmented media landscape. Luxury brands need to adapt their communication strategies to each of those platforms, which implies declining their storytelling in multiple formats and with multiplicity. On one hand, they need to give their customers and audience a more personal and active role by inviting them to nourish brand-generated contents. On the other hand, luxury brands must guide the creation of those new contents and counterbalance with the production of innovative and authoritative ones.

The objective of this workshop is to support students in appraising effective and innovative digital communication strategies, which can be implemented by lifestyle and luxury brands. In particular, the objective is to design and execute communication concepts and plans focused on generating tangible business results (new customer acquisition and loyalty) and brand image and awareness (customer engagement and advocacy).

### FASHION BRAND MANAGEMENT WORKSHOP

### FASHION BUYING WORKSHOP

## COURSES

### FASHION MARKETING AND MANAGEMENT

The course examines advanced marketing and management principles and provides strategic frameworks and operational tools to develop a comprehensive marketing plan for a fashion company. Students explore the dynamics of the global fashion industry, with a specific focus on the Made in Italy model, existing and innovative business models, consumer insights, targeting and positioning, forward-looking marketing mix, current distribution channels and retail management tactics, brand extension and licensing strategies, from a practical perspective through case studies,

18 in-class exercises and rigorous discussion. Students are challenged to examine the strategic marketing process from research and planning through execution and evaluation of results.

#### INTEGRATED COMMUNICATION STRATEGY

The course focuses on the promotion and communication strategies that fashion & luxury brands can create, plan and execute. A brand is one but it can tell many stories depending on the objectives, customers and channels. Effective communications are the result of integrated branding projects. The course offers a substantial overview of the world of luxury and fashion communications. Students explore the evolution of the communication mix applied to the fashion and luxury industry, the analysis of existing and emerging communication channels, the value of narratives and storytelling, the creation of branded content through various techniques, with a specific focus on digital tools and media, and the inventive use of press and public relations. Students explore strategic frameworks and operational tools to build integrated communication plans, to create brand awareness, increase the brand perception and reinforce the brand positioning's message.

#### ADVANCED BUSINESS FOR DESIGN

Brand managers, entrepreneurs and designers alike need to have a good understanding of the business landscape within which contemporary design-driven brands are inextricably embedded. The course Advanced Business for Design offers students the possibility to deeply understand and practice core aspects of real life business scenarios that determine the economic performance and viability of a company, studio or consultancy. Students will explore fundamental accounting, financial and business planning tools; short and long term profitability aspects; various sustainable business model approaches; and how to build long-lasting competitive advantages. It will provide an overview of the various options to fund innovative projects or enterprises within a long-term horizon and a general

framework around intellectual property and copyright aspects and regulations.

#### PERSONAL BRANDING

The course examines the job market in the fashion and luxury industry. It provides an in-depth overview of job descriptions, defining hard and soft skills. It will describe the recruitment process, from the preparation of resume and portfolio, to job search, job/competition application, and interview preparation and presentation, from a practical perspective, combining lectures, case-studies and in-class exercises and simulations. An essential component of the course is represented by a 'reality check'. Students will meet with recruiters who provide an individual feedback on their cv and portfolio. Students will be asked to review their presentation material and approach and define an individual action plan to build their personal brand.

## PROFESSIONAL EXPERIENCE

The Professional Experience is the final step of a process in which students, thanks to a one-to-one tutorship, receive a deep and balanced evaluation of their skills and aspirations, in order to build a career, which fits their aims.

There are three kinds of Professional Experiences:

- Internship in a Company/Firm: the students will be hosted in a work environment developing assigned real projects.
- Field Learning Experience: a work project carried out on campus in collaboration with a company and supervised by a project leader. The students will approach contemporary themes and explore a wide range of design subjects in a multidisciplinary environment.
- Entrepreneurship Module: an entrepreneurial journey in order to develop business and managerial skills. The students will be given a specific toolbox of frameworks and approaches both in theory and practice.

In all cases during this crucial phase students are mentored on a step-by-step basis, and acquire the fundamental experience of dealing with the real world, with real business and with the people working in the field.