

# Advanced Master's Degree Senior Fashion and Luxury Management

A M D S F L M



## Advanced Master's Degree Senior Fashion and Luxury Management

Language: English

Course Modality: Online

Duration: 2 years

Accreditation: TECH Technological University

Official N° of hours: 3,000 h.

Website: [www.techtute.com/in/school-of-business/advanced-master-degree/advanced-master-degree-senior-fashion-luxury-management](http://www.techtute.com/in/school-of-business/advanced-master-degree/advanced-master-degree-senior-fashion-luxury-management)

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# 01

# Welcome

The fashion and luxury industry is constantly growing, since it is an area that, in one way or another, affects all citizens. More and more professionals are deciding to seek a better job in this field, and the high level of competition means that only the best stand out. To achieve this level of excellence, it is essential to have experience, but, above all, the necessary qualifications that will give companies that extra quality that is so vital for success in such a competitive environment. With this need in mind, TECH has designed this program that brings together, in the same syllabus, three different but closely related blocks of study that will make a difference in the training of students. Therefore, students will learn about the latest concepts in business management, communication management, and marketing management in the fashion and luxury industry. These are all fundamental issues for those who wish to manage this type of company. Undoubtedly, it is a program of great academic quality that will represent a before and after in the employability options of the students.



**Advanced Master's Degree in Senior Fashion and Luxury Management.**  
**TECH Technological University**



“

*Become a successful manager in the fashion and luxury sector and get your brand recognized in the market"*

02

# Why Study at TECH?

TECH is the world's largest 100% online business school. It is an elite business school, with a model based on the highest academic standards. A world-class centre for intensive managerial skills training.



“

*TECH is a university at the forefront of technology, and puts all its resources at the student's disposal to help them achieve entrepreneurial success”*

## At TECH Technological University



### Innovation

The university offers an online learning model that combines the latest educational technology with the most rigorous teaching methods. A unique method with the highest international recognition that will provide students with the keys to develop in a rapidly-evolving world, where innovation must be every entrepreneur's focus.

"Microsoft Europe Success Story", for integrating the innovative, interactive multi-video system.



### The Highest Standards

Admissions criteria at TECH are not economic. Students don't need to make a large investment to study at this university. However, in order to obtain a qualification from TECH, the student's intelligence and ability will be tested to their limits. The institution's academic standards are exceptionally high...

**95%** | of TECH students successfully complete their studies



### Networking

Professionals from countries all over the world attend TECH, allowing students to establish a large network of contacts that may prove useful to them in the future.

**100,000+**  
executives trained each year

**200+**  
different nationalities



### Empowerment

Students will grow hand in hand with the best companies and highly regarded and influential professionals. TECH has developed strategic partnerships and a valuable network of contacts with major economic players in 7 continents.

**500+** | collaborative agreements with leading companies



### Talent

This program is a unique initiative to allow students to showcase their talent in the business world. An opportunity that will allow them to voice their concerns and share their business vision.

After completing this program, TECH helps students show the world their talent.



### Multicultural Context

While studying at TECH, students will enjoy a unique experience. Study in a multicultural context. In a program with a global vision, through which students can learn about the operating methods in different parts of the world, and gather the latest information that best adapts to their business idea.

TECH students represent more than 200 different nationalities.



TECH strives for excellence and, to this end, boasts a series of characteristics that make this university unique:



### Analysis

TECH explores the student's critical side, their ability to question things, their problem-solving skills, as well as their interpersonal skills.



### Academic Excellence

TECH offers students the best online learning methodology. The university combines the Relearning method (a postgraduate learning methodology with the highest international rating) with the Case Study. A complex balance between tradition and state-of-the-art, within the context of the most demanding academic itinerary.



### Economy of Scale

TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a groundbreaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.



### Learn with the best

In the classroom, TECH's teaching staff discuss how they have achieved success in their companies, working in a real, lively, and dynamic context. Teachers who are fully committed to offering a quality specialization that will allow students to advance in their career and stand out in the business world.

Teachers representing 20 different nationalities.



*At TECH, you will have access to the most rigorous and up-to-date case studies in the academic community*

03

# Why Our Program?

Studying this TECH program means increasing the chances of achieving professional success in senior business management.

It is a challenge that demands effort and dedication, but it opens the door to a promising future. Students will learn from the best teaching staff and with the most flexible and innovative educational methodology.



“

*We have highly qualified teachers and the most complete syllabus on the market, which allows us to offer you training of the highest academic level”*

This program will provide students with a multitude of professional and personal advantages, particularly the following:

**01**

### A significant career boost

By studying at TECH, students will be able to take control of their future and develop their full potential. By completing this program, students will acquire the skills required to make a positive change in their career in a short period of time.

*70% of participants achieve positive career development in less than 2 years.*

**02**

### Develop a strategic and global vision of companies

TECH offers an in-depth overview of general management to understand how each decision affects each of the company's different functional areas.

*Our global vision of companies will improve your strategic vision.*

**03**

### Consolidate the student's senior management skills

Studying at TECH means opening the doors to a wide range of professional opportunities for students to position themselves as senior executives, with a broad vision of the international environment.

*You will work on more than 100 real senior management cases.*

**04**

### Take on new responsibilities

The program will cover the latest trends, advances and strategies, so that students can carry out their professional work in a changing environment.

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

TECH connects its students to maximize opportunities. Students with the same concerns and desire to grow. Therefore, partnerships, customers or suppliers can be shared.

*You will find a network of contacts that will be instrumental for professional development.*

06

### Thoroughly develop business projects

Students will acquire a deep strategic vision that will help them develop their own project, taking into account the different areas in companies.

*20% of our students develop their own business idea.*

07

### Improve soft skills and management skills

TECH helps students apply and develop the knowledge they have acquired, while improving their interpersonal skills in order to become leaders who make a difference.

*Improve your communication and leadership skills and enhance your career.*

08

### Be part of an exclusive community

Students will be part of a community of elite executives, large companies, renowned institutions, and qualified professors from the most prestigious universities in the world: the TECH Technological University community.

*We give you the opportunity to train with a team of world renowned teachers.*

# 04 Objectives

The main objective of this TECH Advanced Master's Degree is to provide business professionals with the most relevant information on Fashion and Luxury Management, so that they are able to apply everything they have learned to their daily practice, in an effective way and according to the needs of the job. Undoubtedly, it is a program that will mark a before and after in their professional development.



“

*Specialize in senior management in the fashion and luxury sector and become a successful professional"*

TECH makes the goals of their students their own goals too.  
Working together to achieve them.

The **Advanced Master's Degree in Senior Fashion and Luxury Management** qualifies students to:

01

Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria

04

Create corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives

02

Develop the key leadership skills that should define working professionals

03

Develop strategies to carry out decision making in a complex and unstable environment

05

Design innovative strategies and policies to improve management and business efficiency





06

Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits

08

Understand the economic environment in which the company operates and develop appropriate strategies to anticipate changes



07

Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community

09

Be able to manage the company's economic and financial plan

10

Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately

11

Develop management, analytical, creative and leadership skills as key competencies to grow within the industry

14

Know the main automated communication tools that are currently used in the fashion industry

12

Develop excellent reporting and communication skills, both spoken/verbal and written/non-verbal



13

Understand how fashion is constructed and how it is related, in terms of perception, interpretation and visual projection, to the identity of the person receiving the message we emit in the form of a dress, T-shirt or accessory

15

Know how to identify the style of messages, images and contents that are elaborated in the industry, making it possible for the student to replicate and organize them in time

16

Establish public relations that serve the purpose of communication, knowing how public relations work in the fashion industry

18

Offer direct, personal and appropriate communication capable of meeting the specific objectives of each social network

19

Understand how influence is exercised from the communication channel and the new power strategies that are exercised from the digital environment

17

Know the evolution of public relations and the latest market trends

20

Understand the crisis resolution process and the role of the communication manager in difficult times



21

Gain knowledge of western and eastern cultures for the correct development of consumer profiles and marketing campaigns at an international level

22

Discover the brand-strategy-consumer triple approach

23

Understand the progress of new digital marketing tools

24

Gain critical thinking in relation to sustainability and innovation in luxury marketing

25

Expand the capacity to analyze the commercial scenario of brands

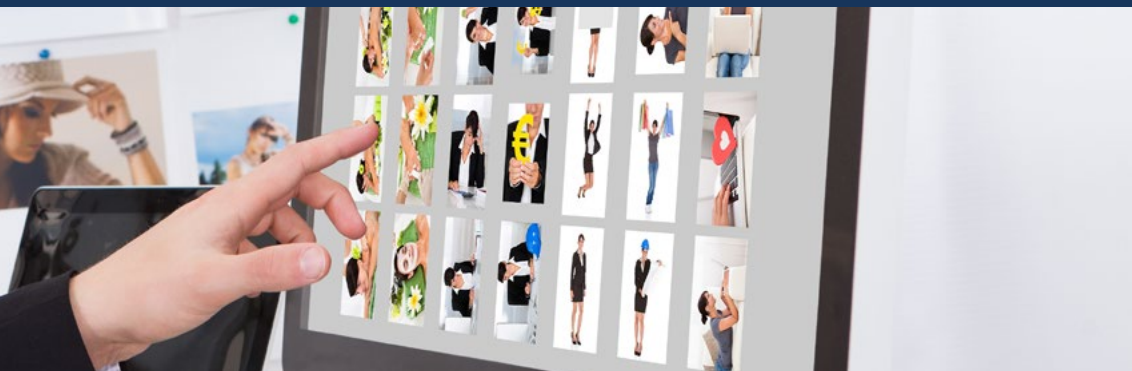


26

Improve decision making in the corporate and business development context

28

Plan marketing actions in line with the luxury industry, providing profitable solutions in the short and long term



29

Learn to project the brand's identity to society at large

27

Elaborate a correct marketing plan adapted to the client, the brand and the market needs

30

Know how to build predictable, flexible and sustainable marketing models that guarantee the survival and impact of the luxury product

# 05 Skills

The completion of this Advanced Master's Degree in Senior Fashion and Luxury Management is a unique opportunity for business professionals to direct their field of study, and therefore work, towards a booming sector that is gaining more and more interest from the public. Therefore, at the end of this program, students will have acquired the skills needed to be successful in an international and highly competitive environment.





“

*A program of great academic value thanks to which you will be able to successfully hold your own in Senior Fashion and Luxury Management"*

01

Manage a company as a whole, applying leadership techniques that influence the employees' performance, in such a way that the company's objectives are achieved

04

Correctly manage teams to improve productivity and, therefore, the company's profits

02

Be part of and lead the company's corporate and competitive strategy



03

Resolve business conflicts and problems between workers

05

Exercise economic and financial control of a company

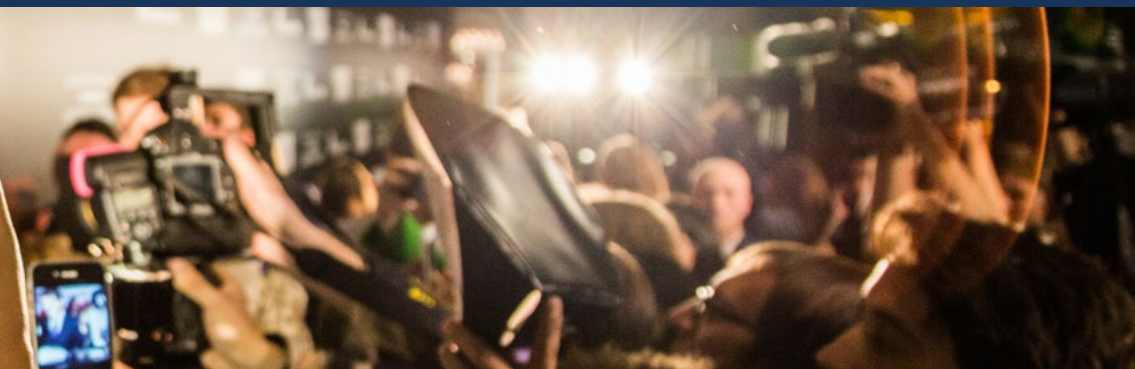


06

Control the company's logistics, purchasing and procurement processes

08

Apply the most appropriate strategies to support e-commerce of the company's products



09

Focus on innovation in all processes and areas of the company

07

Delve into the new business models associated with information systems

10

Lead the different projects in a company

11

Develop a competitive communication strategy within the industry with an in-depth knowledge of the dynamics of communication, the fashion business and the determining components

14

Improve skills in decision-making thanks to observation, analysis, interpretation and action in relation to the professional criteria and thanks to the elaboration of critical reports

12

Identify opportunities and evolve by looking at your own work



13

Generate a social impact and direct public opinion with ethical and professional responsibility

15

Understand and be able to execute the communication process in an effective way, adapting it to each channel, company profile and public objective

16

Establish specific communication actions for the fashion and beauty sector

18

Adapt the communication strategy to the most convenient business model for each brand



19

Communicate innovation and realign target audiences when a change occurs and calculate its impact on product pricing

17

Write a press release, blog or tell a story that identifies the brand ecosystem

20

Understand the structure of the communication plan and its rationale, as well as the main techniques used in each of its phases

21

Detect the purchasing behavior of the luxury consumer; know what the motives, desires, needs or reasons that lead the consumer to buy a product or service. Understand the stages of the consumer buying process and the psychological and social aspects that can affect consumer behavior

24

Build a digital environment capable of attracting traffic/ audience to your luxury brand, either offline or online, with desired positioning

22

Acquire the knowledge that is needed to understand the internal psychological and external sociological factors that affect consumer decision making

23

Build a marketing strategy for brands to make their campaigns more effective and understand how this is related, in terms of perception, interpretation and visual projection, to the identity of the person receiving the message that we emit in the form of a dress, T-shirt, accessory, perfume, car, decoration or luxury services

25

Project the brand's personality through creativity and innovation as symbolic values in constant growth



26

Acquire the necessary knowledge to be able to apply different marketing strategies depending on the product, brand and/or company

28

Understand the persuasive component of public relations for luxury marketing and the role of social networks in luxury marketing and communication strategies

29

Delve into influencer generation and how this can be beneficial in a marketing strategy, as well as the main social networks currently used in brand marketing campaigns, their strengths and limitations

27

Understand the stakeholders involved in the measurement process, create and establish efficient and effective metrics based on brand identity

30

Understand the crisis resolution process and the role of the communication manager in difficult times



06

# Structure and Content

This TECH academic program brings together the most innovative and relevant concepts on the management of fashion and luxury companies, a sector that is constantly growing. This sector demands highly qualified professionals who are able to provide the company with a new business vision that differentiates it from its competitors, allowing them to achieve the distinction that makes the company unique so that it can be recognized internationally.



“

*The structure of this syllabus will make it easier to learn and empower you to succeed in the industry"*

## Syllabus

The Advanced Master's Degree in Senior Fashion and Luxury Management from TECH Technological University is an intensive program that prepares the professional to face business challenges and decisions at both national and international levels. Its content is designed to promote the development of managerial skills that enable more rigorous decision making in uncertain environments.

Throughout 3,000 hours of study, the student will analyze a multitude of practical cases through individual work, achieving high quality learning that can be applied to daily practice. It is, therefore, an authentic immersion in real business situations.

This program deals in depth with the main areas of the company and is designed for managers to understand the management of fashion companies from a strategic, international and innovative perspective.

A plan designed for students, focusing on their professional improvement and preparing them to achieve excellence in leadership and management in the fashion and luxury industry. A program that understands both your and your company's needs through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide you with the skills to solve critical situations, creatively and efficiently.

This Advanced Master's Degree takes place over 24 months and is divided into 27 modules:

<b>Module 1</b>	Leadership, Ethics, and CSR
<b>Module 2</b>	Strategic Management and Executive Management
<b>Module 3</b>	People and Talent Management
<b>Module 4</b>	Economic and Financial Management
<b>Module 5</b>	Operations and Logistics Management
<b>Module 6</b>	Information Systems Management
<b>Module 7</b>	Innovation and Project Management
<b>Module 8</b>	Introduction to Communication in the MBL Industry
<b>Module 9</b>	Consumer Identity and Evolving Trends
<b>Module 10</b>	Content Creation: The Message
<b>Module 11</b>	Communication Techniques in the MBL Ecosystem
<b>Module 12</b>	Metrics for Communication Analysis
<b>Module 13</b>	Trade Press and Public Relations
<b>Module 14</b>	New Channels of Communication: YouTube and Social Networks



**Module 15** Internal Communications, Corporatism and Crisis Management

**Module 16** Business Strategies in MBL companies

**Module 17** Communication Plan Design

**Module 18** Fashion and Luxury in Europe and Asia

**Module 19** Marketing Management in Today's Fashion and Luxury Markets

**Module 20** Customer Centric Strategy & Predictive Marketing

**Module 21** Fashion Thinking in the Fashion and Luxury Market

**Module 22** New Digital Marketing: Marketing Automation

**Module 23** New Experiences in the Fashion and Luxury Universe

**Module 24** Data Driven Marketing for Luxury Brands

**Module 25** New Interactions in the Luxury and Fashion Markets

**Module 26** Artificial Intelligence in the Age of Corporatism

**Module 27** Internationalization and New Global Environments in the Fashion Market

## Where, When and How is it Taught?

TECH offers the possibility of developing this Advanced Master's Degree in Senior Fashion and Luxury Management completely online. Over the course of 24 months, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

*A unique, key, and decisive educational experience to boost your professional development and make the definitive leap.*

**Module 1. Leadership, Ethics, and CSR**

**1.1. Globalization and Governance**

- 1.1.1. Globalization and Trends: Internationalization of Markets
- 1.1.2. Economic Environment and Corporate Governance
- 1.1.3. Accountability

**1.2. Leadership**

- 1.2.1. Intercultural Environment
- 1.2.2. Leadership and Business Management
- 1.2.3. Management Roles and Responsibilities

**1.3. Business Ethics**

- 1.3.1. Ethics and Integrity
- 1.3.2. Ethical Behavior in Companies
- 1.3.3. Deontology, Codes of Ethics and Codes of Conduct
- 1.3.4. Fraud and Corruption Prevention

**1.4. Sustainability**

- 1.4.1. Business and Sustainable Development
- 1.4.2. Social, Environmental, and Economic Impact
- 1.4.3. The 2030 Agenda and SDGs

**1.5. Corporate Social Responsibility**

- 1.5.1. Corporate Social Responsibility
- 1.5.2. Roles and Responsibilities
- 1.5.3. Implementing Corporate Social Responsibility

**Module 2. Strategic Direction and Executive Management**

**2.1. Organizational Analysis and Design**

- 2.1.1. Organizational Culture
- 2.1.2. Organizational analysis
- 2.1.3. Designing the Organizational Structure

**2.2. Corporate Strategy**

- 2.2.1. Corporate Level Strategy
- 2.2.2. Types of Corporate Level Strategies
- 2.2.3. Determining the Corporate Strategy
- 2.2.4. Corporate Strategy and Reputational Image

**2.3. Strategic Planning and Strategy Formulation**

- 2.3.1. Strategic Thinking
- 2.3.2. Strategic Planning and Formulation
- 2.3.3. Sustainability and Corporate Strategy

**2.4. Strategy Models and Patterns**

- 2.4.1. Wealth, Value, and Return on Investments
- 2.4.2. Corporate Strategy: Methodology
- 2.4.3. Growing and Consolidating the Corporate Strategy

**2.5. Strategic Management**

- 2.5.1. Strategic Mission, Vision, and Values
- 2.5.2. The Balanced Scorecard
- 2.5.3. Analyzing, Monitoring, and Evaluating the Corporate Strategy
- 2.5.4. Strategic Management and Reporting

**2.6. Implementing and Executing Strategy**

- 2.6.1. Strategic Implementation: Objectives, Actions and Impacts
- 2.6.2. Strategic Alignment and Supervision
- 2.6.3. Continuous Improvement Approach

**2.7. Executive Management**

- 2.7.1. Integrating Functional Strategies into the Global Business Strategies
- 2.7.2. Management Policy and Processes
- 2.7.3. Knowledge Management

**2.8. Analyzing and Solving Cases/ Problems**

- 2.8.1. Problem Solving Methodology
- 2.8.2. Case Method
- 2.8.3. Positioning and Decision Making

**Module 3. People and Talent Management**
**3.1. Organizational Behavior**

- 3.1.1. Organizational Theory
- 3.1.2. Key Factors for Change in Organizations
- 3.1.3. Corporate Strategies, Types, and Knowledge Management

**3.2. Strategic People Management**

- 3.2.1. Job Design, Recruitment, and Selection
- 3.2.2. Human Resources Strategic Plan: Design and Implementation
- 3.2.3. Job Analysis: Design and Selection of People
- 3.2.4. Training and Professional Development

**3.3. Management and Leadership Development**

- 3.3.1. Management Skills: Competencies and Skills for the 21st Century
- 3.3.2. Non-Managerial Skills
- 3.3.3. Map of Skills and Abilities
- 3.3.4. Leadership and People Management

**3.4. Change Management**

- 3.4.1. Performance Analysis
- 3.4.2. Strategic Approach
- 3.4.3. Change Management: Key Factors, Process Design and Management
- 3.4.4. Continuous Improvement Approach

**3.5. Negotiation and Conflict Management**

- 3.5.1. Negotiation Objectives: Differentiating Elements
- 3.5.2. Effective Negotiation Techniques
- 3.5.3. Conflicts: Factors and Types
- 3.5.4. Efficient Conflict Management: Negotiation and Communication

**3.6. Executive Communication**

- 3.6.1. Performance Analysis
- 3.6.2. Leading Change. Resistance to Change
- 3.6.3. Managing Change Processes
- 3.6.4. Managing Multicultural Teams

**3.7. Team Management and People Performance**

- 3.7.1. Multicultural and Multidisciplinary Environment
- 3.7.2. Team and People Management
- 3.7.3. Coaching and People Performance
- 3.7.4. Management Meetings: Planning and Time Management

**3.8. Knowledge and Talent Management**

- 3.8.1. Identifying Knowledge and Talent in Organizations
- 3.8.2. Corporate Knowledge and Talent Management Models
- 3.8.3. Creativity and Innovation

**Module 4. Economic and Financial Management**
**4.1. Economic Environment**

- 4.1.1. Organizational Theory
- 4.1.2. Key Factors for Change in Organizations
- 4.1.3. Corporate Strategies, Types, and Knowledge Management

**4.2. Executive Accounting**

- 4.2.1. International Accounting Framework
- 4.2.2. Introduction to the Accounting Cycle
- 4.2.3. Company Financial Statements
- 4.2.4. Analysis of Financial Statements: Decision-Making

**4.3. Budget and Management Control**

- 4.3.1. Budgetary Planning
- 4.3.2. Management Control: Design and Objectives
- 4.3.3. Supervision and Reporting

**4.4. Corporate Tax Responsibility**

- 4.4.1. Corporate Tax Responsibility
- 4.4.2. Tax Procedure: A Case-Country Approach

**4.5. Corporate Control Systems**

- 4.5.1. Types of Control
- 4.5.2. Regulatory Compliance
- 4.5.3. Internal Auditing
- 4.5.4. External Auditing

**4.6. Financial Management**

- 4.6.1. Introduction to Financial Management
- 4.6.2. Financial Management and Corporate Strategy
- 4.6.3. Chief Financial Officer (CFO): Managerial Skills

**4.7. Financial Planning**

- 4.7.1. Business Models and Financing Needs
- 4.7.2. Financial Analysis Tools
- 4.7.3. Short-Term Financial Planning
- 4.7.4. Long-Term Financial Planning

**4.8. Corporate Financial Strategy**

- 4.8.1. Corporate Financial Investments
- 4.8.2. Strategic Growth: Types

**4.9. Macroeconomic Context**

- 4.9.1. Macroeconomic Analysis
- 4.9.2. Economic Indicators
- 4.9.3. Economic Cycle

**4.10. Strategic Financing**

- 4.10.1. Banking Business: Current Environment
- 4.10.2. Risk Analysis and Management

**4.11. Money and Capital Markets**

- 4.11.1. Fixed Income Market
- 4.11.2. Equity Market
- 4.11.3. Valuation of Companies

**4.12. Analyzing and Solving Cases/ Problems**

- 4.12.1. Problem Solving Methodology
- 4.12.2. Case Method

**Module 5. Operations and Logistics Management**

**5.1. Operations Management**

- 5.1.1. Define the Operations Strategy
- 5.1.2. Supply Chain Planning and Control
- 5.1.3. Indicator Systems

**5.2. Purchasing Management**

- 5.2.1. Stocks Management
- 5.2.2. Warehouse Management
- 5.2.3. Purchasing and Procurement Management

**5.3. Supply Chain Management (I)**

- 5.3.1. Costs and Efficiency of the Operations Chain
- 5.3.2. Change in Demand Patterns
- 5.3.3. Change in Operations Strategy

**5.4. Supply Chain Management (II) Implementation**

- 5.4.1. Lean Manufacturing/Lean Thinking
- 5.4.2. Logistics Management
- 5.4.3. Purchasing

**5.5. Logistical Processes**

- 5.5.1. Organization and Management by Processes
- 5.5.2. Procurement, Production, Distribution
- 5.5.3. Quality, Quality Costs, and Tools
- 5.5.4. After-Sales Service

**5.6. Logistics and Customers**

- 5.6.1. Demand Analysis and Forecasting
- 5.6.2. Sales Forecasting and Planning
- 5.6.3. Collaborative Planning, Forecasting, and Replacement

**5.7. International Logistics**

- 5.7.1. Customs, Export and Import processes
- 5.7.2. Methods and Means of International Payment
- 5.7.3. International Logistics Platforms

**5.8. Competing Through Operations**

- 5.8.1. Innovation in Operations as a Competitive Advantage in the Company
- 5.8.2. Emerging Technologies and Sciences
- 5.8.3. Information Systems in Operations

**Module 6. Information Systems Management**

**6.1. Information Systems Management**

- 6.1.1. Business Information Systems
- 6.1.2. Strategic Decisions
- 6.1.3. The Role of the CIO

**6.2. Information Technology and Business Strategy**

- 6.2.1. Company and Industry Sector Analysis
- 6.2.2. Online Business Models
- 6.2.3. The Value of IT in a Company

**6.3. IS Strategic Planning**

- 6.3.1. The Process of Strategic Planning
- 6.3.2. Formulating the IS Strategy
- 6.3.3. Strategy Implementation Plan

**6.4. Information Systems and Business Intelligence**

- 6.4.1. CRM and Business Intelligence
- 6.4.2. Business Intelligence Project Management
- 6.4.3. Business Intelligence Architecture

**6.5. New ICT-Based Business Models**

- 5.5.1. Technology-Based Business Models
- 5.5.2. Innovation Abilities
- 5.5.3. Redesigning the Value Chain Processes

**6.6. E-Commerce**

- 6.6.1. E-Commerce Strategic Plan
- 6.6.2. Logistics Management and Customer Service in ECommerce
- 6.6.3. E-Commerce as an Opportunity for Internationalization

**6.7. E-Business Strategies**

- 6.7.1. Social Media Strategies
- 6.7.2. Optimizing Service Channels and Customer Support
- 6.7.3. Digital Regulation

**6.8. Digital Business**

- 6.8.1. Mobile E-Commerce
- 6.8.2. Design and Usability
- 6.8.3. E-Commerce Operations

**Module 7. Innovation and Project Management**
**7.1. Innovation**

- 7.1.1. Macro Concept of Innovation
- 7.1.2. Types of Innovation
- 7.1.3. Continuous and Discontinuous Innovation
- 7.1.4. Training and Innovation

**7.2. Innovation Strategy**

- 7.2.1. Innovation and Corporate Strategy
- 7.2.2. Global Innovation Project: Design and Management
- 7.2.3. Innovation Workshops

**7.3. Business Model Design and Validation**

- 7.3.1. The Lean Start-Up Methodology
- 7.3.2. Innovative Business Initiative: Stages
- 7.3.3. Financing Arrangements
- 7.3.4. Model Tools: Empathy Map, The CANVAS Model, and Metrics
- 7.3.5. Growth and Loyalty

**7.4. Project Management**

- 7.4.1. Innovation Opportunities
- 7.4.2. Feasibility Study and Proposal Specification
- 7.4.3. Project Definition and Design
- 7.4.4. Project Execution
- 7.4.5. Project Closure

**Module 8. Introduction to Communication in the MBL Industry**
**8.1. Development and Evolution of Fashion Industry**

- 8.1.1. Fashion Through History
- 8.1.2. Evolution of the Textile Industry
- 8.1.3. The Fast Fashion Model and Today's Consumer Industry

**8.2. Main Milestones and Characteristics of the Beauty and Perfumery Industry**

- 8.2.1. History of Perfume
- 8.2.2. Perfumery as the Main Point of Contact to the Luxury Market
- 8.2.3. Communication in Major Beauty and Perfumery Retail Chains

**8.3. Introduction to Sociology in Fashion**

- 8.3.1. Fashion as a Social Agent
- 8.3.2. Sociology of Trends
- 8.3.3. Fashion as an Artistic Concept

**8.4. Luxury in the 21st Century and the Digital Experience**

- 8.4.1. New Ways to Understand Luxury
- 8.4.2. Fashion and Luxury in the Digital Environment
- 8.4.3. How Digital Tools Can Enrich the Luxury Experience

**8.5. Adaptation of the Brand's Discourse to Each Communication Channel**

- 8.5.1. Main Communication Channels in the Fashion, Beauty and Luxury Industry
- 8.5.2. Mapping out the Communication Strategy Channel and Message Choice
- 8.5.3. The Profile of the Communicator in Social Media

**8.6. Evolution of Brand Legacy in the Luxury Industry**

- 8.6.1. History as a Backdrop Building a Brand Discourse from the Past
- 8.6.2. The Role of Creative Direction in the Brand Discourse
- 8.6.3. Beginning of the Brand Legacy in the 21st Century

**8.7. Fashion Communication in the Digital Environment Globalization and the Single Market**

- 8.7.1. Communicate in the Digital Environment
- 8.7.2. Internationalization of Brands
- 8.7.3. Effects of Globalization on Fashion and Beauty Communication

**8.8. Principles of Branding**

- 8.8.1. The Brand is What Prevails Intangible Asset Management
- 8.8.2. Tons and Manners. Construction of the Brand Discourse
- 8.8.3. Building a Brand in a Global Marketplace

**8.9. Approach to Sustainability in MBL Markets**

- 8.9.1. Sustainability and Environment in the Fashion System Actors and Processes
- 8.9.2. Diversity and Inclusion in the Fashion and Beauty Industry
- 8.9.3. Sustainability in the Luxury Market

**8.10. The Communication Professional in the Fashion Industry**

- 8.10.1. The Role of the Communications Department in a Fashion Company
- 8.10.2. Communication Department Externalization The Role of Agencies
- 8.10.3. Professional Communication Profiles in the Fashion, Beauty and Luxury Industry

**Module 9. Consumer Identity and Evolving Trends**

**9.1. Fashion as a Social Communication Tool**

- 9.1.1. Expansion of the Fashion Phenomenon and Social Change
- 9.1.2. Appearance as a Form of Individual Identity
- 9.1.3. Elements Defining the Visual Language of Fashion

**9.2. The Visual Expression of Color**

- 9.2.1. The Importance of Color in Purchasing Decisions
- 9.2.2. Color Theory and Chromatic Emotions
- 9.2.3. The Use of Color in the Fashion Ecosystem

**9.3. Profiles of New Consumers**

- 9.3.1. The Right Segmentation of 21st Century Consumers
- 9.3.2. Brands Facing New Customers: from Consumer to "Prosumer"
- 9.3.3. Trends and Factors that Condition the Purchasing Process

**9.4. Luxury Consumer Preferences**

- 9.4.1. The Luxury Customer's Lifestyle: Values and Priorities
- 9.4.2. The Dynamics of Consumption in the Luxury Universe
- 9.4.3. Discovering Luxury Retail and E-tail

**9.5. Observation and Research of Trends in the Theory of "Coolhunting"**

- 9.5.1. The Figure of the Trend Hunter in the Fashion Industry
- 9.5.2. From Trendsetters to Mass Consumption
- 9.5.3. Trend Research Agencies

**9.6. Novelty, Trend and Hype From Innovation to Consolidation**

- 9.6.1. Differentiation of Concepts
- 9.6.2. Macrotrends and Microtrends
- 9.6.3. Cycles and Theories of Fashion Diffusion

**9.7. Methodology and Analysis for Trend Detection**

- 9.7.1. The Art and Science of Trend Spotting CSI (Coolhunting Science Insights)
- 9.7.2. Observation and Documentation as Disciplines of Analysis
- 9.7.3. Methods to Obtain Data From the Interview to the Delphi Method

**9.8. The Cosmetics Sector, Beauty as a Lifestyle**

- 9.8.1. The Beauty Industry, the Sale of the Intangible
- 9.8.2. Market Trends in the 21st Century
- 9.8.3. The Informed Consumer: The Rise of Niche and Eco Cosmetics

**9.9. Concept Stores: Physical and Digital Trend Spaces**

- 9.9.1. Unusual Retail Space in the Right Hotspots
- 9.9.2. The Shopping Experience Beyond Fashion Art, Culture and Design
- 9.9.3. Concept Stores Also on the Web

**9.10. Post COVID19 Fashion, Beauty and Luxury Consumer Trends**

- 9.10.1. What Has Changed Forever in Consumption Habits
- 9.10.2. What the Shopping of the Future Will Be Like
- 9.10.3. Sustainability, Technology and Innovation as Key Elements

**Module 10. Content Creation: The Message****10.1. Elements of Communication: The Sender, the Receiver and the Message - Slogan**

- 10.1.1. The Process of Communication and the Components Involved
- 10.1.2. Cognitive, Emotional and Social Messaging in the Fashion Ecosystem
- 10.1.3. Evolution of Advertising Slogans in the Beauty Market

**10.2. Traditional Methods of Conveying Information in the Fashion Industry: Advertising**

- 10.2.1. Advertisements as Sources for the Transmission of Values
- 10.2.2. The Formation of the Stereotype from the Prototype
- 10.2.3. Structure and Composition of an Advertising Cartoon

**10.3. New Tools for the Creation of Digital Content: Ads**

- 10.3.1. The Google Ads Algorithm
- 10.3.2. Matching Levels and Essential Metrics
- 10.3.3. Creation of an Advertisement for the Digital Environment

**10.4. Channels for the Dissemination of Fashion, Luxury and Beauty Content**

- 10.4.1. Fashion Consumer Preferences
- 10.4.2. Off-line and On-line Media and Their Complementarity
- 10.4.3. Information Dissemination Trends in the Luxury Market

**10.5. Personalized Content in the Luxury Sector**

- 10.5.1. The Style of Fashion Language and its Technicalities
- 10.5.2. Happiness, Quality and Functionality vs. Cheap, Free and Urgent
- 10.5.3. Omnidirectional Communication between Brand and User

**10.6. CRM Content Automation Implementation**

- 10.6.1. What is CRM and What Is it for?
- 10.6.2. Typology of the Message According to Customer Segmentation
- 10.6.3. Structure and Use of Salesforce

**10.7. Fashion, Beauty & Luxury Newsletter Design and Layout**

- 10.7.1. The Organization and Structure of the Information
- 10.7.2. Differences between Press Releases, Newsletters and Advertisements
- 10.7.3. Frequency of Notifications and Measurement of Impact

**10.8. Language Style and the Impact of Image in the Fashion Industry**

- 10.8.1. "Trendy" Colors: Integrating Pantone into your Communication Strategy
- 10.8.2. What Do Fashion Specialists Talk About?
- 10.8.3. Design of the Information

**10.9. Structure and Application of CMS**

- 10.9.1. The Purpose of the Content Manager
- 10.9.2. Content Typology for the Fashion Website
- 10.9.3. Prestashop

**10.10. The Contents Plan**

- 10.10.1. Key Points in the Planning of Content in the Areas of Fashion and Beauty
- 10.10.2. Seasonal Campaigns in the Fashion Industry
- 10.10.3. Launching Flash Campaigns

**Module 11.** Communication Techniques in the MBL Ecosystem

**11.1. The Fashion Ecosystem and its Composition**

- 11.1.1. Construction and Maintenance of a 'Phygital' Ecosystem
- 11.1.2. Search Resources and SERP Development
- 11.1.3. Ecosystem Monitoring and Readaptation

**11.2. Creating an Ecosystem Brand: SEO, SEM and SMO**

- 11.2.1. Positioning of Digital Content SEO
- 11.2.2. Creativity of SEM Campaigns
- 11.2.3. The Relevance of SMO in the Fashion Sector

**11.3. Differences and Similarities in the Communication of MBL Brands**

- 11.3.1. Differences between a CMS Website and an E-Commerce Site
- 11.3.2. Evolution of Communication Objectives
- 11.3.3. Interaction in Content Creation

**11.4. Traditional Offline Communication Techniques: Press Releases, News and Advertorials**

- 11.4.1. Objective Communication: The Press Release and Relevant Information
- 11.4.2. Social Communication: News as a Driver of Innovative Information
- 11.4.3. Commercial Communication: The Advertorial as a Sales Element

**11.5. The Creation of Blogs and Digital Magazines for Dissemination**

- 11.5.1. Bidirectional Communication in Static Tools
- 11.5.2. Blogs Structure and Composition
- 11.5.3. Creation of Content for Digital Fashion Magazines

**11.6. Transmedia Storytelling and Storytelling**

- 11.6.1. The Composition of Space and Time in Fashion Communication
- 11.6.2. Virtual Realism in Transmedia Storytelling
- 11.6.3. Stages in Storytelling Creation

**11.7. Audiovisual Language in the Fashion Environment**

- 11.7.1. The Power of Image for the Beauty Industry
- 11.7.2. The Storyline in a Brand Story
- 11.7.3. The Creation of Fashion Icons and Myths

**11.8. Content Creation from the Google Trends Universe**

- 11.8.1. How Google Trends Works and Search Dynamics
- 11.8.2. The Description of the Story in Relation to Keywords and Fashion Tags
- 11.8.3. Integration of Competition and Virality

**11.9. Functioning of an Ecosystem in the Universe as a Whole**

- 11.9.1. Alignment of Content and Trends
- 11.9.2. The Musical Atmosphere in Audiovisual Communication
- 11.9.3. Fashion Films

**11.10. Redefining and Adapting the Brand Ecosystem**

- 11.10.1. Creativity, Innovation and Invention as Growth Dynamics
- 11.10.2. Inspiration and Aspirations of the Fashion Industry
- 11.10.3. Reordering the Fashion Universe: Content for the Entire Community



**Module 12. Metrics for Communication Analysis**

**12.1. Communication Analysis and Management of Intangibles**

- 12.1.1. The Evolution of Communication: from Mass to Globalization
- 12.1.2. Concept and Context of Intangible Assets
- 12.1.3. Measuring Brand, Identity and Company Culture

**12.2. Specific Indicators: Beyond the Benchmark**

- 12.2.1. What is Fashion Made of?
- 12.2.2. Indicators Specific to the Fashion Environment
- 12.2.3. The Objective of the Measurement and the Choice of the Method

**12.3. Detection of Mediation Errors**

- 12.3.1. Error Analysis: Inference and the Contrastive Method
- 12.3.2. Typology of Errors and Their Seriousness in Fashion Communication
- 12.3.3. Planning and Budgeting in Communication Actions

**12.4. Traditional Metrics for Communication Analysis**

- 12.4.1. Statistical Principles and Data Structure
- 12.4.2. Qualitative Research Methodology
- 12.4.3. Typology of Traditional Metrics: Structure and Function

**12.5. Digital Metrics Google Analytics**

- 12.5.1. Web Positioning for Fashion Brands
- 12.5.2. What Are We Measuring in the Digital Environment?
- 12.5.3. Typology of Digital Metrics: Structure and Function

**12.6. Creation and Adaptation of the Communicative Product**

- 12.6.1. The Value of the Communicative Product in the Fashion Industry
- 12.6.2. Interpretation of Data and Effectiveness of Solutions
- 12.6.3. Individual Perceptions Hidden in the Psychology of the Fashion Consumer

**12.7. Impact of Measurement on Decision Making**

- 12.7.1. Appropriate Questions and Hypothesis Formulation
- 12.7.2. Benchmark and Competitive Environment
- 12.7.3. Change Management, Trust and Measuring Success in Fashion Branding

**12.8. Forecasting and Metrics as a Long-Term Strategy**

- 12.8.1. The Brand Behavior Pattern
- 12.8.2. Frequency Map and Fashion Evolution Analysis
- 12.8.3. Simulation of Innovation Scenarios

**12.9. The Analytical Report and its Presentation**

- 12.9.1. The Report's Objective: The Brand Behavior Pattern
- 12.9.2. Components of the Fashion Communication Analytical Report
- 12.9.3. Viewing Data

**12.10. Express Assessment for Crisis Situations**

- 12.10.1. Decisive Variables
- 12.10.2. Short-Term Impact and Strategy Reframing
- 12.10.3. The Untouchables: The Scale of Priorities of a Fashion Brand

**Module 13. Trade Press and Public Relations**

**13.1. Communication in the Specialized Press**

- 13.1.1. The Media Specialized in Fashion and Beauty, the Women's Press
- 13.1.2. The Role of the Communications Agency in Communication
- 13.1.3. The Current Value of the Offline Press

**13.2. Evolution of PR Communication Models**

- 13.2.1. Concept of Public Relations
- 13.2.2. Theoretical Approach to Classical PR Models (Grunig and Hunt)
- 13.2.3. Towards a New Approach to PR, the 5th Model

**13.3. Persuasive Communication in PR**

- 13.3.1. Persuasive and Informative PR Component
- 13.3.2. Differentiation between Public Relations and Journalistic Activity
- 13.3.3. The Role of PR vs. the Role of Marketing and Advertising

**13.4. Tools for Communication with the Press**

- 13.4.1. The Press Office and How It Works
- 13.4.2. Useful Press Materials
- 13.4.3. How to Build an Effective Press Release

**13.5. Fashion and Beauty Communication Planning and Strategy**

- 13.5.1. Preliminary Study: Analysis of the Briefing
- 13.5.2. The RACE Method
- 13.5.3. Communication Plan Design

**13.6. Communication Actions and Events for the Fashion and Beauty Industry**

- 13.6.1. Types of Communication in the Service of Brands
- 13.6.2. Criteria for Selecting Communication Actions
- 13.6.3. Design of Activities and Agenda Setting in Beauty and Fashion

**13.7. Results Mediation**

- 13.7.1. The Need for Public Relations Monitoring
- 13.7.2. Classical Quantitative Measurement Tools: Clipping and V.P.E
- 13.7.3. The Importance of Qualitative Assessment

**13.8. Mistakes to Avoid in Communication and the PR Field**

- 13.8.1. Media Downplaying
- 13.8.2. Excessive Content and Lack of Relevance
- 13.8.3. Improvisation vs. Planning

**13.9. Ethics and Psychosocial Perspective**

- 13.9.1. Public Relations in the 21st Century: between Progress and Social Welfare
- 13.9.2. Social Responsibility and Public Relations
- 13.9.3. The Ethics of PR: Self-Awareness, Independence and Commitment

**13.10. Latest Trends and Studies in Public Relations**

- 13.10.1. The New PR, More "Social" than Ever Before
- 13.10.2. Emotional Communication and Neuromarketing
- 13.10.3. Key Insights from Today's Consumers

**Module 14. New Channels of Communication: YouTube and Social Networks**

**14.1. Influence and Other Power Strategies in New Digital Channels**

- 14.1.1. The Strategies of Power Linked to Fashion Communication
- 14.1.2. Influence in the Field of Social Networks
- 14.1.3. Managing the New Digital Leaders: Fashion Influencers

**14.2. The Choice of the Communication Channel: Forrester Research Theory**

- 14.2.1. The New Public Opinion: Leading the Masses One at a Time
- 14.2.2. What Is Forrester's Theory?
- 14.2.3. Application of Forrester Research Theory to the Fashion Industry

**14.3. The Power of Audiovisual Language and Non-Verbal Communication**

- 14.3.1. The Growing Market Share of Non-Verbal Communication
- 14.3.2. The Impact of the Audiovisual Message in Fashion
- 14.3.3. Composition of the Photographic Discourse in Social Networks

**14.4. Evolution and Functioning of Social Networking in the Fashion Industry**

- 14.4.1. Stages of Emergence and Evolution of the Internet
- 14.4.2. The Multichannel Strategy within Fashion Social Networks
- 14.4.3. What Is a Social Network? Differences with Traditional Channels

**14.5. Facebook, the Big Database**

- 14.5.1. Transversal Communication
- 14.5.2. The Communication Interest
- 14.5.3. Facebook Presence Models

**14.6. Instagram, Much More Than Just Fashion Photos**

- 14.6.1. Emotional Messaging and Empathy Management
- 14.6.2. The Intimacy of Everyday Life in Images
- 14.6.3. Stand out on Fashion's Most Important Social Network

**14.7. Professional Content on LinkedIn**

- 14.7.1. Creating the Personal Brand
- 14.7.2. Cognitive Messaging in a Fashion Brand
- 14.7.3. Competitor Relationship Management

**14.8. The Politicization of Twitter**

- 14.8.1. Impulsive and Omnidirectional Communication
- 14.8.2. Direct Message and Content Creation in 20 Characters
- 14.8.3. The Impact of Headlines: From Depth to Lightness

**14.9. TikTok, beyond Generation Z**

- 14.9.1. The Audiovisual Revolution and the Acceleration of the Change of Look in a Slow Fashion Context
- 14.9.2. Democratization in the Creation of Audiovisual Contents
- 14.9.3. Fashion as a Newsworthy and Reportable Fact

**14.10. YouTube, as an Exponent of Audiovisual Content**

- 14.10.1. Expectation Management in the Creation of Audiovisual Content
- 14.10.2. Map of Fashion, Beauty and Luxury Content on YouTube
- 14.10.3. New Trends in Public Opinion: Microinfluencers

**Module 15.** Internal Communications, Corporatism and Crisis Management

**15.1. The Stakeholder Ecosystem: Who Are My Stakeholders?**

- 15.1.1. What Is a Stakeholder?
- 15.1.2. The Main Stakeholders in Fashion: Consumer, Employee
- 15.1.3. The Concept of Social Responsibility: Components and Principles

**15.2. Internal Communication I: Employer Branding**

- 15.2.1. Internal Communication Management: Concept and Tools
- 15.2.2. Evolution and Principles of Employer Branding
- 15.2.3. Human Resources as a Communication Tool for the Fashion Industry

**15.3. Internal Communication II: Employee Advocacy**

- 15.3.1. Employee Advocacy: Concept and Evolution
- 15.3.2. Employees as Brand Ambassadors in the Luxury Sector
- 15.3.3. Tools: Buffer and Hootsuite

**15.4. Building Reputation I: Brand Identity at MBL**

- 15.4.1. Concept of Brand Identity: Corporate Identity
- 15.4.2. Brand Identity as an Element of Corporate Reputation
- 15.4.3. Visual Identity in MBL

**15.5. Building Reputation II: Brand Image at MBL**

- 15.5.1. Concept of Brand Image
- 15.5.2. Brand Image as an Element of Corporate Reputation
- 15.5.3. Branded Content at MBL

**15.6. Building Reputation III: Corporate Reputation at MBL**

- 15.6.1. Reputation: Concept, Characteristics and Effects
- 15.6.2. Metrics for Global Reputation Analysis
- 15.6.3. The Rise of Corporate Activism

**15.7. Crisis Management I: Strategic Plan**

- 15.7.1. Types of Crisis
- 15.7.2. Contingency Plan
- 15.7.3. Strategic Plan

**15.8. Crisis Management II: Crisis Communication**

- 15.8.1. Spokespeople and the Discourse of Communication Leaders
- 15.8.2. The Impact of the Crisis on the Income Statement
- 15.8.3. Post-Crisis Actions: Getting back to Normalcy

**15.9. Sustainability and Corporate Reputation at MBL**

- 15.9.1. The Three Dimensions of Sustainability: Social, Environmental and Corporate at MBL
- 15.9.2. The Value Chain of the Fashion Industry
- 15.9.3. Sustainability Communication: Memories

**15.10. Sustainability in Crisis Management at MBL**

- 15.10.1. Types of Crises in Each Area of Sustainability
- 15.10.2. Authenticity and Transparency in the Eye of the Public
- 15.10.3. Sustainability as Part of the Crisis Solution

**Module 16. Business Strategies in MBL Companies**
**16.1. Strategic and Competitive Framework of the Fashion System**

- 16.1.1. The Global Fashion Industry Sector Structure and Evolution of the Sector Worldwide
- 16.1.2. The Concept of the Value Chain in Fashion
- 16.1.3. Collaboration of the Links in the Value Chain

**16.2. Business Models in the Fashion Industry**

- 16.2.1. The Evolution of Business Models: From Designers to Fast Fashion Chains
- 16.2.2. The Competitiveness of Fashion Business Models: The French Model, the American Model, the Italian Model and the Asian Model
- 16.2.3. Fashion Business Models: Designers, Luxury Brands, Premium, Brands, Retailers

**16.3. The Distribution of the Luxury Sector and the Profitability of Space**

- 16.3.1. The Distribution of the Luxury Industry and its Profitability
- 16.3.2. The New Luxury Customers, Millennials, Asians, etc
- 16.3.3. Supply Chain Integration in the Luxury Industry

**16.4. Main Business Strategies of the Major Fashion Brands**

- 16.4.1. Major Players in the Fashion Business
- 16.4.2. Business Strategies of Leading Fashion Retailers
- 16.4.3. Cosmetics and Perfumery Business Strategies

**16.5. Entrepreneurship and Start-up Creation in the Fashion Industry**

- 16.5.1. What Is Learning? The Entrepreneurial Ecosystem
- 16.5.2. The Start Up Model in the Fashion Company
- 16.5.3. Fashion, Luxury and Beauty Entrepreneurs; Success and Failure Cases

**16.6. The Value Proposition of Beauty Brands**

- 16.6.1. The Cosmetics Franchise Industry
- 16.6.2. What is a Brand Licence?
- 16.6.3. Licenses in the Cosmetics Sector

**16.7. Profitability in Traditional Models**

- 16.7.1. The Evolution of the Multibrand Channel and Department Stores
- 16.7.2. The Keys to the Future of the Multibrand Channel
- 16.7.3. Differential Value and the Shopping Experience in Department Stores

**16.8. E-Commerce in Fashion, Beauty and Luxury: Trends, Users and Future**

- 16.8.1. Global Growth of E-Commerce
- 16.8.2. E-Commerce Shopper Profile
- 16.8.3. Sector Tendencies in E-Commerce

**16.9. Planning the Internationalization of a Fashion Company**

- 16.9.1. Internationalization Planning
- 16.9.2. Research and Selection of Foreign Markets
- 16.9.3. Strategies for Accessing International Markets

**16.10. Introducing Innovation in Fashion Dynamics**

- 16.10.1. What Is Innovation?
- 16.10.2. How to Materialize Innovation in My Company?
- 16.10.3. Innovative Company Models

**Module 17. Communication Plan Desing**

**17.1. The Fashion Calendar and the Dynamics of the Times in the Industry**

- 17.1.1. Origin and Evolution of Fashion Weeks and Haute Couture
- 17.1.2. General Industrial Calendar
- 17.1.3. How COVID is Affecting Established Dynamics

**17.2. The Impact of Internal Communication on an MBL Brand**

- 17.2.1. Internal Communication
- 17.2.2. Objectives and Tools
- 17.2.3. Strategic Plan in Internal Communication

**17.3. Communicating Sustainable and Eco Luxury Brands**

- 17.3.1. Slow Fashion and Eco Luxury
- 17.3.2. Evolution of Consumer Trends in the Fashion World
- 17.3.3. How to Communicate Sustainable Brands and Terminology to Use

**17.4. The Functionality of the Communication Plan and Available Resources**

- 17.4.1. What is a Communication Plan and What Is it For?
- 17.4.2. Above the Line–Below the Line
- 17.4.3. Communication Channels in Fashion Brands and Analysis of Available Resources

**17.5. SWOT Analysis and the Rice Matrix**

- 17.5.1. The Fashion Market and Their Competitors
- 17.5.2. Development and Application of SWOT Analysis
- 17.5.3. Rice Matrix as Epicenter of the Blue Ocean

**17.6. Situation Analysis and Objective Setting**

- 17.6.1. Company Background and Diagnosis of the Brand's Situation with Regard to the Market
- 17.6.2. Determination of Objectives in Relation to Goals
- 17.6.3. Analysis and Reorganization of Objectives in a Fashion Firm

**17.7. The Audience and the Message**

- 17.7.1. Is This Client Profile for My Company?
- 17.7.2. Are These Messages for My Company? Key Messages According to the Type of Client
- 17.7.3. The Communication Strategies of Fashion Brands

**17.8. Channels: Offline and Online**

- 17.8.1. The Omnichannel Campaign
- 17.8.2. The Choice of the Offline Channel
- 17.8.3. Advantages of the Offline Channel

**17.9. The Action Plan and the Calendar**

- 17.9.1. Typology of Communicative Actions in Fashion
- 17.9.2. Structure and Approach of the Action Plan
- 17.9.3. Integration of the Action Plan into the Strategy as a Whole

**17.10. Evaluation of the Communication Plan and Strategy**

- 17.10.1. Main Metrics for the Evaluation of the Communication Plan
- 17.10.2. Advanced Analysis of the Communication Plan
- 17.10.3. Reformulation of the Communication Strategy

**Module 18. Fashion and Luxury in Europe and Asia****18.1. Progress in Europe**

- 18.1.1. The True Legacy of Luxury
- 18.1.2. Appearances as a Social Distinction
- 18.1.3. Individualism and Progress

**18.2. Towards a New Luxury**

- 18.2.1. Art Associated with Luxury
- 18.2.2. Italian Style
- 18.2.3. Personal Pleasure and Social Pleasure

**18.3. The Impact of Consumerism in France**

- 18.3.1. Austerity Versus the Joy of Shopping
- 18.3.2. Fashion Opinion Leaders: Madame Pompadour
- 18.3.3. The Current Keys of the First Influencer: Marie Antoinette

**18.4. The Relevance of Spanish Craftsmanship**

- 18.4.1. Know How from the Spanish Workshop
- 18.4.2. Boutiques as Centers of Social Interaction
- 18.4.3. The Extension of Luxury to all Social Classes

**18.5. The Influence of the Elites in the Industry**

- 18.5.1. First-Class Citizens and Second-Class Survivors
- 18.5.2. Poiret and His Idea of Fashion
- 18.5.3. Haute Couture as a Symbol of Distinction

**18.6. A New Woman: A Fashionable Woman**

- 18.6.1. The End of Uniforms, the End of the War and the Post-War Era
- 18.6.2. The Creative Revolution as a Business Model at Chanel
- 18.6.3. The Era of the Big Designers: From Dior to Givenchy

**18.7. The Democratization of the Fashion and Luxury Industry**

- 18.7.1. Miniskirt
- 18.7.2. Superficiality and Personal Pleasure
- 18.7.3. Luxury as a Generator of Culture

**18.8. The Legacy of the Asian Market**

- 18.8.1. The Silent Ostentation of Asian Emperors
- 18.8.2. The Silk Route
- 18.8.3. Opening Up to the Western World

**18.9. The Sensory Experience in the Middle East**

- 18.9.1. The Treasures of Architecture and Nature: Palaces and Gardens
- 18.9.2. The Display of Wealth: The Age of Gold
- 18.9.3. Luxury Shopping Malls, Perfumes and Spices

**18.10. Exclusivity: The Dress as a Work of Art**

- 18.10.1. The Requirements of a Work of Art
- 18.10.2. High Standards of Exclusivity
- 18.10.3. Temporary Exhibitions: Luxury as a Historical Testimony and a Showcase for Major Brands

**Module 19.** Marketing Management in Today's Fashion and Luxury Markets

**19.1. The Economic System of Luxury**

- 19.1.1. Keys for Marketing in the Luxury Industry
- 19.1.2. Marketing Referents
- 19.1.3. Marketing Management

**19.2. Business Intelligence**

- 19.2.1. Strategy and Tactics for the Fashion Market
- 19.2.2. The Balance between Short-Term and Long-Term
- 19.2.3. Talk to Everyone in the Digital Era

**19.3. Sales Drivers and Levers Applied to Today's Industry**

- 19.3.1. Mix Marketing and the 4 Ps of Marketing
- 19.3.2. Porter's 5 Forces
- 19.3.3. Some Types of Marketing

**19.4. The Approach to Competitive Advantage in New Markets**

- 19.4.1. Luxury & Fashion Markets
- 19.4.2. The Competency Tendencies
- 19.4.3. The Brand Significance in the Fashion Industry

**19.5. The Structure of a Specific and Contextualized Marketing Plan**

- 19.5.1. Rhythms of Luxury
- 19.5.2. Market Metrics
- 19.5.3. MART: The Objectives of Success

**19.6. Getting Started: Overcoming the Practical Hurdle**

- 19.6.1. Action Steps
- 19.6.2. Gantt Chart
- 19.6.3. Follow-Up, Control and Deviation

**19.7. New Ways of Visualizing and Marketing the Plan**

- 19.7.1. Presentations for Luxury Brands
- 19.7.2. Selection of Audiovisual Resources
- 19.7.3. Marketing Intentions

**19.8. A Real Budget for a Fashion and Luxury Brand**

- 19.8.1. Sales Forecasting as a Lever for the Plan
- 19.8.2. Cost Control in a Luxury Product
- 19.8.3. The Budget that Fits the Fashion Industry

**19.9. The Right Price for a Product or Service in Today's Industry**

- 19.9.1. Parameters That Influence the Price in Fashion
- 19.9.2. The Decision to Promote the Product
- 19.9.3. The Keys to the Outlet Space

**19.10. Mobile Marketing & Gamification**

- 19.10.1. WhatsApp Marketing in the Luxury Industry
- 19.10.2. Video Games as Fashion Sales Scenarios
- 19.10.3. From H&M in The Sims 2 Fashion Runway to Gucci in The Sims 4



**Module 20. Customer Centric Strategy & Predictive Marketing****20.1. Fashion Engagement**

- 20.1.1. The Luxury Customer's Lifestyle
- 20.1.2. Individual Identity and Projection Towards the Brand
- 20.1.3. The Impact of Visual Language

**20.2. Commitment to Luxury Customers**

- 20.2.1. The Luxury Customer's Lifestyle: Values and Priorities
- 20.2.2. The Dynamics of Consumption in the Luxury Universe
- 20.2.3. Discovering Luxury Retail and E-tail

**20.3. Trends in Millennials and Z: Prosumers**

- 20.3.1. The New Shopping Preferences
- 20.3.2. Participation and Prosumer
- 20.3.3. Purchasing Habits in the Luxury Industry

**20.4. The New Customer Journey of Fashion and Luxury**

- 20.4.1. Decision-Making in the Purchase of Luxury Goods
- 20.4.2. Information Gathering and the Purchase Decision
- 20.4.3. Product Evaluation and After-Sales Service

**20.5. New Preferences of the Luxury Consumer**

- 20.5.1. The Rhythm of Fashion Tendencies
- 20.5.2. Consumer Habits in the New Scenario
- 20.5.3. Who's in Charge in the Luxury Sector?

**20.6. Current Fashion Consumer Trend Behavior**

- 20.6.1. Novelty, Trend and Hype
- 20.6.2. Macrotrends and Microtrends
- 20.6.3. The Diffusion Cycle and Design Innovation Theory

**20.7. Big Data & Predictive Marketing**

- 20.7.1. Between Art and Science
- 20.7.2. Scientific Interpretation of Social Facts
- 20.7.3. Predictive Marketing

**20.8. Experiential Marketing in the Perfume Industry**

- 20.8.1. Beauty as a Gateway to Luxury
- 20.8.2. The Multisensory Experience
- 20.8.3. Eco-Cosmetics and Niche Brands

**20.9. Concept Store Dynamics: Branding outside the Product**

- 20.9.1. Marketing through an Intangible Value
- 20.9.2. Art, Culture and Design in a Physical Space
- 20.9.3. The Digital User Experience Format

**20.10. Post COVID19 Fashion and Luxury Consumer Trends**

- 20.10.1. Irreversible Changes after the Pandemic
- 20.10.2. Future Shopping
- 20.10.3. Integrating Technology and Sustainability in the Mind of the New Consumer

**Module 21.** Fashion Thinking in the Fashion and Luxury Market

**21.1. 'Phygital' Management**

- 21.1.1. Luxury Experience
- 21.1.2. Search Resources and SERP Development
- 21.1.3. The Trendy Brand in the Luxury Universe

**21.2. The DNA of the Luxury Brand**

- 21.2.1. The Business Purpose: The Mission of the Luxury Brand
- 21.2.2. The Long Term of Marketing Actions: The Vision
- 21.2.3. Brand Attributes and Identity: The Values

**21.3. Digital Media Track**

- 21.3.1. Organic Reach in the Digital Environment: KDA
- 21.3.2. Creativity of SEM Campaigns
- 21.3.3. The Relevance of SMO in the Luxury Sector

**21.4. Luxury E-Commerce**

- 21.4.1. The Content Web and an E-Commerce Sales
- 21.4.2. Evolution of Communication Objectives of Marketing
- 21.4.3. Interaction in Content Creation

**21.5. The Meaning of Wordpress and Other Static Tools**

- 21.5.1. Two-Way and Static Communication
- 21.5.2. Blogs Structure and Composition
- 21.5.3. The Editorial of Digital Fashion Magazines

**21.6. Inbound Marketing**

- 21.6.1. Ambient Marketing in the Luxury Environment
- 21.6.2. Virtual Realism in Transmedia Storytelling
- 21.6.3. Stages in Storytelling Creation

**21.7. Attraction Marketing through Image**

- 21.7.1. Beauty as a Visual Impulse
- 21.7.2. The Storyline in a Brand Story
- 21.7.3. How to Become a Benchmark?

**21.8. Google Trends**

- 21.8.1. Immediate Content
- 21.8.2. The Dynamics of the Most Searched Keywords
- 21.8.3. We all Consult Trends: When the Trend is Not Following the Trend

**21.9. Branding Strategy**

- 21.9.1. Alignment of Content and Trends
- 21.9.2. The Musical Atmosphere in Audiovisual Communication
- 21.9.3. Fashion Films

**21.10. Remarketing: The Constant Growth of a Brand**

- 21.10.1. Creativity, Innovation and Invention
- 21.10.2. Balancing Inspiration and Aspiration in the Fashion Industry
- 21.10.3. Post-Covid Reordering: Content for the Entire Community

**Module 22. New Digital Marketing: Marketing Automation****22.1. Marketing Strategy in the Current Industry**

- 22.1.1. The Communication Process in Relation to Marketing
- 22.1.2. Cognitive, Emotional and Social Messages
- 22.1.3. The Slogan as a Legacy of Luxury Brands

**22.2. Mass Media to Global Media**

- 22.2.1. Sources of Transmission of Values: Advertising
- 22.2.2. The Formation of the Stereotype from the Prototype
- 22.2.3. Storyboard & Global Storyboard

**22.3. Digital Media Ads**

- 22.3.1. The Google Ads Algorithm
- 22.3.2. Check Matching Levels
- 22.3.3. The Banner and Display for a Fashion and Luxury Company

**22.4. Branded Content**

- 22.4.1. Fashion Consumer Preferences
- 22.4.2. The Omnichannel Strategy Applied to the Luxury Sector
- 22.4.3. Marketing Information in the Luxury Market

**22.5. Personalization of the Fashion and Luxury Sector**

- 22.5.1. Keywords in the Fashion Language
- 22.5.2. The Messages of Fast and Slow Fashion
- 22.5.3. Omnidirectional Communication between Brand and User

**22.6. Email Marketing: CRM & Salesforce**

- 22.6.1. Content Automation
- 22.6.2. Segmentation and Message
- 22.6.3. Salesforce as a Tool of Automation

**22.7. Newsletter Design**

- 22.7.1. An Efficient and Attractive Structure
- 22.7.2. Personalization of Luxury Content
- 22.7.3. Frequency of Notifications and Measurement of Impact

**22.8. Virality in the Luxury Industry**

- 22.8.1. Information Dissemination Strategies
- 22.8.2. Real Repositioning
- 22.8.3. From Opinion Leaders to Influencers

**22.9. The Usability of the Cms**

- 22.9.1. The Content Managers
- 22.9.2. Stay up to Date on the Fashion Website
- 22.9.3. Prestashop: Luxury Marketing

**22.10. Content Design**

- 22.10.1. Strategic Scope of the Creative Effort: Create to Convert
- 22.10.2. Seasonal Marketing: Predictable Marketing Campaigns
- 22.10.3. Flash! Surprise

**Module 23.** New Experiences in the Fashion and Luxury Universe

**23.1. Haute Couture Management**

- 23.1.1. Fashion Weeks and Haute Couture
- 23.1.2. Timing in the Luxury Industry
- 23.1.3. Post-Covid Patterns

**23.2. Fashion Event Management**

- 23.2.1. Management of Luxury Events
- 23.2.2. National and International Must-Haves
- 23.2.3. B2B Evaluation and Return

**23.3. Luxury Fashion Trends**

- 23.3.1. Slow Fashion: Reinventing Fashion Cycles
- 23.3.2. Eco Luxury: When Sustainability Comes into Play
- 23.3.3. Strategic KPI's for Sustainable Brands

**23.4. Analytics Marketing**

- 23.4.1. Diagnosis of the Situation: Trendy Brand in the Luxury Market
- 23.4.2. Real and Reachable Objectives
- 23.4.3. Metrics for Strategy Rethinking

**23.5. Capacity Analysis Techniques**

- 23.5.1. Available Resources: Customer Acquisition, Customer Loyalty and Customer Service
- 23.5.2. Entrepreneurship Assessment Indicators
- 23.5.3. Reality Management and Exploitation

**23.6. From the SWOT Analysis to the Blue Ocean**

- 23.6.1. Fashion Industry, the Luxury Industry
- 23.6.2. Application of SWOT Analysis and Rice Matrix
- 23.6.3. The Epicenter of the Blue Ocean

**23.7. Personalized Marketing in the Luxury Market**

- 23.7.1. Alignment between Client and Campaign
- 23.7.2. Key Messages According to the Type of Client
- 23.7.3. The Communication Strategies of Fashion Brands

**23.8. The Omnichannel Orchestra after the Pandemic**

- 23.8.1. Harmony in Channel Integration
- 23.8.2. Optimization of the Offline Channel
- 23.8.3. Advantages of the Offline Channel

**23.9. From Strategic Thinking to Tactical Actions in Haute Couture**

- 23.9.1. Tactics Applied to Fashion in the Luxury Sector
- 23.9.2. Materializing Thought
- 23.9.3. Integration of Tactics into the Strategy as a Whole

**23.10. Metrics for the Evaluation of Haute Couture Marketing Campaigns**

- 23.10.1. The Results, the Impressions in Figures
- 23.10.2. Advanced Analysis
- 23.10.3. Reformulation of the Strategy

**Module 24. Data Driven Marketing for Luxury Brands**

**24.1. The Product Life Cycle through a PML**

- 24.1.1. Product Life Cycle
- 24.1.2. PLM (Product Lifecycle Management) Tools
- 24.1.3. Measuring the Product in Relation to the Brand

**24.2. Strategic KPIs for Identity Analysis in Luxury Brands**

- 24.2.1. What Can Be Measured in Haute Couture
- 24.2.2. Personalized Strategic Indicators
- 24.2.3. Metrics: Objectives and Errors

**24.3. Inference as the Basis of Big Data**

- 24.3.1. The Rationale for Enterprise Solutions
- 24.3.2. Errors to Avoid in Drawing Inferences
- 24.3.3. Inference as the Basis of the Algorithm

**24.4. Statistics Applied to the Luxury Market**

- 24.4.1. Structure of Data in the Scientific Analysis
- 24.4.2. Qualitative Research Methodology
- 24.4.3. Key Metrics for Impression Perception: The Exception

**24.5. Lead Generation and Acquisition**

- 24.5.1. Google Analytics
- 24.5.2. Metrics within the Digital Environment
- 24.5.3. Decision-Making Linked to Results

**24.6. The Key to Measurement: Data Interpretation in the Fashion Market**

- 24.6.1. Guidelines and Keys for Large Data Volumes
- 24.6.2. The Effectiveness of "Inferred" Solutions
- 24.6.3. The Fashion Consumer Triangle of Truth

**24.7. Marketing Consulting in the Luxury Industry**

- 24.7.1. The Hypothesis: Questions and Problems, Answers and Solutions
- 24.7.2. The Competitive Environment in Relation to Innovation
- 24.7.3. The Success or Eternity of a Luxury Firm

**24.8. How to Move from Predictive Modeling to Prescriptive Modeling in Fashion Branding**

- 24.8.1. The Brand Behavior Pattern
- 24.8.2. Frequency Map
- 24.8.3. Simulation of Innovation Scenarios

**24.9. Dashboard: Marketing Data Visualization with Power Bi**

- 24.9.1. Results Presentation
- 24.9.2. Analytical Report
- 24.9.3. Microsoft Power Bi

**24.10. Internal Audits & Growth Hacking**

- 24.10.1. Customized Variables in a Fashion Brand
- 24.10.2. Brand Growth through Internal Analysis
- 24.10.3. The Untouchables: The Scale of Priorities of a Fashion Brand

**Module 25. New Interactions in the Luxury and Fashion Markets**

**25.1. The Role PR in a Fashion Brand**

- 25.1.1. PR in the Luxury Industry
- 25.1.2. Gruning and Hunt Models
- 25.1.3. The 5 PR Model

**25.2. The Strategic Model**

- 25.2.1. The Persuasive Components of Information
- 25.2.2. The Role of PR vs. the Role of Marketing and Advertising
- 25.2.3. Criteria for Selecting Communication Actions

**25.3. Metrics for PR Analysis**

- 25.3.1. The Need for Public Relations Monitoring
- 25.3.2. Tools for Clipping and V.P.E
- 25.3.3. Qualitative Valuation in a Luxury Firm

**25.4. Mistakes to Avoid in the PR Field**

- 25.4.1. Mass Media are No Longer the Only Ones
- 25.4.2. Excessive Content and Lack of Relevance
- 25.4.3. Improvisation vs. Planning

**25.5. New Post Covid Trends in Luxury PR**

- 25.5.1. More "Social" than Ever Before, Digital and Personal Interaction
- 25.5.2. Emotional Communication and Neuromarketing
- 25.5.3. Key Insights from Today's Consumers

**25.6. Social Media Marketing**

- 25.6.1. Internet: The Gateway to Digital Interaction
- 25.6.2. Social Media as the Preferred Channel for the Millennial Audience
- 25.6.3. Brand Ambassador

**25.7. Digital Power Strategies: Influencer Marketing in Fashion and Luxury**

- 25.7.1. Influence in the Field of Social Networks
- 25.7.2. Managing the New Digital Leaders: Fashion Influencers
- 25.7.3. Microinfluencers and Their Growth Plans

**25.8. Consolidation of Audiovisual Content: YouTube and TikTok**

- 25.8.1. The Growing Market Share of Non-Verbal Communication
- 25.8.2. Democratization in the Creation of Audiovisual Contents
- 25.8.3. Expectation Management in the Creation of Audiovisual Content

**25.9. Influence in Communities Facebook and Instagram**

- 25.9.1. Transversal Communication
- 25.9.2. The Communication Interest
- 25.9.3. Emotional Messaging and Empathy Management

**25.10. Personal Brand Strategy: LinkedIn and Twitter**

- 25.10.1. Great Showcases for Corporate Profiles
- 25.10.2. When the Competition Are Your Friends
- 25.10.3. The Impact of Headlines: From Depth to Lightness

**Module 26. Artificial Intelligence in the Age of Corporatism****26.1. Corporate Social Responsibility in the Current Context**

- 26.1.1. Stakeholder Ecosystem
- 26.1.2. The Consumer and the Employee in the Luxury Market
- 26.1.3. Social Responsibility as a Precedent for Fashion Brands

**26.2. The Value of Reputation in luxury Brands**

- 26.2.1. The Global Effects on the Luxury Market
- 26.2.2. Analytics for Globalization
- 26.2.3. Corporate Activism and Brand Ambassadors

**26.3. Risk Management in Fashion Companies**

- 26.3.1. Types of Crisis
- 26.3.2. Contingency Plan
- 26.3.3. Strategic Plan

**26.4. Communication in Moments of Crisis**

- 26.4.1. Spokespersons and the Discourse of Communication Leaders
- 26.4.2. The Impact of the Crisis on the Income Statement
- 26.4.3. Post-Crisis Actions: Getting back to Normalcy

**26.5. Sustainability: Brand Growth Strategies**

- 26.5.1. The Three Dimensions of Sustainability: Social, Environmental and Corporate at MBL
- 26.5.2. The Value Chain of the Fashion Industry
- 26.5.3. Sustainability Communication: Memories

**26.6. Sustainability: A Way Out of the Crisis?**

- 26.6.1. Types of Crises in Each Area of Sustainability
- 26.6.2. Authenticity and Transparency in the Eye of the Public
- 26.6.3. Sustainability as Part of the Crisis Solution

**26.7. The Digital Transformation of the Fashion Sector**

- 26.7.1. The Data
- 26.7.2. E-Commerce
- 26.7.3. Innovation

**26.8. Artificial Intelligence Applied to Luxury**

- 26.8.1. Automatic Learning
- 26.8.2. Omni-Channeling and the 'Phygital' Space through the Lens of Artificial Intelligence
- 26.8.3. Customized Recommendation Tools

**26.9. The Implementation of Robotics in the World of Luxury**

- 26.9.1. Digital Interaction: A World without Human Contact
- 26.9.2. Chatbot and Personal Shopper Virtual
- 26.9.3. Digital Experience

**26.10. Virtual Reality of Fashion New Catwalks**

- 26.10.1. Definition and Functionality of Virtual Reality
- 26.10.2. The Catwalk with 3D Models
- 26.10.3. Virtual Reality Tools in the Luxury Market

**Module 27.** Internationalization and New Global Environments in the Fashion Market

**27.1. The Fashion Collection in the Context of Globalization**

- 27.1.1. Moodboards and International Inspiration
- 27.1.2. Factories and Suppliers Worldwide
- 27.1.3. Labeling and Packaging in the Age of Globalization

**27.2. The Key to the Value Chain in the Luxury Industry**

- 27.2.1. From Internationalization to Globalization without Losing Identity
- 27.2.2. Adaptation of the Value Chain to Each New Trend
- 27.2.3. The Weight of the Links in the Value Chain of a Luxury Brand and a Fashion Brand

**27.3. Strategic Alliances and Partnerships**

- 27.3.1. Choose Partners
- 27.3.2. Collaborations with Designers and Artists
- 27.3.3. Capsule Collections

**27.4. Blockchain and New Logistics Management**

- 27.4.1. Luxury Logistics and Mechanics of the Production Process
- 27.4.2. Retail Distribution and Wholesalers
- 27.4.3. Commercialization of Know How

**27.5. The Asian, European and American Consumer**

- 27.5.1. The French and Italian Model
- 27.5.2. The American Model
- 27.5.3. The Asian Model

**27.6. Brand Relocation**

- 27.6.1. The Profitability of the Physical Store
- 27.6.2. Supply Chain Integration in the Luxury Industry
- 27.6.3. The Mobile as a Tool to Do Business

**27.7. Marketplaces in the Luxury Industry**

- 27.7.1. The Demise of Department Stores and the Rise of Marketplaces
- 27.7.2. The Keys to the Future of the Multibrand Channel
- 27.7.3. Differential Value and Shopping Experience in Digital Stores

**27.8. The Consolidation of E-Commerce as a Global Channel**

- 27.8.1. Exponential Growth of Digital Sales
- 27.8.2. Sales Strategy and Marketing
- 27.8.3. The Projection of the Digital Channel

**27.9. Internationalizing Fashion Brands and Planning for Luxury Growth**

- 27.9.1. Planning Internationalization
- 27.9.2. Criteria for the Selection of Foreign Markets
- 27.9.3. Strategies for Accessing International Markets

**27.10. Types of Growth Strategies**

- 27.10.1. Brand Licences
- 27.10.2. Concessions or Agents
- 27.10.3. Franchises





07

# Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning**.

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.





“

*Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"*

## TECH Business School uses the Case Study to contextualize all content

Our program offers a revolutionary approach to developing skills and knowledge. Our goal is to strengthen skills in a changing, competitive, and highly demanding environment.

“

*At TECH, you will experience a learning methodology that is shaking the foundations of traditional universities around the world”*



*This program prepares you to face business challenges in uncertain environments and achieve business success.*



*Our program prepares you to face new challenges in uncertain environments and achieve success in your career.*

## A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and business reality is taken into account.

“

*You will learn, through collaborative activities and real cases, how to solve complex situations in real business environments”*

The case method has been the most widely used learning system among the world's leading business schools for as long as they have existed. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

What should a professional do in a given situation? This is the question we face in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They must integrate all their knowledge, research, argue and defend their ideas and decisions.

## Relearning Methodology

TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

We enhance the Case Study with the best 100% online teaching method: Relearning.

*Our online system will allow you to organize your time and learning pace, adapting it to your schedule. You will be able to access the contents from any device with an internet connection.*

At TECH you will learn using a cutting-edge methodology designed to train the executives of the future. This method, at the forefront of international teaching, is called Relearning.

Our online business school is the only one in the world licensed to incorporate this successful method. In 2019, we managed to improve our students' overall satisfaction levels (teaching quality, quality of materials, course structure, objectives...) based on the best online university indicators.



In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*

From the latest scientific evidence in the field of neuroscience, not only do we know how to organize information, ideas, images and memories, but we know that the place and context where we have learned something is fundamental for us to be able to remember it and store it in the hippocampus, to retain it in our long-term memory.

In this way, and in what is called neurocognitive context-dependent e-learning, the different elements in our program are connected to the context where the individual carries out their professional activity.



This program offers the best educational material, prepared with professionals in mind:



### Study Material

All teaching material is produced by the specialists who teach the course, specifically for the course, so that the teaching content is highly specific and precise.

These contents are then applied to the audiovisual format, to create the TECH online working method. All this, with the latest techniques that offer high quality pieces in each and every one of the materials that are made available to the student.



### Classes

There is scientific evidence suggesting that observing third-party experts can be useful.

Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.



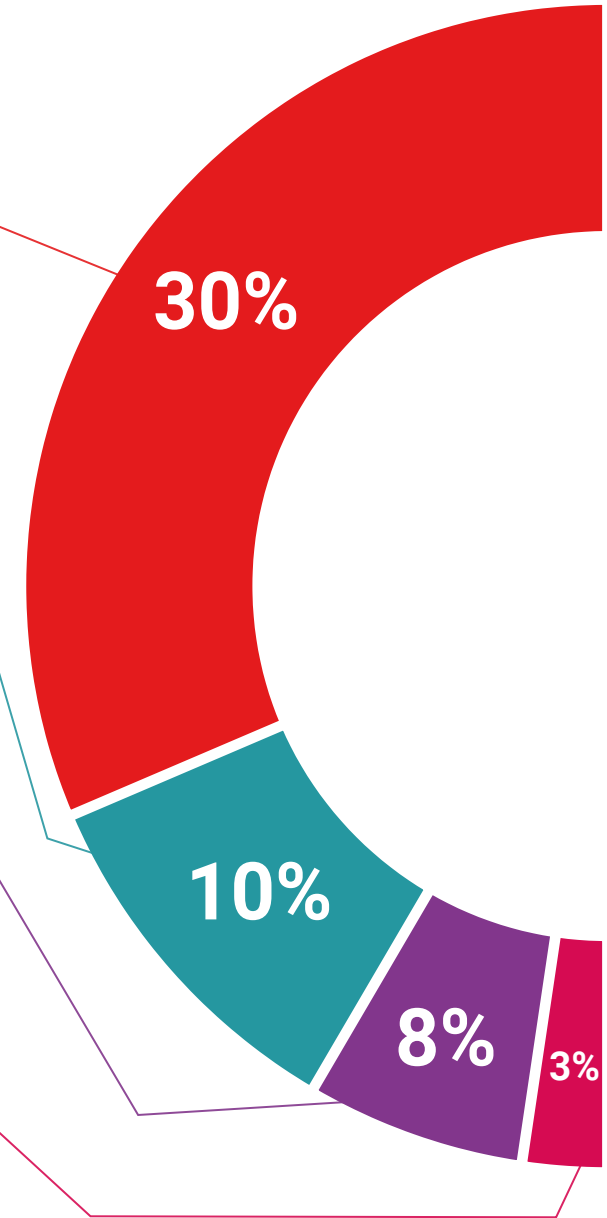
### Management Skills Exercises

They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



### Additional Reading

Recent articles, consensus documents and international guidelines, among others. In TECH's virtual library, students will have access to everything they need to complete their course.







### Case Studies

Students will complete a selection of the best case studies chosen specifically for this program. Cases that are presented, analyzed, and supervised by the best senior management specialists in the world.



### Interactive Summaries

The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



### Testing & Retesting

We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.



08

# Our Students' Profiles

The students of this TECH program are professionals with extensive experience in the business sector, who have found a range of opportunities within the field of fashion with which to grow professionally and reach the public. For this reason, they seek to continue their studies and focus their careers on a globalized sector that is becoming more and more popular and has gained great relevance in recent times. Undoubtedly, it is a way to grow personally and professionally.





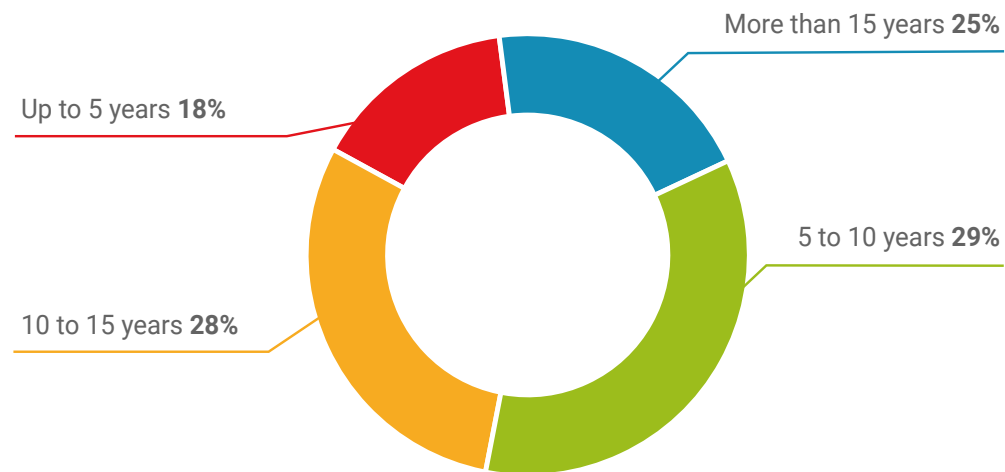
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*A first-class program aimed at professionals seeking academic and professional excellence”*

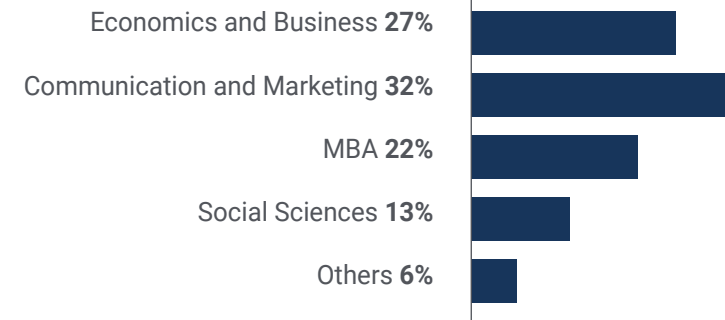
### Average Age

Between **35** and **45** years old

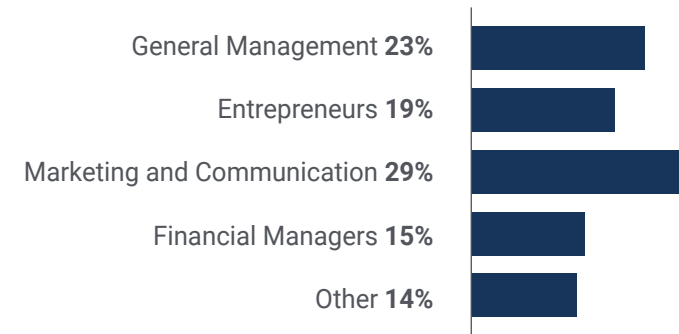
### Years of Experience



### Training

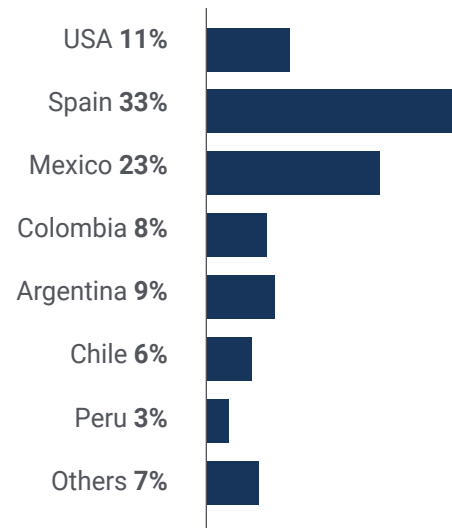


### Academic Profile



## Geographical Distribution

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## Jessica Toledo

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Fashion entrepreneur

*"Doing this program gave me the impetus I needed to turn my career around. I had always been passionate about fashion, but I had never dared to venture into this field because I thought I didn't have the necessary training. Luckily, after finishing this Advanced Master's Degree I gained the confidence I needed and today I run my own company"*

09

# Course Management

This Advanced Master's Degree in Senior Fashion and Luxury Management from TECH Technological University has been created by a first-class teaching staff, composed of working professionals who have found teaching to be a great way to offer all their knowledge to professionals who want to open a niche in a high demand economic sector such as this. Undoubtedly, they are teachers who understand the importance of study at all stages of a career.





“

*A large group of experts will show you  
the main innovations in this field”*

## Management



### Ms. García Barriga, María

- ♦ Expert in logistics and distribution, fashion and literature or artistic heritage conservation
- ♦ Has worked with start-ups and identifying opportunities
- ♦ She has worked in major media such as RTVE and Telemadrid
- ♦ Graduate in Information Sciences UCM
- ♦ Postgraduate program in Marketing and Communication in Fashion and Luxury Companies
- ♦ MBA from ISEM Fashion Business School, the Fashion Business School of the University of Navarra
- ♦ Was part of the program of living with retired professors from the University of Cambridge
- ♦ PhD candidate in fashion trend creation and author of The Pattern of Eternity: Creating a Spiral Identity for Fashion Trend Automation

## Professors

### Ms. Molinero Trinchet, Claudia

- ♦ Product Marketing Manager at Farlabo
- ♦ She has worked in the Fashion and Beauty sector in companies such as LOEWE, Marionnaud and Courel Comunicación
- ♦ Graduate in Audiovisual Communication and Advertising and Public Relations from San Pablo CEU University
- ♦ Master's Degree in Fashion Business Management in 2019 at ISEM, University of Navarra
- ♦ Course at the Editorial School of Journalism and Communication on Coolhunting and Trend Analysis for Telve Magazine and Yo Dona
- ♦ Collaborator in the Official Live Program of the MBFWM for three editions

### Ms. Ragel Mármol, Marta

- ♦ Media expert, among which stands out the year she worked for EFE Switzerland from the UN headquarters, when she had the opportunity to cover different topics related to the luxury world such as Baselworld, one of the most important international fairs focused on the watch and jewelry industry
- ♦ Experience in the prestigious group of schools, Brains International Schools, and in the exclusive beauty institute, Maribel Yébenes, where she led the creation of its first e-Commerce and the opening of its first center outside Madrid in more than 40 years of history
- ♦ Degree in Journalism
- ♦ Official Master's Degree in Corporate Communication from the San Pablo CEU University



**Dr. Alarcón, Patricia**

- ◆ Communication expert, teacher and humanist
- ◆ Director of Communications at Quironsalud Group in Malaga, responsible for Institutional Relations at CIT and Project Manager at the Trade Fairs and Congress Center of Malaga, where she focuses on event planning and Sustainability and Corporate Social Responsibility (CSR)
- ◆ Communications technician in entities such as the America's Cup and in the written press
- ◆ Contributor to Cope Málaga, Cadena Cope in Madrid and La Razón newspaper
- ◆ Collaborator of Grupo Hearst and Grupo Planeta, she participates in reports and contents in magazines such as AR and Psychologies, specializing in Society and Culture
- ◆ Contributor to the Health supplement of La Razón newspaper
- ◆ Founder of radio programs such as Málaga se cuida, on Cope Málaga
- ◆ PhD in Hispanic Philology from the UNED, where she was awarded the DEA
- ◆ PhD candidate in Humanities and Digital Society from the same institution
- ◆ Degree in Journalism from the University of Malaga (UMA)
- ◆ Bachelor's Degree in Humanities from the International University of La Rioja
- ◆ Master's Degree Teacher Training

**Ms. Cid Sánchez, Marina**

- ◆ Content Director in the Digital Marketing department of a renowned Spanish pharmaceutical dermocosmetic laboratory: Phergal Laboratories
- ◆ Experience in the digital world in different sectors: fashion, real estate, aesthetic medicine and pharmaceutical cosmetics
- ◆ Copywriter and Social Media at Adolfo Domínguez after working in the digitalization department of the catalog
- ◆ Graduate in Advertising and Public Relations from San Pablo CEU University
- ◆ Master's Degree in Communication and Fashion at the European Institute of Design (IED)
- ◆ Intern in the Marketing Department of Hugo Boss
- ◆ ICEMD, ESIC's Institute of Digital Economy

**Ms. Muñoz, Eva**

- ◆ Communication expert with more than 15 years of experience
- ◆ CEO of Press&Co. Communication Agency, specialized in fashion and children's world, with clients such as: Chloé, Marc Jacobs o Bóboli
- ◆ She has been responsible for accounts and showroom at Ana Nebot Press Agency, specialized in fashion
- ◆ Senior account executive, in the beauty and consumer area of ACH&Asociados Consulting, where she was part of the ADECEC-2007 Award team
- ◆ Lifestyle journalist at www.hola.com for ¡HOLA! magazine, as well as freelance contributor for several publications and magazines
- ◆ Degree in Journalism from the Universidad San Pablo CEU of Madrid with the Extraordinary End of Degree Award
- ◆ PhD in Humanities and Information Sciences
- ◆ Postgraduate course in Economics on Communication Strategy and Corporate Image
- ◆ Specialized in the fashion and beauty sectors with experience in the luxury and children's niche

**Ms. Vela Covisa, Susana**

- ◆ Director of the agency Polka Press Comunicación, founder and director of the Atelier Couture catwalk and promoter and coordinator of the Sustainable Experience space at MOMAD
- ◆ Fashion Technician, with additional training in Sustainable Fashion, specializing in Eco Design, Fashion and Communication
- ◆ Responsible for different fashion departments for more than 30 years, especially communication of various brands, press offices, agencies, fashion projects, international trade fairs and catwalks, as well as in the organization of events in the sector
- ◆ Professor and Tutor at different Universities, Business Schools and Training Centers, such as IED, Francisco de Vitoria University, Madrid School of Marketing and ELLE Fashion School

**Mr. Campos Bravo, Ignacio**

- ◆ Point of sale manager in multi-brand channel for Loewe Perfumes
- ◆ He has worked in small media and communication agencies
- ◆ Degree in Communication with a double major in Media for Information and Corporate Communication at Loyola Andalucía University
- ◆ Executive Master's Degree in Fashion Business Management at ISEM

**Dr. Gárgoles Saes, Paula**

- ◆ Sustainability consultant and lecturer at Spanish and international universities
- ◆ PhD in Applied Creativity from the University of Navarra with the thesis "Reputational model for the fashion industry"
- ◆ Fashion journalist at Europa Press agency and Asmoda digital magazine
- ◆ She has worked in the communication department of the Communication and Fashion Management Degree at Villanueva University Center and ISEM Fashion Business School
- ◆ Degree in Journalism from Complutense University of Madrid
- ◆ Fashion specialist at the Fashion Institute of Technology in New York and at the Future Concept Lab in Milan, where she also worked
- ◆ Executive Fashion MBA from ISEM Fashion Business School

**Ms. Zancajo, Isabel**

- ◆ Director of Communication and PR for Yves Saint Laurent and Biotherm in the L'Oreal Luxe division, a company where she has been working for 10 years and where she has specialized in the creation of digital and traditional strategic plans based on Influencer Marketing
- ◆ Degree in and PR Medicine from the UCM
- ◆ MBA from the Business Institute of Madrid

**Ms. Rodríguez Flomenboim, Florencia**

- ◆ Creative staging of different theatrical works, focusing on the symbolism of the image
- ◆ Collaborator in the Creative Direction and Rebranding departments for several artists and brands
- ◆ Specialized in artistic creation and fashion trend analysis
- ◆ Image consultant, showroom manager and work in the implementation of concept stores and coolhunting
- ◆ Fashion producer and editor in different editorials, agencies and firms
- ◆ Degree in Performing Arts from the ESAD of Murcia
- ◆ Diploma in International Relations from ITC Sraffa, Milan
- ◆ Master's Degree in Fashion and Editorial Production and Fashion Design from the American Modern School of Design in Buenos Aires - Argentina

**Ms. Macías, Lola**

- ◆ Professor at the European University of Valencia
- ◆ Professional activity in internationalization consulting for companies in the fashion sector
- ◆ Teacher at the Autonomous University of Barcelona
- ◆ Lecturer in the Master's Degree in Fashion, Design Management and Operations at the CEU-Cardenal Herrera University
- ◆ Degree in Business Administration and Management at the University of Valencia
- ◆ Master's Degree in Management and Administration of Commercial Companies (Institute of Business Administration, Paris I University. Pantheon - Sorbonne)
- ◆ Master's Degree in Fashion, Design Management and Operations by Aitex, Textile Industry Research Association
- ◆ Master's Degree in Teacher Training for Secondary, Baccalaureate and Vocational Training from the Catholic University of Valencia
- ◆ Coordinator of the Textile Market Observatory at Aitex, Asociación de Investigación de la Industria Textil (Textile Industry Research Association)

**Ms. Villamil Navarro, Camila**

- ◆ Journalist and creator of fashion and trend contents for El Tiempo newspaper
- ◆ Consultant in trainings, conferences or lectures on fashion communication, social media content, image and personal branding. I have worked on different types of projects with important brands in the industry such as Coach, TOUS, Swarovski, Tommy Hilfiger, Desigual, Estée Lauder, Lancome, Natura, Rosa Clará, ALDO, Falabella and Emporio Armani, among others
- ◆ Professor of Fashion Journalism and Personal Branding in the Faculty of Communication at La Sabana University
- ◆ Coordinator of the Diploma in Fashion Communication and Journalism. Teaches the subjects Fashion Journalism, Social Media and Fashion, and Fashion Design
- ◆ Lecturer in areas such as Public Relations and Event Organization. In 2019 taught the first course "Latin American Fashion: Growth, Evolution and Opportunities" to students at Emporia State University Kansas
- ◆ Social communicator and journalist graduated from La Sabana University
- ◆ Focused on the coverage and reporting of the most important fashion weeks (New York, Milan and Paris)
- ◆ Researcher on the growth of the Latin American fashion industry

**Ms. Báez Márquez, Verónica**

- ◆ More than 20 years of international experience in the luxury sector, both in beauty and fashion
- ◆ Marketing and Sales Director at national and international level in leading multinationals such as L'Oreal, Luxury Products division, and Louis Vuitton Moët Hennessy-Beauty & Fragrance Brands
- ◆ Pioneering entrepreneur in Digital Fashion Tech Designersrooms
- ◆ Created the first digital marketplace for Spanish luxury fashion designers
- ◆ Works in international luxury business development for Nextail, one of the largest textile companies in Spain
- ◆ Graduate in Information Sciences
- ◆ Master's Degree in Digital Business

**Ms. Cayuela, María José**

- ◆ Multidisciplinary journalist with more than 20 years of experience in media and communication agencies
- ◆ Degree in Journalism
- ◆ Master's Degree in Business and Institutional Communication Management from the Autonomous University of Barcelona
- ◆ ESADE Master's Degree in Strategic Brand and Communication Management
- ◆ Executive Development Program and Master's Degree in Digital Marketing Management also from ESADE and Learning to Grow from IESE
- ◆ Specialized in social media since 2005
- ◆ Founder of The Blogs Family, a blogging and social media platform with content for families, with over 1,000,000 readers and followers on Instagram, Facebook, Twitter, YouTube and TikTok
- ◆ Trainer in companies, universities and business schools in subjects such as Corporate Communication, Spokespersons, Internal Communication, Blogging, Branded Content, Online Reputation and Social Media Strategy

# 10

# Impact on Your Career

The completion of this program will allow students to give that much-needed boost to their careers. It is necessary to understand that the fashion market is a very competitive sector, so only with the necessary qualifications will it be possible to achieve success in the job market. For this reason, TECH has designed this Advanced Master's Degree with which business professionals will be able to enter a fundamental field in today's society.



“

*Achieve the professional boost you desire by completing this Advanced Master's Degree”*

### Are you ready to take the leap? Excellent professional development awaits you

The Advanced Master's Degree in Senior Fashion and Luxury Management from TECH Technological University is an intensive program that prepares the professional to face business challenges and decisions at both national and international levels. The main objective is to promote their personal and professional growth, helping them to achieve success.

Therefore, those who wish to improve their skills and knowledge, achieve a positive change at a professional level and interact with the best, will find their place at TECH.

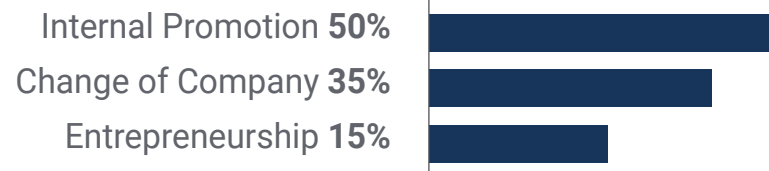
*A complete program that will be fundamental for your professional growth.*

*This program will help you achieve the promotion you deserve after so many years of effort.*

#### When the change occurs



#### Type of change



## Salary increase

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This program represents a salary increase of more than **25.22%** for our students.



11

# Benefits for Your Company

Completing this Advanced Master's Degree in Fashion and Luxury Management at TECH will not only improve the students' skills, but also provide a competitive advantage for the companies in which they work professionally. This is because this program covers specific issues on business management, communication and marketing in fashion companies. These are aspects that they will be able to apply, later on, to their work environment, following the rules that govern the new market trends.







“

*It provides your company with a new business vision and favors its growth in the market"*

Developing and retaining talent in companies is the best long-term investment.

01

### **Intellectual Capital and Talent Growth**

The executive will introduce the company to new concepts, strategies, and perspectives that can bring about significant changes in the organization.

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02

### **Retaining High-Potential Executives to Avoid Talent Drain**

This program strengthens the link between the company and the executive and opens new avenues for professional growth within the company.

03

### **Building Agents of Change**

The manager will be able to make decisions in times of uncertainty and crisis, helping the organization overcome obstacles.

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04

### **Increased International Expansion Possibilities**

Thanks to this program, the company will come into contact with the main markets in the world economy.



05

### **Project Development**

The professional will be able to work on a real project or develop new projects in the field of R&D or Business Development in their company.

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06

### **Increased Competitiveness**

This Advanced Master's Degree will equip students with the skills to take on new challenges and drive the organization forward.

# 12 Certificate

The Advanced Master's Degree in Senior Fashion and Luxury Management guarantees you, in addition to the most rigorous and up-to-date training, access to a Advanced Master's Degree issued by TECH Technological University.



“

*Successfully complete this program  
and receive your university degree  
without travel or laborious paperwork”*

This **Advanced Master's Degree in Senior Fashion and Luxury Management** contains the most complete and up-to-date program on the market.

After the student has passed the assessments, they will receive their corresponding **Advanced Master's Degree** issued by **TECH Technological University** via tracked delivery\*.

The certificate issued by **TECH Technological University** will reflect the qualification obtained in the Advanced Master's Degree, and meets the requirements commonly demanded by labor exchanges, competitive examinations, and professional career evaluation committees.

Title: **Advanced Master's Degree in Senior Fashion and Luxury Management**  
 Official N° of hours: **3,000 h.**



\*Apostille Convention. In the event that the student wishes to have their paper certificate issued with an apostille, TECH EDUCATION will make the necessary arrangements to obtain it, at an additional cost.



**Advanced Master's  
Degree**  
Senior Fashion and Luxury  
Management

Language: **English**

Course Modality: **Online**

Duration: **2 years**

Accreditation: **TECH Technological University**

Official N° of hours: **3,000 h.**

# Advanced Master's Degree Senior Fashion and Luxury Management

