

Global Fashion Business Management



Week 1

- 1. 1 minute creative self-introduction + 2 minutes of your understanding of marketing & your wishes to learn in this class**
- 2. Syllabus explanation**
- 3. What you need to know**
- 4. Introduction**
- 5. About me**

About Self-Introduction

- **Connection with Fashion in the past, if any**
- **What you know about Fashion**
- **The most desirable fashion company**
- **What you want to do in the future**
- **What you wish to learn in this class**

What you will learn Today

- 1. To know each other from different perspective in a very creative way**
- 2. How to prepare for this class, from both quantitative & qualitative aspects**
- 3. What you will learn from this class**

Inappropriate Response...



250,000 people participated



500,000 people in Sun Slower Movement



**510,000 people in Hongkong
71 Movement**

The Ecosystem in Taiwan

- 23.3 million population
- Internet users : around 80% of the population
- Smart phone users : 67%
- pad users : 31%
- Facebook users : 65% (top in Asia)
 - Daily User : 11,000,000
 - Daily Mobile User : 8,500,000



Too Many Products & Choices



Before



Now

THE MYTH OF COMPETITION!?

- Myth : want to have perfect products
- Keep improving the weaknesses which leads to too homogeneous and become the same
- Result: more competition → more ordinary; work harder less effects



How to Break the Myths



- Strengthen own advantages/strength; create the distances with competitors ◦
- Jump out from the competition muds ◦
- Excellent brand know how to say no ◦



Making Progress 0.01 every day

$$1.01 \times 1.01 \times \dots \times 365$$

=

Making Progress 0.01 every day

$$1.01 \times 1.01 \times \dots \times 365 \\ = 37.8$$

Backward 0.01 every day

$$0.99 \times 0.99 \times \dots \times 365$$

=

Backward 0.01 every day

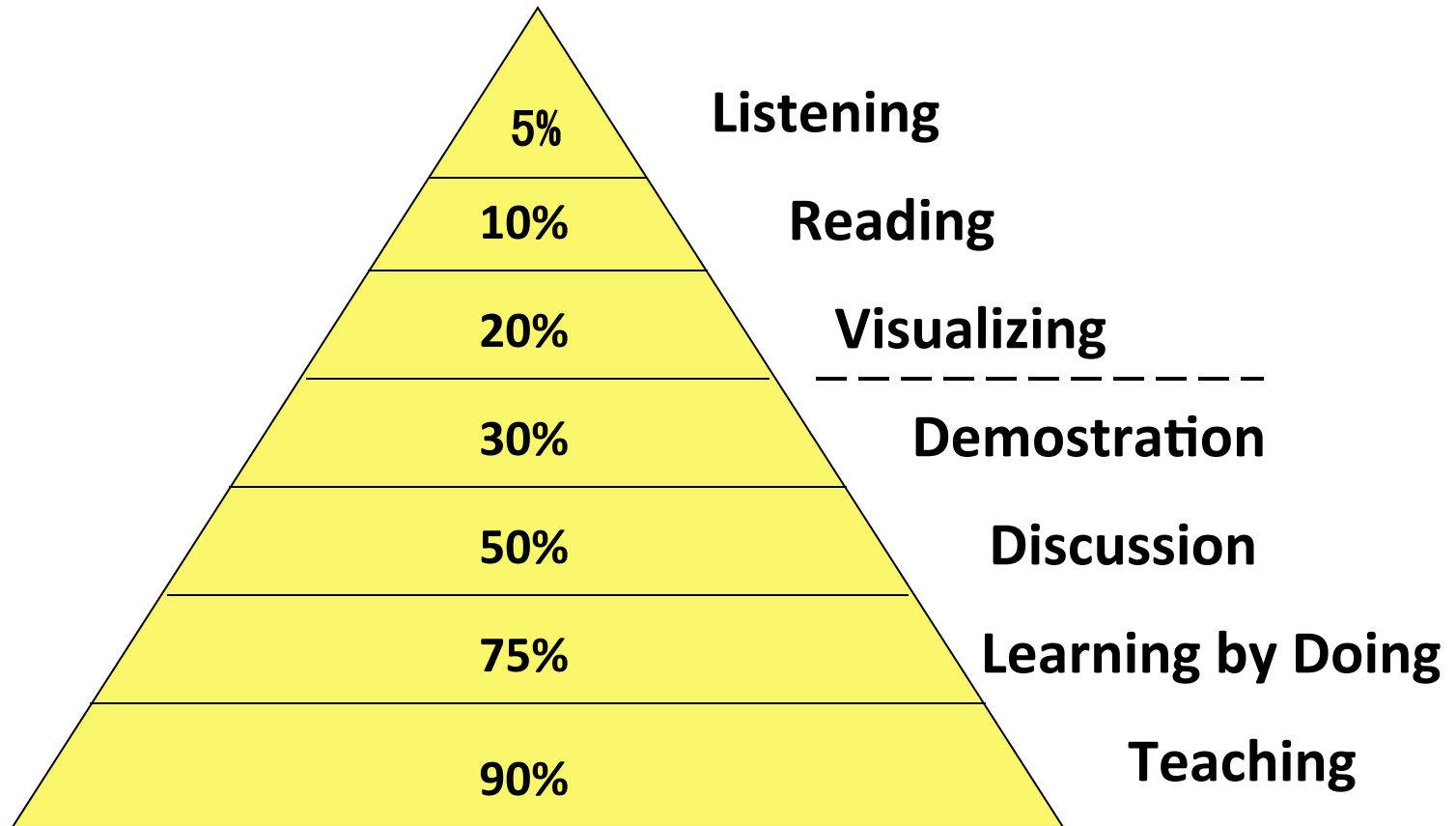
$$0.99 \times 0.99 \times \dots \times 365 \\ = 0.03$$

Backward 0.01 every day

$$1.01 \times 1.0 \times \dots \times 365$$
$$= 37.8$$

$$0.99 \times 0.99 \times \dots \times 365$$
$$= 0.03$$

Learning Effect



Five Mindsets

- **Reflective Mindset: Managing self**
- **Analytical Mindset: Managing Organization**
- **Collaborative Mindset: Managing Relationship**
- **Worldly Mindset: Managing Culture/Diversity**
- **Action Mindset: Managing Change**

East vs. West

Asia

- Hierarchical teacher – student relationship
- One-way lecturing
- Passive learning
- Learning by reasoning
- Being there is more important than getting there
- Order of authority: divine, earth, emperor, father, teacher (know everything, are never wrong, cant be challenged, must be respected)

North America

- Equal teacher-student relationship
- Two-way discussion
- Active learning
- Learning by doing
- Getting there is more important than being there.

Repressed Desire of Self-Expression in Asia

- **Meaning of silence: East vs. west**
- **On-stage performances**
- **Asian vs. American moms**
- **Asian men talk only after they get drunk**
- **What happens at karaoke parlors**
- **Respect for authority**

Kids have ears but no mouth

Eat more but talk less

Problems & Reality

- **Stereotype thinking & belief: God, hero, excellent teacher...**
- **To give fish or fishing rod**
- **Rely on others or on your own**

Lecture vs. Interactive Learning

Lecture

- Delivering answers
- Rigid conceptualization
- Poor or no contexts
- One-way preaching
- Students – passive recipients

Interactive Learning

- Searching for answers
- Flexible application
- Rich contexts
- Two-way dialoguing
- Students – active participants

Mountain Climbing

Convention Way

- Give students a map
- Teach them to read the map
- Ask them to memorize all junctions in the map
- Let them climb the mountain alone
- ***Too many maps to teach and memorize***
- ***Landscape may change***
- ***Memorization may fade***
- ***What if no map is available***

Our Way

- Take students to a mountain
- Let them lead the road
- Ask them questions at junctions, not give them answers
- Allow mistakes
- ***Situational learning***
- ***Thinking not memorizing***
- ***Decision rules learned from one mountain***
- ***Application to other mountain w/o a map***

Week 1: What You Have to Know

- **Different rules between schools and outside world.**
- **Education in knowledge and technique is not enough. T-type person: at least deep knowledge in one specific area + creativity innovation in cross fields + team work spirit & attitude**
- **Teacher as a facilitator to help students' independent thinking & problem solving to face the information bombarding world.**
- **A new way to look at & create meaning for the world**

Game Rules

- **No normal distribution: no win or loss among students, team work counts – create win/win**
- **Open mind, brace the problem instead of avoid or running away the problem**
- **Learn to listen and share**
- **Right tools + right mentality & attitude + passion + team work + execution + willingness to learn from the failure + problem solving ability , get out the comfort zone**
- **Seize every opportunity not just meet the standard/minimum requirement.**

Success need Hard Efforts & Strong Motives

- **A person whose biggest desire is to be the rich man. He goes to church every day and begs God to win the lottery. Day after day, month after month, and year after year, he never wins the lottery. One day, he said to the God “I am very disappointed at you” when he prayed. Suddenly, God broke the silence with very loud voice to him “you got to help me to buy lottery at least one time”.**

Embraced Problems

- **So many rules, norms, regulations, belief, value, expectations and etc., surrounding us which finally becomes us. Who we really are?**
- **We constantly limit ourselves to certain boundary**
- **We define ourselves via job, income, holoscope, types of car/house we live.**
- **We build cages, rules to limit ourselves in the certain role, and reject all the possibilities from outside**

Jump out from the Box

- **Too much rely on guru/hero/panacia**
- **To build capabilities on independent thinking, problem solving so that you can live where-ever, which-ever...**
- **Fish or fish rod?**
- **To view, think, and act in a different way (a new way) to create the meaning for your life.**



**I'm going
to stand
outside, so
if anyone
asks i am
outstanding**

個人學、經歷

學術經歷

輔仁大學民生學院 院長

輔仁大學國際教育處 國際長

輔仁大學歐洲聯盟中心 主任

輔仁大學亞太大學交流會國際暨國家祕書處 副祕書長

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輔仁大學台灣研究碩士學位學程 主任

輔仁大學品牌與時尚學士/碩士學位學程 主任

輔仁大學民生學院織品服裝學系 教授兼系主任暨所長

工作經歷

東方廣告股份有限公司 董事長

東方國際廣告股份有限公司 董事長

信陽股份有限公司 董事長兼總經理

台灣夾板實業股份有限公司 副總經理

台灣快桅船務公司 船貨交易總經理

泰隆航業股份有限公司 總經理

台灣產業增值協會理事長

**Great Union Development (Pte) Ltd.
Executive Director**

經歷(政府部分)

台北市政府「台北市經濟發展委員會」委員

紡織產業綜合研究所「紡織產業發展委員會」委員

中華民國紡織業拓展會策略發展委員會委員

文化部「獎助參與文化創意類國際性展賽」審查委員

故宮博物院「故宮文物藝術發展基金會」委員

國際中小企業聯合會中華民國分會監事

行政院青年輔導委員會婦女創業顧問

經濟部SBIR「小型企業創新研發計畫」審查委員

經濟部SIIR「服務業創新研發計畫」審查委員

經歷(產業部分)

科懋生科技股份有限公司 獨立董事

榮昌科技股份有限公司 獨立董事

興采實業股份有限公司 監察人

友聯儲運股份有限公司 監察人

信陽股份有限公司 常務董事

東方廣告公司 監察人

東方線上股份有限公司 董事(公司代表人)

行易網股份有限公司 常務董事

- **Why are you here?**
- **What do you care?**
- **How much do you know?**

System or Business Model Innovation

3D printing



3D printing

• Reasons?

- many patents expired
- price of printer & materials drops
- efficiency of equipment improved**
- more usable materials



• The 3rd Industrial Revolution?

- larger & wider impacts
- fundamentally change ways of working, live model & consumption habit °
- change product R&D, design, manufacturing, distribution → change economic map

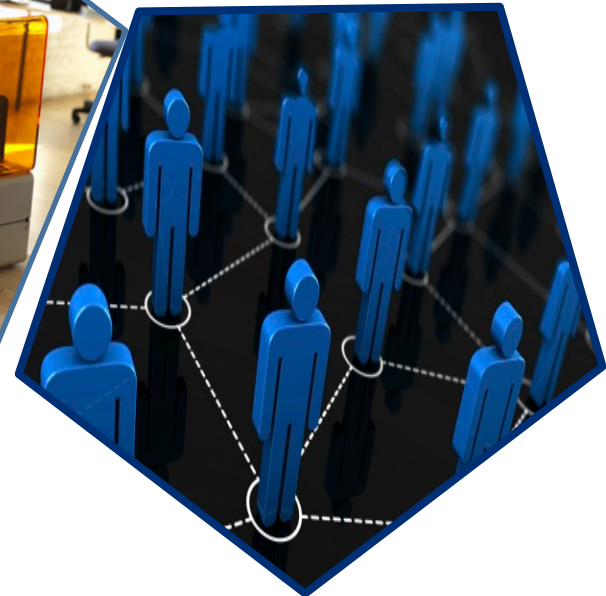
3D printing

- **Social Manufacturing/Creating a Maker Culture for All.**

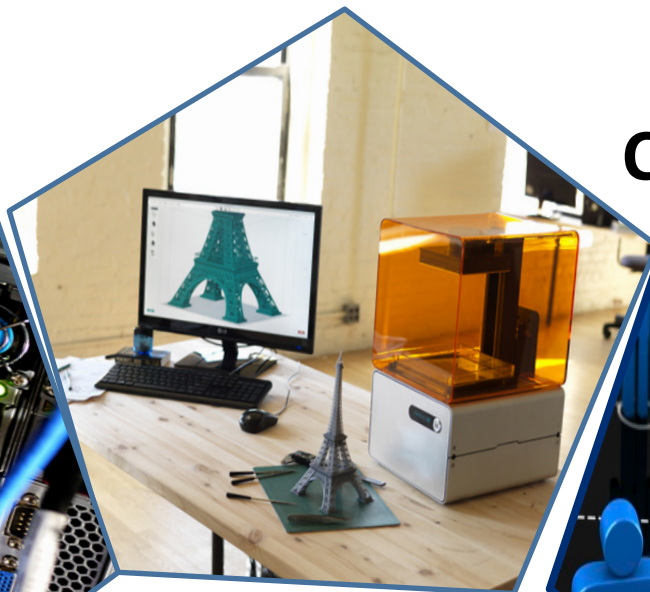
**Open
hardware**



Crowdfunding



**Digital
Fabrication**



3D printing

- **Consumer market** : toy, accessory 、 jewelry 、 shoes 、 ceramic 、 clothes ◦
- **Education** : Obama 「 Campus Fab Space 」 ; to learn 3D printing at the age of 5 in U.K. ◦
- **DIY & Barter(share)** : physical FB ◦
- **Industry** : OEM(quantity 、 mode); Customization (long-tail); open hardware



夢想集資 - Kickstarter



- **Established in 2009, providing funds for publication, technology, art, dance and etc., (13 different kinds)**
- **Free of charge on posting the proposal (how to fulfill the plan, returns for the sponsors , needed funds and dead line ◦**
- **5% charge if funds raised , no charge if fails to receive any fund ◦**

夢想集資 - Kickstarter



- The film 「Inocente」 received Oscar best documentary film in 2013.
- The blue tooth smart watch raised \$102 millions, the highest in record.



A screenshot of a Kickstarter project page for "Pebble: E-Paper Watch for iPhone and Android" by Pebble Technology. The page features a green header with navigation links and a search bar. The main content area shows three smartwatches (white, red, and black) with their respective watch faces. To the right of the watches, a green box displays the funding progress: "68,929 backers", "\$10,266,845 pledged of \$100,000 goal", and "0 seconds to go". Below the watches, there are social media sharing options (Like, Tweet, Embed) and a "Project by Pebble Technology" section with contact information and a "See full bio" link. The page footer includes the text "Pebble is a customizable watch. Download new watchfaces, use" and "Funding ended: May 18, 2012".


Kickstarter

- 18,000 project successfully received funds and 2.2 million people sponsor from 177 countries (covers 90% countries from the world), which generates \$320 millions in total, in 2012.
- To raise over \$600 funds per minutes

KICKSTARTER DISCOVER PROJECTS LEARN MORE BLOG [Login](#) [Signup](#)

Allison Weiss makes a full-length record!
Project by Allison Weiss

[Project Home](#) [19 Updates](#) [195 Backers](#) [26 Comments](#)



195 BACKERS
\$7,711 PLEDGED OF \$2,000 GOAL
0 SECONDS TO GO

FUNDRAISING SUCCESSFUL
This project successfully raised its funding goal on August 2.

PLEDGE \$1 OR MORE
Any donation above \$1 gets exclusive video updates on this whole project.

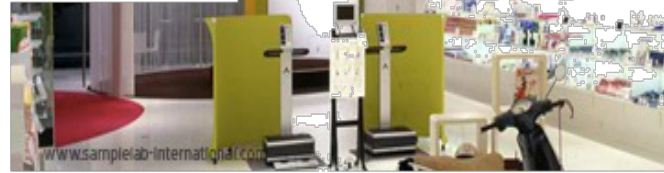
25 BACKERS

SHARE THIS PROJECT WITH YOUR FRIENDS
[Email](#) [Facebook](#) [Delicious](#) [MySpace](#) [Twitter](#) [digg](#)



The Third Market

- SampleLab, Japan



- **No product selling** ,
- **Free samples to take home**
- **Membership & reservation only**

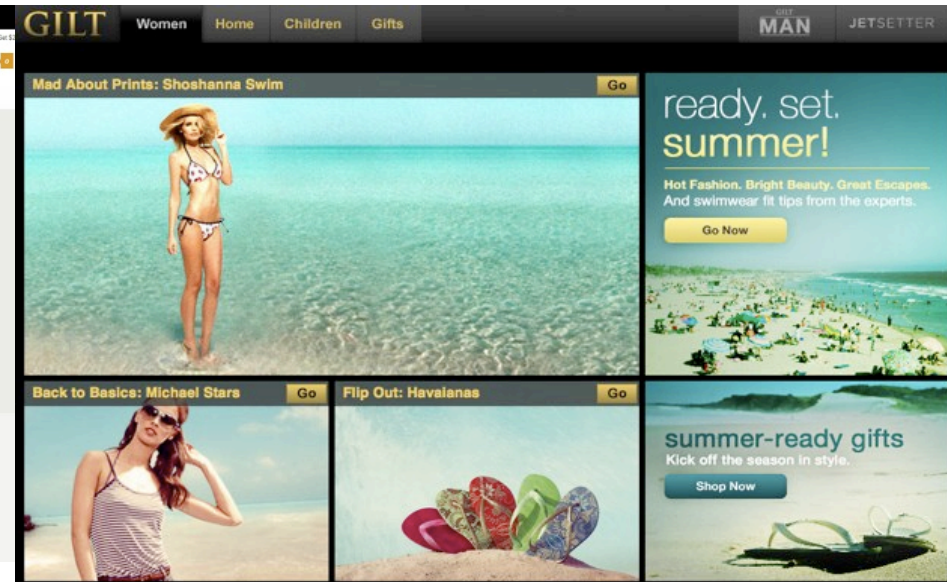
Sources of Income :

- Market usage survey from enterprises**
- Selves rental**
- Membership**

GILT

G R O U P E

- Limited discounted luxury goods in 2007
- Lowest discount upto 70%
- Annual revenue is 500M ◦



- Businesses: on-line travelling, local gourmet, home alcohol beverage and etc.,◦
- 15,000 goods/daily, have over 6,000 brands

NET - A - PORTER . COM

- High-end e-commerce, established in U.K. 2000 and was acquired by Richemont in 2010 , revenue reaches to 360M ponds in 2012.
- also have e-magazine can buy world famous and latest designers' products, an integration of shopping and reading.
- 350 high-end luxury brands with good discounts, some of them even can have 50% discount
- free delivery worldwide



NET-A-PORTER.COM



NET-A-PORTER.COM

Welcome, you are in the **United States**

NET-A-PORTER.COM Home | Sign in | Email updates | 8

Enter product name

WHAT'S NEW DESIGNERS BOUTIQUES CLOTHING LINGERIE BAGS SHOES ACCESSORIES

contents

NET-A-PORTER.COM 24 February 2010

It's SHOE TIME! | The SHOE Guide | The MIL Shoe | The COUTURE Shoe | The NEAN Shoe | ISABEL MARANT IS HERE!

WYDE, GO WYDE...
The ultimate rock chick boot

WOW, WOW, WOW
The return of denim

the new '80s

Shop chic Michael Jackson, Madonna and Prince tribute looks today!

THRILLER! WATCH AND WEAR BALMAIN NOW...

They're sporting a cover star

MODERN ROCK
Make the ultimate statement

J IS FOR JUMPSUIT

FIND THE RIGHT STYLE FOR YOU!

Watch it! Shop it! The SS09 trend videos

STELLA McCARTNEY exclusive

IT'S MILAN FASHION WEEK!
SHOP THE BEST OF THE MILAN RUNWAY NOW!

WANTED! SHOP 50 PIECES SELLING OUT FAST!

COCKTAIL BATHING

STELLA McCARTNEY exclusive

MR PORTER

MR PORTER

OCCASIONS

- under \$50
- fall weddings
- fall preview
- satc carrie
- satc samantha
- satc charlotte
- satc miranda
- summer wedding
- work event
- birthday (mine)
- dinner party
- day-to-night
- cocktail party
- rehearsal dinner
- meet the parents
- sorority party
- honeymoon
- black tie affair
- date night
- prom
- corporate chic
- beach vacation
- girls' night out
- this is netting serious date



GIRLS NIGHT OUT



RENTTHERUNWAY
love. wear. return.

WELCOME. ♡ → 👗 → 📦

1 LOVE
Browse through our array of A-list designers and find a dress you love. Or two!

2 WEAR
Schedule a delivery date and your dress will appear on your doorstep, in two different sizes. Just to be safe.

3 RETURN
Put your dress in our handy pre-paid package and drop in the nearest mailbox. We take care of the dry cleaning!

MEMBER LOGIN
Email:
Password:
 Remember Me [Forgot Password](#)
SUBMIT

NOT A MEMBER?
Sign up here to be added to Rent the Runway's wait list.

First Name:
Last Name:
Email:
REQUEST MEMBERSHIP



- Using 1/10 of the price to rent high quality designer brands and established in 200
- \$20M revenue per year, market value is 100M
- Own 3M members, 170 fashion brands and 35,000 ladies' wear and 7,000 items accessory.



asos

discover fashion online

• As Seen On Screen

• Funded 2000 in U.K.

• Selling apparels & accessory of Fred Perry 、 Paul Smith Jeans 、 Emporio Amarni 、 Diesel and etc



• To established own brand 「ASOS」 in 2001 for low price and trendy market

• Over 300M revenue per year

• Free shipping worldwide ◦



the web's most popular shoe store!®



- The biggest on-line shoe store, established in 1999.
- ¼ of American shoe market share, with 1 billion annual revenue and sold to Amazon 1.2 billion in 2009. ◦
- Buy 1 ship 3 for trial ◦ free of charge for returning ◦
- Full refund within 365 days ◦
- Own warehouse for QR ◦
- 60% man power is for customer service, 15 times higher than the industry average ◦





- **Airbed and Breakfast - www.airbnb.com : to spare your extra rooms to rent to others by paying 3% to this platform; 6%~12% to whom want to rent.**
- **3,000 professional photographers – free of charge and also helping screening .**
- **Airbnb offers \$50,000 damage and loss compensation and 24 hours customer's service with 16 different languages.**



- The total number of rooms been rented over 100M since established in 2008, surpass the total numbers of room staying in Hilton Hotels ◦
- It is now spreading to 92 nations, over 30,000 cities, the biggest and unique space rental e-commerce ◦



[Sign Up](#) | [Sign In](#) | [We're Hiring!](#) | [How it works](#) |  \$ USD | [List your space](#)

Find a place to stay.

Rent nightly from real people in 16,701 cities in 188 countries.

Where are you going?

Search

Check in

mm/dd/yy

Check out

mm/dd/yy

Guests

1 



Igloo - Ilulissat, Greenland
\$347 / night



Introducing Airbnb

AIRBNB TV!

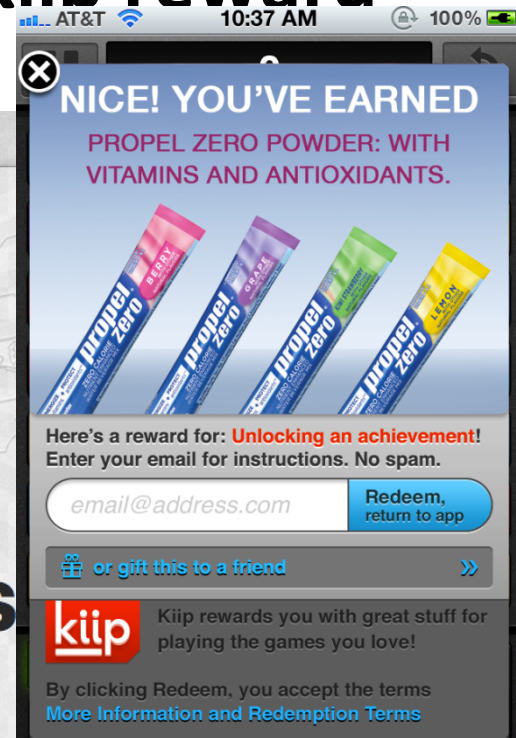
Kiip



- **mobile in-game advertising**
- **Brian Wong, a 21 years' old Canadian Chinese**
- **Linking advertisement and game: special offer, discount, gift as the rewards of passing the game or complete the game.**
- **To avoid the suspicious of advertising but achievement instead so that consumers are more willing to redeem the products (products & consumers encounter)**

- Continue -

- Work with Peipsi Cola , Best Buy , Carl's Jr fast food restaurant
- Received 10M venture Funds
- More than 1M people redeemed Kiip reward in 2012 ◦



Tap Project

- **David Droga, and New York advertising man, was helping UN Children Fudation to design “clean drinking water for water shortage kids” to raise funds ◦**
- **“Drinking water program: work with restaurant to charge \$1 for original free drinking water to donate to Unicef ◦**
- **A simple thinking but good reaction which shortly raised 5M from more than 300 restaurant ◦ It already help 100,000 poor children to get away from thirst and dirty water ◦**

Tap Project



TAP PROJECT®



Whatever it takes to save a child.

DR. GABRIEL E. SALLOUM AND MCPS INVITE YOU TO ...



JOIN US FOR AN EVENING OF SILENT AUCTIONS, COCKTAILS, AND FUNDRAISING. TALENTED ARTISTS FROM ALL OVER SOUTH FLORIDA HAVE DONATED THEIR AMAZING WORK TO BE AUCTIONED OFF AT THIS EVENT. ALL PROCEEDS WILL BENEFIT THE UNICEF TAP PROJECT.

WHEN: MAY 21ST, 2011

WHERE: 2 N.E. 40TH ST. #203

305.405.6910

7-10PM

PLEASE RSVP TO

AMANDA@MIAMICENTERFORPLASTICSURGERY.COM



unicef
TAP PROJECT

WHEN YOU TAKE WATER. GIVE WATER.

FOR MORE INFORMATION, VISIT

WWW.TAPPROJECT.ORG



VALET PARKING WILL BE AVAILABLE



TED

IDEAS WORTH SPREADING

- Established by Richard Wurman in 1984 & acquired by Chris Anderson in 2002.
- To upload the speeches to TED.com in 2006
- Free of charge ◦ TED topics covers wildly including not only technology, entertainment, design but also environmental/global/entrepreneur issues and etc.,
- \$7500 tickets, selected audiences ◦



Gift Economy



- Open course web at MIT
- No registration required, 900 courses from 33 different programs in 5 areas

MITOPENCOURSEWARE
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

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Empowering Minds.**

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and videos from MIT.
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MIT Notice

Khan College

- Salman Khan established www.khanacademy.org in 2006
- Mathematics, history, medical, finance, physics, chemistry, biology, astrology, economics, organic chemistry, art history, macro economics, microeconomics, computer science, and etc.,
- top 100 most influential people in 2012 by Time magazine.
- Received \$1.5M from Bill Gate Foundation and Google
- 4000 teaching films, 6 million students per month, 75 millions user in the world, over 230 millions views



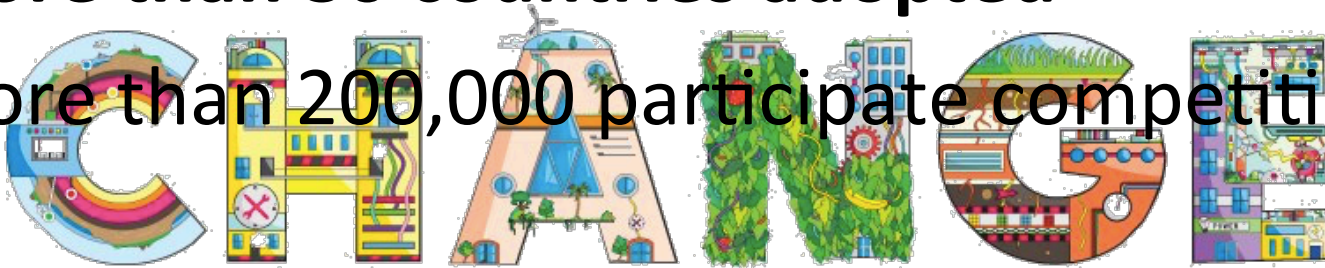
Design For Change

Creative Action Challenge for World Kids

- President Kiran Bir Sethi established Riverside School in 2009
- DFC want to promote 「 through children's creative action to solve problems of life, family, campus or even community

- More than 30 countries adopted

- More than 200,000 participate competition



What are in common?

Innovation & Internet

- Mobile
- Cloud
- Crowd Sourcing
- Crowd Funding
- Big Data: unstructure, real-time, sensor
- Social Media: fb, line, twitter



麥肯錫顧問公司的經理



第一家以「DIY食譜食材」為訴求的超市



Zitronenhuhn en papillote mit Shiitakepilzen und Basmatireis

Elegant gekleidet, von Zitronenduft umgeben: Das Huhn, umhüllt von Pergament und im eigenen Saft gegart, entfaltet mit Kapern und Zwiebeln ein verführerisches Aroma.



€ 4,80
pro Person

- ☑ einfach
- 🕒 25 min Zubereitungszeit + 20 min Garzeit
- 👤 2, 4 und 6 Personen
- 📄 Backpapier erforderlich



Grüne Oliven



Hähnchenbrüste

In der Kühltruhe



Kapern

Petersilie

Frühlingszwiebeln

Brühwürfel

Shiitakepilze

Schalotten

Basmatireis

30 ml Olivenöl
(für 4 Personen)

Zitronen

Salz & Pfeffer

Am Rezeptstand

Bei Bedarf im Wandregal

年度最佳商店



相較於一般超市必須賣超過15,000項商品,「廚師之家」只賣500項左右。它的經營型態有人情味,又能因應新世紀顧客需要,而且不需太大貯貨空間。

WIRED

IDEAS TECHNOLOGY DESIGN BUSINESS

TRIUMPH OF THE APP

AWARD-WINNING
UK EDITION
— THE FUTURE
AS IT
APPEARS

WHAT ANGRY BIRDS' SUCCESS MEANS FOR
THE FUTURE OF ENTERTAINMENT P.86

0.99美元的力道

Angry Birds製作成本僅七萬英鎊不到，四個人八個月之內完成。



THE REAL COST OF YOUR iPhone
INSIDE CHINA'S TECH SWEATSHOPS P.160

HOW TO:
• NEGOTIATE A DEAL
• LAUNCH A ROCKET
• MANIPULATE PEOPLE

APR 11 £1.99 wired.co.uk



2001年推出GameCube。當時Xbox售出2400萬台，PlayStation 2售出1.2億台，GameCube僅售出2160萬台。GameCube的遊戲軟體總數為271種，PlayStation 2為1467種。

Wii開發一項遊戲的平均成本為500萬美金



經濟萬有理論 (theory of everything)

經濟價值的遞進

Commodity

Prevailing prices for various coffee offerings



\$.01–\$.02

Per Cup

Good



\$.05–\$.25

Per Cup

Service



\$.75–\$1.50

Per Cup

Experience



\$2.00–\$5.00

Per Cup

Graphic: BusinessWeek, 2005

Source: Pine and Gilmore, The Experience Economy, 1999



賈伯斯聖徒



A New Statement

Now Leasing
www.77king.com.au

賈伯斯聖殿



Apple是當代內容律則經營的企業典範。在App Store, 有超過35萬種的程式供人下載, 可使用地區涵蓋90個國家。

在2011/1/22日, App Store軟體下載次數正式超過100億人次。
全球超過1.6億的iPod touch, iPhone, 與iPad使用者。

Thank you. Ten billion times.

The App Store has reached 10 billion downloads. Thanks for getting us there.

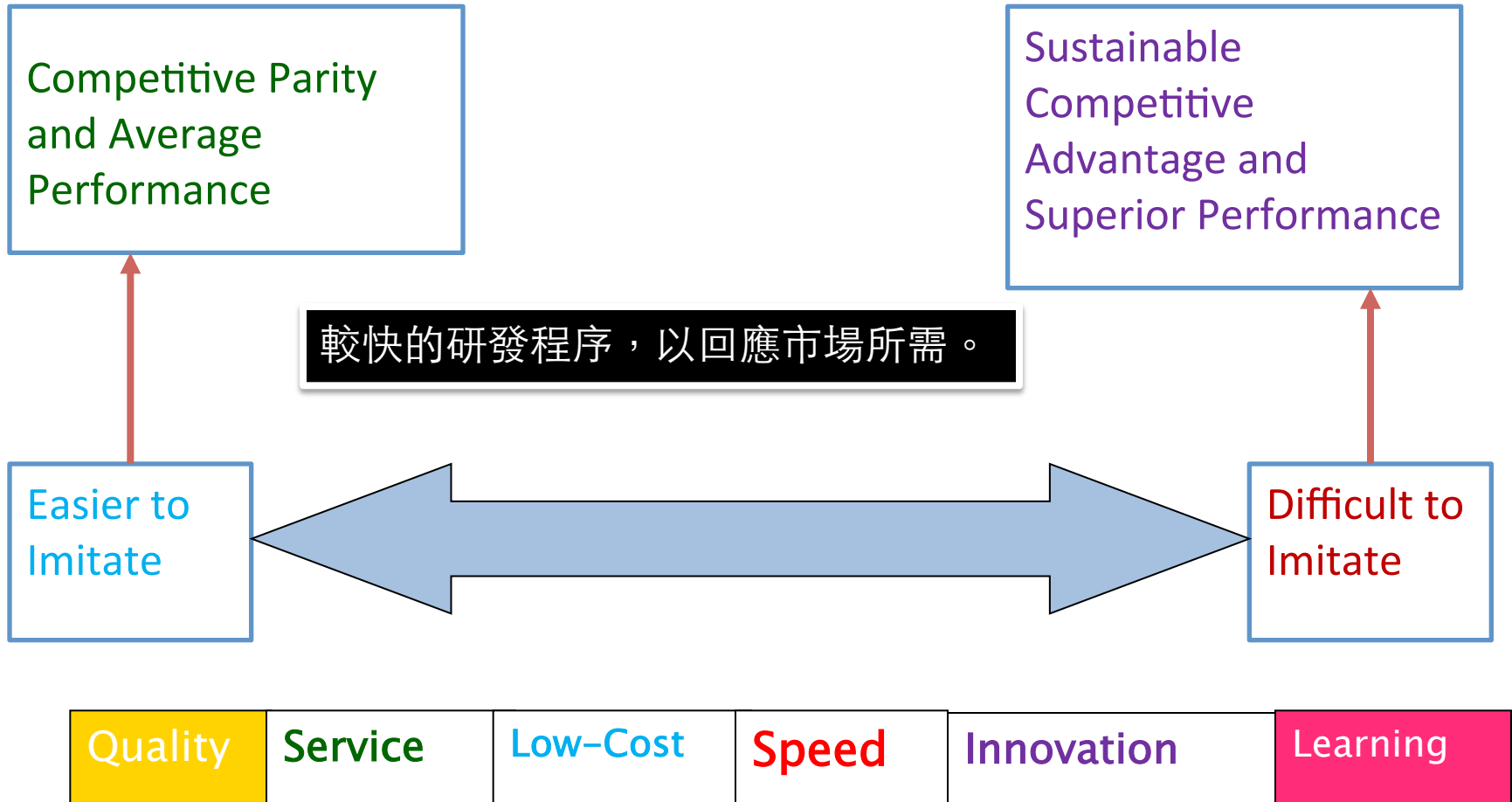




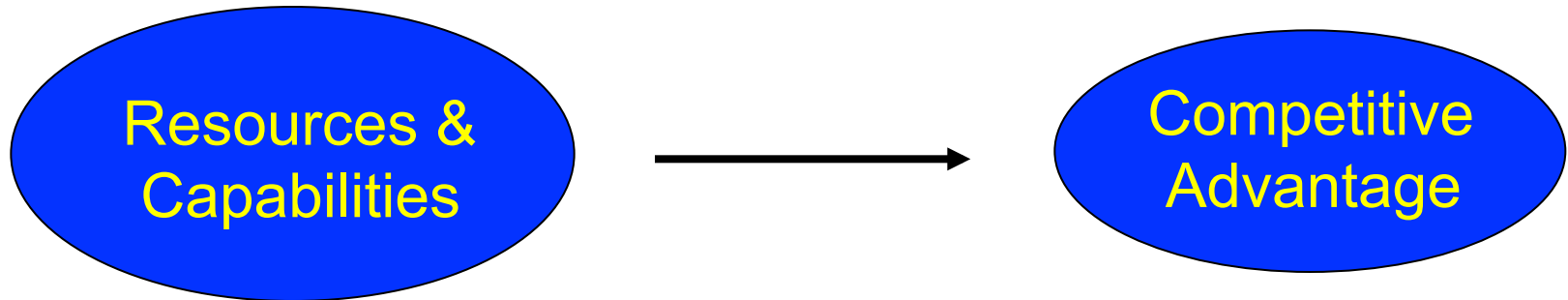
C means:
creativity
culture
connection
composition
consumer
content

**People are eager to have “content” consumption ◦
For consumer, product per se is only a media, carrier, platform which could touch bottom of their heart during their consumption ◦**

競爭優勢的來源



What are your Core Competencies & Competitive Advantage



- Valuable
- Rare
- Costly to Imitate
- Organized to Exploit

CA will be sustained if:

- other firms' costs of imitation are greater than benefit of imitation
- the firm is organized to exploit advantages

The VRIO Framework

Valuable?	Rare?	Costly to Imitate?	Exploited by Organization?	Competitive Implications
No			No	Disadvantage
Yes	No			Parity
Yes	Yes	No		Temporary Advantage
Yes	Yes	Yes	Yes	Sustained Advantage

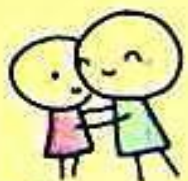
The VRIO Framework

Valuable?	Rare?	Costly to Imitate?	Exploited by Organization?	Competitive Implications	Economic Implications
No			No	Disadvantage	Below Normal
Yes	No			Parity	Normal
Yes	Yes	No		Temporary Advantage	Above Normal
Yes	Yes	Yes	Yes	Sustained Advantage	Above Normal



**I'm going
to stand
outside, so
if anyone
asks i am
outstanding**

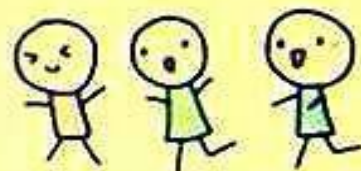
世界上最幸福美好的事都是免費的
the best things in life are free.



擁抱 hugs



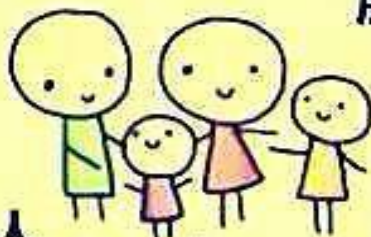
笑容 smiles



朋友 friends



親吻 kisses



家人 family

sleep

睡覺



love
愛



笑聲
laughter



good
memories

美好的回憶

Week 1 Assignment

- **To write your failure resume no matter from your life or schools; Give a specific failure experience and lesson you have learned from this experience.**
- **Group Assignment 1: 3 sustainable cases in fashion business**
- **Reading: The Travels of a T-shirt in the Global Economy**

You Raise Me Up

