

The University of North Carolina at Greensboro
The Department of Consumer, Apparel, and Retail Studies
CRS 620 Analysis of Apparel and Related Industries
Online

FACULTY: Dr. B. Jin (212 Stone, b_jin@uncg.edu)

Office Hours: Wed 4-5pm or Fri 11:00-12:00pm EST or by appointment.

GRADUATE ASSISTANT: Ms. Lauren (Naeun) Kim (361 Stone, n_kim4@uncg.edu)

Office Hours: Thursday 1:00-2:00pm EST or by appointment.

COURSE DESCRIPTION: Analysis of apparel and related industries from raw materials through consumption. Examination of production and marketing of products, technological developments, and domestic and global market strategies.

PREREQUISITE: None.

REQUIRED TEXT: Specific reading assignments for each week will be comprised of book chapters, academic/trade articles, consulting reports and case studies. Most readings will be posted on CANVAS with the exception of some book chapters with copyright issues.

STUDENT LEARNING OUTCOMES

After completing this course, it is realistic to expect that you will be able to;

1. Analyze the characteristics of apparel and textile goods/industries, compared to other consumer products/industries.
2. Examine the changes and challenges of U.S. apparel, textile and retailing industries in the specific areas of production, consumption, marketing and supply chain management, and factors behind the trends/issues.
3. Evaluate the technological developments in the apparel and textile industries and its impacts on consumers, companies and industries.
4. Investigate the significance of global markets and analyze consumers and retailing systems in international markets.
5. Develop the ability to analyze/interpret various data to create new meaningful knowledge.

COURSE FORMAT: Reading articles/book chapters, discussion via discussion board, real-time meetings/Collaborate sessions, exams, and term project.

TWO MEETING SESSIONS: We will have two mandatory face-to-face meetings during the semester as follows. However, if you cannot come to the meeting, you can join the meeting through Blackboard Collaborate or skype. "Blackboard Collaborate" is a real-time virtual classroom software available at Canvas. Please plan your work schedules considering these sessions. For those who are unfamiliar with Collaborate function, a tutorial information for Collaborate session will be posted on Canvas; if you need further assistance, it is your responsibility to contact GA and learn about Collaborate before the 1st Collaborate session.

1st meeting (Wk 1, Aug 25, Thurs, 11am- Noon EST): Course overview

2nd meeting (Wk 8, Oct 14, Fri, 11am-Noon EST): Term paper overview

Please note: A headset may be required for each session depending on audio setting of your computer.

TOPICAL OUTLINE/CALENDAR:

Week		Topic	Notes
1	Aug 22-Aug 28	Course overview Part I: Characteristics of apparel and textile goods/industries	1st mtg: Aug 25 (Thur) 11am-noon
2	Aug 29- Sep 4	Part II: Analysis of changes and challenges in the apparel business	
		1. Supply Chain Management: Challenge	
3	Sep 5 - Sep 11	2. Supply Chain Management: Postponement, Offshoring, Reshoring, & Lean or Agile	
4	Sep 12- Sep 18	3. Fast fashion business model	
5	Sep 19- Sep 25	4. Mass customization	
6	Sep 26-Oct 2	5. The Competitiveness of US apparel industry	
7	Oct 3 - Oct 9	Exam I (Oct 7, Fri, choose 2 hrs during 10am – 10pm)	
8	Oct 10 - Oct 16	Part III: Domestic market strategies	2nd mtg: Oct 14 (Fri) 11am-noon
		6. Use of technology in retail operation	
9	Oct 17 - Oct 23	7. Multichannel retailing and social media	Fall break Oct 17-18
10	Oct 24 – Oct 30	8. Niche marketing, masstige & luxury branding	
11	Oct 31 - Nov 6	9. Environment sustainability and social responsibility	
12	Nov 7 -Nov 13	Part IV: Global market strategies	
		10. Retail internationalization in the Apparel Industry	
13	Nov 14-Nov 20	11. Consumers and retailing in emerging markets	
14	Nov 21- Nov 27	Thanksgiving, Nov 24, 2016	Thanksgiving Nov 24 -Nov 27
15	Nov 28- Dec 3	Exam II (Dec 2, Fri, choose 2 hrs during 10am – 10pm)	
16	Dec 6 (reading day)	Final term paper and presentation PPT due (Dec 9, Fri 5pm EST)	

ASSIGNMENTS FOR ACHIEVING LEARNING OUTCOMES:

Note: Each week starts Mon 9:00am EST when instructor posts introduction for the week and other related materials and ends Sun midnight EST (i.e., Sun 11:59pm). For example, Wk 1 starts Aug 22 (Mon) 9:00am and ends Aug 28 (Sun) midnight (11:59pm).

- Weekly threaded discussion participation** (320pts = 5pts/discussion question x 2 discussion questions/article x 31 reading articles) + (2 DQs for Week 1): Students are expected to participate much like they would in a face to face class. Instructor will post two discussion questions (DQs) per each reading article. For each question, you must post your own response to each question (3pts x 2 questions= 6pts) plus at least one response/ question to one posting of your class peers (2pts x 2 questions = 4pts). So each week, you will receive 10pts for participating in article discussion. As a summary of a week, PowerPoint lecture notes will be posted by instructor subsequent Mon 9:00am each week. This is to help you read given articles for a week and study independently without relying too much on Powerpoint lecture notes.

In grading the above #1, both quantity and quality of participation will be graded. Just simple reply such as “I agree with you” “I like your idea” and “Very good point” will not count. Reply should include your thinking paths (i.e., why you agree/disagree, etc.). The instructor will

monitor and interject as needed.

Note: Please be aware that you cannot post your responses after 11:59pm Sun each week. This means no late posting is accepted. One whole week was given for you to post. I encourage you to post your original response to DQs by Thurs morning at the latest so even though there are technical issues, you can still post your responses in time. Also please aware that if everybody posts original response on Sun, you may not have enough time to post response/question to your peer postings. This will prevent us from active learning.

Note: If you use i pad, i phone or Mac, you may not be able to see peers' postings, [so please be sure if you can see/post discussion](#). Please understand that not posting to peers because you do not see peer postings from i pad, i phone or Mac cannot serve an acceptable reason for not posting.

2. **Exams (70pts each=140pts):** Two exams will be given. Each exam will cover assigned readings, PPT lectures and weekly threaded discussions. Questions will be a combination of multiple choice questions, short answers and essay(s). The exam will last for 2 hours, and you may choose to take it anytime during a 12-hr block (10am – 10pm). A detailed instruction for exam administration will be provided. No make-up exams will be given with the exception of an emergency. However, this emergency has to be verified through legal/official sources (letter from a doctor/ funeral home, etc.) within one week of the absence.
3. **Term Paper (80pts):** This will be the final product of this class. As such, this assignment will require an integrative analysis for a topic of your choice. A detailed instruction and evaluation rubric will be provided to you.
4. **Presentation (10pts):** You will be required to formally present your term paper to the class. The specifics of the presentation will be discussed as the due date approaches. An oral presentation evaluation rubric will be given prior to the presentation.

EVALUATION:

1 st week discussion (5pts x 2 DQs)	10pts
Weekly discussion participation	310pts
Exams (70pts x 2)	140pts
Term Paper	80pts
<u>Presentations</u>	<u>10pts</u>
Total	550pts

FINAL GRADES:

A = 512-550	A- = 495-511	
B+ = 479-494	B = 457-478	B- = 440-456
C+ = 424-439	C = 385-401	F = 384 or below

ACADEMIC HONOR CODE: Students are responsible for familiarizing themselves with the UNCG policy on issues such as cheating, plagiarism, misuse of academic resources, falsification and facilitation

of dishonest conduct. Procedures and penalties related to these and other violations of the Academic Honor Policy are found in the undergraduate bulletin as well as via the following web site. <http://academicintegrity.uncg.edu/>. Any violation of the Honor Policy may result in failure of the assignment and subsequently the entire course.

SPECIAL NEEDS: UNCG seeks to comply fully with the Americans with Disabilities Act (ADA). Students requesting accommodations based on a disability must be registered with the Office of Disability Services in 215 Elliott University Center, 334-5440, <http://ods.dept.uncg.edu/>, ods@uncg.edu.

ATTENDANCE POLICY: Students are expected to attend and be an active participant in all sessions. No class participation more than 5 weeks will automatically result in F grade.

LATE POLICY: All work is to be turned in electronically in the format indicated and by the date and time posted for each assignment on Canvas. Excuses such as Internet connection failure will not be accepted; so plan ahead of time. If your work is submitted late, you will lose 30% of given points each day it is late. This late policy also applies to your exams and weekly threaded discussion participation.

List of Reading Articles

WK 1 (Aug 22-Aug 28). Characteristics of Apparel and Textile Goods/Industries _____

Discussion topic 1: Why are the manufacturers and retailers of apparel goods different from those who produce and sell other consumer goods (e.g., TV, cell phone, food, etc.)? (5pts)

Discussion topic 2: Is the characteristics of apparel industry different from the textile industry? If so, in what aspects the two industries are different? (5pts)

Further reading:

Abernathy, F. H., Dunlop, J. T., Hammond, J. H., & Weil, D. (1999). A stitch in time: Lean retailing and the transformation of manufacturing- Lesson from the apparel and textile industries. New York: Oxford University Press. Chap 12.

Sen, A. (2008). The US fashion industry: A supply chain review. *International Journal of Production Economics*, 114(2). 571-593.

WK 2 (Aug 29-Sep 4). Supply Chain Management: Challenges in the apparel industry _____

1. Fernie, J., & Sparks, L. (2009). Retail logistics: Changes and challenges (chap 1) in J. Fernie & L. Sparks (Eds), *Logistics & retail management: Emerging issues and new challenges in the retail supply chain*. London: Kogan Page Ltd. (pp.1-37).

2. Christopher, M., Lowson, B., & Peck, H. (2009). Fashion logistics and quick response (chap 5) in J. Fernie & L. Sparks (Eds), *Logistics & retail management: Emerging issues and new challenges in the retail supply chain*. London: Kogan Page Ltd. (pp.102-120).

Further reading:

American Apparel & Footwear Association. (2009, August). An Annual Statistical Analysis of the U.S. Apparel & Footwear Industries Annual 2008 Edition. Arlington, VA., 1-11.

Dineen, J. (2015, February 15). Why brooks brothers and other apparel companies are moving manufacturing back home. *Forbes*. Retrieved from <http://www.forbes.com/sites/cit/2015/02/13/why-brooks-brothers-and-other-apparel-companies-are-moving-manufacturing-back-home/#28bd5e498f45>

Blackwell, E. (2012, April). Buzzworthy benefits of 'reshoring' companies. *Forbes*. Retrieved from <http://www.forbes.com/sites/thestreet/2012/04/04/buzzworthy-benefits-of-reshoring-companies/#10414d2813cc>

WK 3 (Sep 5-Sep 11). Supply Chain Management: Postponement, Offshoring, Reshoring, & Lean or Agile? _____

3. Chaudhry, H., & Hodge, G. (2012). Postponement and supply chain structure: Cases from the textile and apparel industry. *Journal of Fashion Marketing and Management*, 16(1), 64-80.
4. Bishop, M. L. (2011, November 25). Reshoring garment production: China to the United States. Retrieved from <http://www.seams.org/PDFs/Margaret%20Bishop%20Presentation.pdf>
5. Yusuf, Y. Y., Sarhadi, M., & Gunasekaran, A. (1999). Agile manufacturing: The drivers, concepts and attributes. *International Journal of production economics*, 62(1), 33-43.

Further reading:

Soni, P. (2015, June 8). Inventory and Supply Chain Management Boosts Lululemon's Sales. *Market Realist*. Retrieved from <https://marketrealist.com/2015/06/inventory-supply-chain-management-boosts-lululemons-sales/>

Harrington, L. (2013). *Fashion unleashed: The agile fashion supply chain*. Retrieved from http://images.supplychain.dhl.com/Web/DHLSupplyChainManagementGmbH/%7B3ee1674c-94f5-4d81-9ad1-b525ae9aa86e%7D_DHL_Fashion_White_Paper_2013.pdf

Dubeauclard, R., Kubik, K., & Nagali, V. (April 2015). How agile is your supply chain? *McKinsey Quarterly*. Retrieved from <http://www.mckinsey.com/business-functions/operations/our-insights/how-agile-is-your-supply-chain>

WK 4 (Sep 12-Sep 18). Fast Fashion Business Model _____

6. Jin, B., Chang, H. J., Matthews, D. & Gupta, M. (2011). Fast fashion business model: What, why and how? In T. M. Choi (Ed), *Fashion Supply Chain Management: Industry and Business Analysis* (pp. 193-211), Hersey, PA: IGI Global.
7. Barnes, L., & Lea-Greenwood, G. (2010). Fast fashion in the retail store environment. *International Journal of Retail and Distribution Management*, 38(10), 760-772.

8. Watson, M., & Yan, R. (2013). An exploratory study of the decision processes of fast versus slow fashion consumers. *Journal of Fashion Marketing and Management*, 17(2), 141-159.

Further reading

Maheshwari, S. (2012, November 8). Gap gains with Zara responding to fast-fashion fatigue. *Bloomberg Businessweek*. Retrieved from <http://www.bloomberg.com/news/2012-11-08/gap-gains-with-zara-responding-to-fast-fashion-fatigue.html>

The New York Times. (2013, May 8). *The price of fast fashion*. Retrieved May 27, 2013 from <http://www.nytimes.com/video/2013/05/08/business/10000002214634/the-price-of-fast-fashion.html>

WK 5 (Sep 19-Sep 25). Mass Customization _____

9. Senanayake, M., & Little, T. (2010). Mass customization: Points and extent of apparel customization. *Journal of Fashion Marketing and Management*, 14(2), 282-299.

10. Song, K., & Fiore, A. M. (2008). Tradition meets technology: Can mass customization succeed in China? *Journal of Advertising Research*, 48(4), 506-522.

11. Nayak, R., Padhye, R., Wang, L., Chatterjee, K., & Gupta, S. (2015). The role of mass customization in the apparel industry. *International Journal of Fashion Design, Technology and Education*, 8(2), 162-172.

Further Reading

Goffe, W. (2013, July 1). Made to order fashion goes mainstream. *Forbes*. Retrieved from <http://www.forbes.com/sites/deborahljacobs/2013/07/01/made-to-order-fashion-goes-mainstream/>

Hindman, N. (2013, April 16). Continuum's 3-D printed clothing offers a glimpse into the future of fashion. *The Huffington Post*. Retrieved from http://www.huffingtonpost.com/2013/04/16/continuum-3-d-printed-clothing_n_3093541.html?

Sonne, P. (2011, November 3). Mink or fox? The trench gets complicated. *The Wall Street Journal*. Retrieved from <http://online.wsj.com/article/SB10001424052970203804204577013842801187070.html>

WK 6 (Sep 26 - Oct 2). Competitiveness of US Apparel Industry _____

12. Desai, A., Nassar, N., & Chertow, M. (2012). American seams: An exploration of hybrid fast fashion and domestic manufacturing models in relocalised apparel production. *Journal of Corporate Citizenship*, 45, 53-78.

13. Djelic, M-L., & Ainamo, A. (1999). The Coevolution of new organizational forms in the fashion industry: A historical and comparative study of France, Italy, and the United States. *Organization Science*, 10(5), 622-637.

14. Cater, J.J. (2005). The rise of the furniture manufacturing industry in Western North Carolina and

Virginia. *Management Decision*, 43(6), 906-924.

Further Reading

ABCNews. (2011, March 10). *Made in America: The clothing challenge*. Retrieved from <http://www.youtube.com/watch?v=AFVs07FMETA>

Marks, M. (2012, October 12). This outfit was made in the USA. *The Wall Street Journal*. Retrieved from <http://online.wsj.com/article/SB10000872396390443389604578024664258741142.html>

WK 8 (Oct 10 – Oct 16). Use of Technology in Retail Operation _____

15. Azevedo, S. G., Prata, P. & Fazendeiro, P. (2014). The role of Radio Frequency Identification (RFID) technologies in improving process management and product tracking in the textiles and fashion supply chain. In C. Wong & Z. X. Guo (Eds.), *Woodhead Publishing Series in Textiles: Fashion supply chain management using radio frequency identification (RFID) technologies* (pp.43-69). Cambridge, GB: Woodhead Publishing.

16. Al-Kassab, J., Blome, P., Wolfram, G., Thiesse, F., & Fleisch, E. (2010). RFID in the Apparel Retail Industry: A case study from Galeria Kaufhof. *Unique Radio Innovation for the 21st Century*, 281-308.

17. Barratt, M. (2014). Current state of big data use in retail supply chains. *Council of Supply Chain Management Professionals*. Retrieved from <https://cscmp.org/store/current-state-big-data-use-retail-supply-chains>.

Further Reading

The changing face of retail: The store of the future: The new role of the store in a multichannel environment. (2011). Deloitte, LLP.

Bustillo, M. (2010, July 23). Wal-mart radio tags to track clothing. *The Wall Street Journal*. Retrieved from <http://online.wsj.com/article/SB10001424052748704421304575383213061198090.html>

We snoop to conquer: Security cameras are watching honest shoppers, too. (2013). *The Economist*. Retrieved from <http://www.economist.com/news/business/21571452-security-cameras-are-watching-honest-shoppers-too-we-snoop-conquer>

Marr, B. (2015, November 10). Big data: A game changer in the retail sector. *Forbes*. Retrieved from <http://www.forbes.com/sites/bernardmarr/2015/11/10/big-data-a-game-changer-in-the-retail-sector/#250b5ae8678a>

WK 9 (Oct 17 - Oct 23). Multichannel Retailing and Social Media _____

(Fall break: Oct 17-Oct 18, so only two articles were chosen)

18. Zhang, J., Farris, P. W., Irvin, J. W., Kushwaha, T., Steenburgh, T. J., & Weitz, B. A. (2010). Crafting integrated multichannel retailing strategies. *Journal of Interactive Marketing*, 24(2), 168-180.

19. Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business horizons*, 53(1), 59-68.

Further reading

Ashley, C., & Tuten, T. (2015). Creative strategies in social media marketing: An exploratory study of branded social content and consumer engagement. *Psychology & Marketing*, 32(1), 15-27.

Duggan, M. (2015). Mobile messaging and social media 2015. Washington, DC: Pew Research Center's Internet & American Life Project.

Joseph, S. (2015, July 16). Burberry's Snapchat and Periscope campaigns deliver a record 100m impressions. *The Drum*. Retrieved from <http://www.thedrum.com/news/2015/07/16/burberry-s-snapchat-and-periscope-campaigns-deliver-record-100m-impressions>
Video Source: <https://youtu.be/Kkk8ydk6FGk>

WK 10 (Oct 24 - Oct 30). Niche Marketing, Masstige & Luxury Branding _____

20. Kapferer, J-N. (2012). Abundant rarity: The key to luxury growth. *Business Horizons*, 55(5), 453-462.

21. Silverstein, M.J. & Fiske, N., 2003. Luxury for the Masses. *Harvard Business Review*, 81(4), 48-57.

22. Heine, K. (2012). *The concept of luxury brands* (2nd ed.). Berlin, Germany: Technische Universität Berlin. pp.72-86.

WK 11 (Oct 31 – Nov 6). Environment Sustainability and Social Responsibility _____

23. Adams, W. M. (2006). The future of sustainability: Re-thinking environment and development in the twenty-first century. *The World Conservation Union*. Retrieved from http://cmsdata.iucn.org/downloads/iucn_future_of_sustainability.pdf

24. Jung, S., & Jin, B. (2014). A theoretical investigation of slow fashion: Sustainable future of the apparel industry. *International Journal of Consumer Studies*, 38(5), 510-519.

25. Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1/2), 62-77.

Further reading

Brundtland, G. (2013). *Our common future: The world commission on environment and development*. New York, NY: Oxford University press.

Schor, J. B. (2005). Prices and quantities: Unsustainable consumption and the global economy. *Ecological Economics*, 55(3), 309-320.

WK 12 (Nov 7 - Nov 13). Retail internationalization in the Apparel Industry _____

26. Jin, B., & Cedroda, E. (2016). Overview of fashion brand internationalization: Theories and trends. In B. Jin & E. Cedroda (Eds), *Fashion brand internationalization: Opportunities and challenges* (pp. 1-30), New York, NY: Palgrave Macmillan. (This chapter may need to be purchased. Check UNCG library for its availability.)

27. Ben-Shabat, H., Moriarty, M., Kassack, J., and Torres, J. (2015). The 2015 global retail development index: Global retail expansion: An unstoppable force. A. T. Kearney Global Consumer Institute,

Retrieved from <https://www.atkearney.com/documents/10192/5972342/Global+Retail+Expansion-An+Unstoppable+Force+-+2015+GRDI.pdf/22c67371-43ec-4c27-b130-5c7c63c296fc>

28. Martin, D., & McLain, S. (2011). *Fortresses and footholds: Emerging market growth strategies, practices, and outlook*. Deloitte, LLP. Retrieved from <http://www2.deloitte.com/us/en/pages/strategy/articles/emerging-market-growth-strategies-practices-and-outlook.html>

Further reading:

Forsyth, J. (2014, March). *Video: Going for gold in emerging markets* [Video file]. Retrieved from <http://www.mckinseyonmarketingandsales.com/video-going-for-gold-in-emerging-markets>

Forsyth, J. (2013, August). *Capturing the \$30 trillion emerging market opportunity* [Video file]. Retrieved from <http://www.mckinseyonmarketingandsales.com/video-going-for-gold-in-emerging-markets>

WK 13 (Nov 14 - Nov 20). Consumers and Retailing in Emerging Markets _____

29. Batra, R., Ramaswamy, V., Alden, D. L. Steenkamp, J-B.E M. & Ramachander, S. (2000). Effect of brand local and nonlocal origin on consumer attitudes in developing countries. *Journal of Consumer Psychology*, 9(2), 83-95.
30. Jin , B., & Chung, J.-E. (2016). Beaucre merchandising Co., Ltd.: A successfully internationalizing Korean apparel company. In B. Jin & E. Cedrola (Eds), *Fashion brand internationalization: Opportunities and challenges* (pp. 115-138). New York, NY: Palgrave Macmillan. (This chapter may need to be purchased. Check UNCG library for its availability.)
31. Werner, R., Dellaert, B., Krafft, M., Kumar, V., & Varadrajana, R. (2011). Retailing innovations in a globalizing retail market environment. *Journal of Retailing*. 87(1), S52-S66.

Further Reading

Remy, N., & Kim, A. (2014, June). *Winning today's globe-hopping and shopping Chinese luxury consumers*. McKinsey & Company. Retrieved from <http://www.mckinseyonmarketingandsales.com/winning-todays-globe-hopping-and-shopping-chinese-customers>

Masidlover, N. (2015, April 22). Euro's Fall Tempts American Shoppers to Paris. *The Wall Street Journal*. Retrieved from <http://www.wsj.com/articles/u-s-travelers-shopping-spree-in-paris-1429716960>