Contents

Foreword		\mathcal{X}
Li	List of Contributors	
A_{i}	Acknowledgements	
In	troduction	XX
1	Globalization: global markets and global supplies	1
	Tony Hines	
	Introduction	1
	Fashion markets and fashion marketing	2
	The growing impact of China on world textile and clothing markets	6
	India's expected growing share of the world market	6
	MFA 1974–1994	7
	The WTO ATC 1995–2004	7 7 9
	Free trade vis-à-vis fair trade	
	WTO rules in practice: an illustrative case	10
	The globalization phenomenon	13
	Value creation, information and powerful brands	14
	Globalization defined	14
	Globalization and its impact upon supplies	16
	Market definition	17
	Large retailers and their influence on trade	18
	UK retail structure	19
	UK retail market size and market shares	20
	The growth of supermarket fashion	22
	Global production networks: global sourcing	24
	Summary	25
	References	25
2	Supply chain strategies, structures and relationships	27
	Tony Hines	
	Antecedents of supply chain management	28

	Supply chain strategies	32
	Total cost of ownership	37
	Supply chain structures	4ϵ
	Supply chain relationships	48
	Supply chain research	49
	References	50
3	Challenges of fashion buying and merchandising	54
	Margaret Bruce and Lucy Daly	
	Introduction	54
	Dynamics of fashion sourcing	55
	Fashion supply chain	59
	Managing a portfolio of supplier relationships	60
	Vendor selection	62
	Fashion buying decision criteria	63
	Buying processes	63
	Fashion buying cycle	66
	Fashion retail buying	67
	Conclusions	69
	Acknowledgement	69
	References	69
4	Segmenting fashion consumers: reconstructing the challenge	
	of consumer complexity	73
	Tony Hines and Lee Quinn	
	Introduction	73
	Global interest in market segmentation	7 4
	The cited benefits of market segmentation	74
	Research developments in the history of market segmentation	75
	Market segmentation: the evidence	76
	Making sense of the segmentation paradox	77
	When social worlds collide	78
	Social encounters of a third kind	82
	The social construction of identity	83
	Implications for fashion marketing	84
	References	85
_	Developing a green, hours do for the intermetionalization of	
5	Developing a research agenda for the internationalization of fashion retailing	89
	0	05
	Christopher M. Moore and Steve Burt Introduction	89
	What is the internationalization of fashion retailing? Who are the international fashion retailers?	91 92
		92 92
	When does fashion retailers developing international operations?	92
	When does fashion retailer internationalization occur?	94

Why do fashion retailers internationalize? How are fashion retailers developing international operations? Concluding comments References 104 6 Retail brand marketing in the fashion industry Bill Webb Introduction The new consumer 1107 The new consumer 1110 The retail response 1113 Conclusions References 128 7 Competitive marketing strategies of luxury fashion companies Margaret Bruce and Christine Kratz Introduction 130 Understanding the tenets of luxury fashion 131 The dynamics of luxury fashion 133 Marketing strategies in a dynamic context 137 Case histories 143 Conclusions 147 Acknowledgement References 148 8 Store environment of fashion retailers: a Hong Kong perspective Alice W. C. Chu and M. C. Lam Introduction 151 Background 152 Store environment Store environment 154 Store atmospherics Current study on the importance of store environment to consumer's casualwear fashion store choice decision in Hong Kong Conclusion Recommendations References 168 9 The process of trend development leading to a fashion season Tim Jackson Research design What is fashion? Fashion trends Fashion seasons 171		Conter	nts vii
How are fashion retailers developing international operations? Concluding comments References 104		Why do fashion retailers internationalize?	96
Concluding comments 104			99
References 104 6 Retail brand marketing in the fashion industry Bill Webb			104
Bill Webb 107 The new consumer 110 The retail response 113 Conclusions 126 References 128 7 Competitive marketing strategies of luxury fashion companies 130 Margaret Bruce and Christine Kratz 130 Introduction 130 Understanding the tenets of luxury fashion 131 The dynamics of luxury fashion 133 Marketing strategies in a dynamic context 137 Case histories 143 Conclusions 147 Acknowledgement 148 References 148 8 Store environment of fashion retailers: a Hong Kong perspective 151 Alice W. C. Chu and M. C. Lam 151 Introduction 152 Store environment 152 Store environment 154 Store atmospherics 155 Current study on the importance of store environment 155 to conclusion 161 Recommendations 162 References 164			104
The new consumer 110 The retail response 113 Conclusions 126 References 128 7 Competitive marketing strategies of luxury fashion companies 130 Margaret Bruce and Christine Kratz 130 Introduction 130 Understanding the tenets of luxury fashion 131 The dynamics of luxury fashion 131 Marketing strategies in a dynamic context 137 Case histories 143 Conclusions 147 Acknowledgement 148 References 148 8 Store environment of fashion retailers: a Hong Kong perspective 151 Alice W. C. Chu and M. C. Lam 151 Introduction 151 Background 152 Store environment 152 Store atmospherics 155 Current study on the importance of store environment 155 Conclusion 161 Recommendations 162 References 164 9 The process of trend development leading to a fashion season <td>6</td> <td></td> <td>107</td>	6		107
The retail response		Introduction	107
Conclusions 126		The new consumer	110
Conclusions References 7 Competitive marketing strategies of luxury fashion companies Margaret Bruce and Christine Kratz Introduction Understanding the tenets of luxury fashion 133 The dynamics of luxury fashion 134 The dynamics of luxury fashion 135 Marketing strategies in a dynamic context 137 Case histories 143 Conclusions 147 Acknowledgement 148 References 148 8 Store environment of fashion retailers: a Hong Kong perspective Alice W. C. Chu and M. C. Lam Introduction 151 Background 152 Store environment 154 Store atmospherics Current study on the importance of store environment 150 to consumer's casualwear fashion store choice decision in Hong Kong 158 Conclusion 160 Recommendations 161 Recommendations 162 References 164 7 The process of trend development leading to a fashion season 168 Tim Jackson Research design What is fashion? 169 Fashion trends		The retail response	113
7 Competitive marketing strategies of luxury fashion companies Margaret Bruce and Christine Kratz Introduction Understanding the tenets of luxury fashion 131 The dynamics of luxury fashion 133 Marketing strategies in a dynamic context 137 Case histories 143 Conclusions 144 Acknowledgement 148 References 148 8 Store environment of fashion retailers: a Hong Kong perspective Alice W. C. Chu and M. C. Lam Introduction 151 Background 152 Store environment 154 Store atmospherics 155 Current study on the importance of store environment 150 to consumer's casualwear fashion store choice 157 decision in Hong Kong 158 Conclusion 160 Recommendations 161 Recommendations 162 References 164 7 The process of trend development leading to a fashion season 168 Tim Jackson Research design What is fashion? 169 Fashion trends			126
Margaret Bruce and Christine Kratz130Introduction130Understanding the tenets of luxury fashion131The dynamics of luxury fashion133Marketing strategies in a dynamic context137Case histories143Conclusions147Acknowledgement148References1488 Store environment of fashion retailers: a Hong Kong perspective151Alice W. C. Chu and M. C. Lam151Introduction151Background152Store environment154Store atmospherics155Current study on the importance of store environment150to consumer's casualwear fashion store choice158decision in Hong Kong158Conclusion161Recommendations162References1649 The process of trend development leading to a fashion season168Tim Jackson168Research design168What is fashion?169Fashion trends170		References	128
Understanding the tenets of luxury fashion The dynamics of luxury fashion Marketing strategies in a dynamic context Case histories Conclusions Acknowledgement References 148 Store environment of fashion retailers: a Hong Kong perspective Alice W. C. Chu and M. C. Lam Introduction Background Store environment Store environment Store environment Store atmospherics Current study on the importance of store environment to consumer's casualwear fashion store choice decision in Hong Kong Conclusion References 158 The process of trend development leading to a fashion season Tim Jackson Research design What is fashion? Fashion trends 133 133 134 135 137 137 137 138 138 149 159 151 150 151 151 152 153 154 155 155 155 155 155 155	7		130
The dynamics of luxury fashion Marketing strategies in a dynamic context Case histories Conclusions Acknowledgement References 148 Store environment of fashion retailers: a Hong Kong perspective Alice W. C. Chu and M. C. Lam Introduction Background Store environment Store environment Store atmospherics Current study on the importance of store environment to consumer's casualwear fashion store choice decision in Hong Kong Conclusion Recommendations References 164 The process of trend development leading to a fashion season Tim Jackson Research design What is fashion? Fashion trends			130
Marketing strategies in a dynamic context Case histories 143 Conclusions 147 Acknowledgement 148 References 148 8 Store environment of fashion retailers: a Hong Kong perspective Alice W. C. Chu and M. C. Lam Introduction 151 Background 152 Store environment 154 Store atmospherics 155 Current study on the importance of store environment 150 consumer's casualwear fashion store choice 151 Recommendations 161 Recommendations 162 References 164 9 The process of trend development leading to a fashion season 168 Tim Jackson Research design What is fashion? 169 Fashion trends 170		Understanding the tenets of luxury fashion	131
Case histories Conclusions 147 Acknowledgement References 148 8 Store environment of fashion retailers: a Hong Kong perspective Alice W. C. Chu and M. C. Lam Introduction In		The dynamics of luxury fashion	133
Conclusions 147 Acknowledgement 148 References 148 8 Store environment of fashion retailers: a Hong Kong perspective 151 Alice W. C. Chu and M. C. Lam Introduction 151 Background 152 Store environment 154 Store atmospherics 155 Current study on the importance of store environment 155 Current study on the importance of store environment 156 consumer's casualwear fashion store choice 158 Conclusion 161 Recommendations 162 References 164 9 The process of trend development leading to a fashion season 168 Tim Jackson 168 What is fashion? 169 Fashion trends 170		Marketing strategies in a dynamic context	137
Acknowledgement References 148 8 Store environment of fashion retailers: a Hong Kong perspective Alice W. C. Chu and M. C. Lam Introduction Introd		Case histories	143
References 148 Store environment of fashion retailers: a Hong Kong perspective Alice W. C. Chu and M. C. Lam Introduction 151 Background 152 Store environment 154 Store atmospherics 155 Current study on the importance of store environment to consumer's casualwear fashion store choice decision in Hong Kong 158 Conclusion 161 Recommendations 162 References 164 The process of trend development leading to a fashion season 168 Tim Jackson 168 What is fashion? 169 Fashion trends 170		Conclusions	147
8 Store environment of fashion retailers: a Hong Kong perspective Alice W. C. Chu and M. C. Lam Introduction		Acknowledgement	148
Alice W. C. Chu and M. C. Lam Introduction 151 Background 152 Store environment 154 Store atmospherics 155 Current study on the importance of store environment to consumer's casualwear fashion store choice decision in Hong Kong 158 Conclusion 161 Recommendations 162 References 164 9 The process of trend development leading to a fashion season 168 Tim Jackson Research design 168 What is fashion? 169 Fashion trends 170		References	148
Background 152 Store environment 154 Store atmospherics 155 Current study on the importance of store environment to consumer's casualwear fashion store choice decision in Hong Kong 158 Conclusion 161 Recommendations 162 References 164 9 The process of trend development leading to a fashion season 168 Tim Jackson Research design 168 What is fashion? 169 Fashion trends 170	8		151
Store environment 154 Store atmospherics 155 Current study on the importance of store environment to consumer's casualwear fashion store choice decision in Hong Kong 158 Conclusion 161 Recommendations 162 References 164 9 The process of trend development leading to a fashion season 168 Tim Jackson Research design 168 What is fashion? 169 Fashion trends 170		Introduction	151
Store atmospherics Current study on the importance of store environment to consumer's casualwear fashion store choice decision in Hong Kong Conclusion Recommendations References 162 References 164 9 The process of trend development leading to a fashion season Tim Jackson Research design What is fashion? Fashion trends 155 158 168 168 169 169 169		Background	152
Current study on the importance of store environment to consumer's casualwear fashion store choice decision in Hong Kong 158 Conclusion 161 Recommendations 162 References 164 9 The process of trend development leading to a fashion season 168 Tim Jackson Research design 168 What is fashion? 169 Fashion trends 170		Store environment	
to consumer's casualwear fashion store choice decision in Hong Kong 158 Conclusion 161 Recommendations 162 References 164 9 The process of trend development leading to a fashion season 168 Tim Jackson Research design 168 What is fashion? 169 Fashion trends 170		Store atmospherics	155
decision in Hong Kong Conclusion Recommendations References 162 References 164 9 The process of trend development leading to a fashion season Tim Jackson Research design What is fashion? Fashion trends 158 168 168 169 170			
Conclusion 161 Recommendations 162 References 164 9 The process of trend development leading to a fashion season Tim Jackson Research design 168 What is fashion? 169 Fashion trends 170			158
Recommendations References 162 References 164 9 The process of trend development leading to a fashion season Tim Jackson Research design What is fashion? Fashion trends 168 169 170			
References 164 9 The process of trend development leading to a fashion season Tim Jackson Research design 168 What is fashion? 169 Fashion trends 170			
Tim Jackson Research design 168 What is fashion? 169 Fashion trends 170			
Research design 168 What is fashion? 169 Fashion trends 170	9		168
What is fashion? 169 Fashion trends 170		·	160
Fashion trends 170			

173

175

185

Retailers'/brands' research

Role of fashion forecasting

References

10	Innovation management in creating new fashions Beatrice Le Pechoux, Trevor J. Little and Cynthia L. Istook	188
	Introduction	188
	Mapping the creative design process	189
	Marketing and design	197
	The complex environment of design	200
	Creative design	206
	Future innovation management practices	211
	Developing a pattern language for innovation management	212
	References	213
11	Consumers and their negative selves, and the implications	
	for fashion marketing	217
	Emma N. Banister and Margaret K. Hogg	
	Introduction	217
	Symbolic consumption	218
	The undesired self: 'so not me!'	223
	The avoidance self: 'just not me!'	224
	The negative self: a summary	226
	Implications for fashion marketing	226
	References	227
12	Fashion retailer desired and perceived identity	230
	Tony Hines, Ranis Cheng and Ian Grime	
	Corporate identity	231
	Perspectives on the development of corporate identity research	232
	Identity gap	233
	Corporate identity constructs	234
	Introducing the cases	237
	Hennes and Mauritz's case	238
	Zara's case	247
	Cross case comparative analysis – H&M and Zara	252
	Conclusion and implications	254
	References	255
13	Fashion e-tailing	259
	Ruth Marciniak and Margaret Bruce	
	Introduction	259
	Who sells online?	260
	What makes a good fashion web site?	262
	How do fashion retailers develop web sites?	264
	Who buys online?	266
	Who engages in cross channel shopping?	267
	Conclusion	270
	References	274

14	The international flagship stores of luxury fashion retailers	277
	Christopher M. Moore and Anne Marie Doherty	075
	Introduction	277
	International flagship stores	278
	The strategic purpose of a flagship store	279
	Flagships: as a market entry method	280
	Flagships: a conduit and support for business relationships	281
	Flagships: a focus for marketing communications	282
	Flagships: blueprint for store development	283
	Location and place	285
	Flagships and the distribution hierarchy	288
	The language of flagship stores	289
	The role and function of the 'celebrated' Architect	290
	Flagship store design and positioning	291
	Prada's epicentre stores	293
	References	295
15	The making and marketing of a trend	297
	Martin Raymond	
	References	307
16	Approaches to doing research	308
	Tony Hines	
	Criticisms levelled at the marketing discipline	309
	Influence upon doing research	311
	References	313
Ind	Index	