MAY TERM 2019 PROPOSED COURSE & SYLLABUS

Fashion Industry Public Relations Strategy / CCPA 4397-701

MAY TERM 2019 .  1 - 5 P.M.  .  UMPHREY LEE (TBD)

Professor: Rosanne P. Hart, APR, M.A./Journalism & Mass Communications  
Office Hours: 12-1 M-F (Before Class) and By Appointment  
Contact: rosanneh@mail.smu.edu. If urgent, please call or text my cell, 214-846-7360

Fashion is not something that exists in dresses only.  
Fashion is in the music we hear, in the movements  
and the notes of a symphony, it is in the artistry of  
a musician, it is in the sky, in the street,  
fashion has to do with ideas,  
the way we live, what is happening.

-- Coco Chanel

(photo: Vogue)

Course Description
The face of fashion public relations has changed dramatically over the last decade reflecting the enormous impact of technology and digital communications which have literally transformed this $2.4 trillion global industry. Digital media in all of its many forms and functions has blurred what we know as the disciplines of public relations and marketing, resulting in fashion public relations evolving and maturing into an integrated, strategic, and multi-faceted strategic communications approach with a global perspective.

This course goes beyond teaching the basic public relations tactics of press release writing, media lists, and press kits to provide a comprehensive, strategic approach to the promotion of fashion companies and fashion brands from an integrated communications perspective. Students will learn to identify and develop strategies and tactics specific to the promotion of fashion, such as social media and influencer campaigns, celebrity and charity collaborations, special events, and fashion shows. By studying Harvard Business School's published case studies of fashion companies and Bloomsbury's most recently
published Fashion Business Cases, students will gain a broader understanding and appreciation for how public relations and communication strategies contribute to the fashion brand's bottom line. Like fashion itself, public relations strategies for this unique industry are dynamic, diverse, and innovative.

**Course Pre-requisites**
C or better in CCPA 2308 (or JOUR 2312) and CCPA 3355 and enrollment in the B.A. in public relations and strategic communication major. Senior-level students pursuing a B.A. in fashion media, a major or a minor in marketing may also be considered for enrollment in the class by permission of the CCPA department. This class is ideally suited for students double majoring in public relations and strategic communication and fashion media, but the double-major is not a requirement for enrolling in this course.

**Course Format**
Classes will consist of discussions from the course textbook, "Fashion Promotion in Practice," during the first part of the course, followed by lectures and class discussions exploring two case studies per class session (unless there is guest speaker or field trip). Videos, a guest speaker, field trip and individual and collaborative in-class projects will enhance the lecture subject matter. A final exam will be given on the last day of class. There will be two 10-15 minute breaks during the four-hour class sessions. Students will be required to bring their textbook and the day's case studies to class to support lectures and discussions.

**Course Learning Objectives/Student Learning Outcomes**
Students taking this course will:

- Learn how strategic communications and public relations contribute to the promotion and marketing of fashion today
- Learn to critically analyze case histories to gain insights into successful integrated communications and public relations strategies employed by fashion companies
- Learn the diverse tactics that comprise successful fashion public relations campaigns
- Recognize how key influencers, including celebrities, drive the public's perception and adoption of fashion trends
- Understand social media tactics to target specific audiences
- Learn how to adapt the 4-step public relations planning process to crafting strategic fashion communications plans
- Be introduced to methods that measure a strategic campaign's effectiveness
- Learn to research and develop a crisis communications plan for a fashion company or brand
- Demonstrate collaborative skills through in-class and out-of-class projects

**Required Text and Course Preparation**

**IMPORTANT NOTE**: Students will be required to purchase the textbook and have read the following chapters **BEFORE** coming to class on May 16th:

- Introduction pp. 6-7;
- Chapters 9, pp. 181-203 (read first);
- Chapters 1, 2, 3, 4, 5, pp. 8-115,
- And Chapter 7, pp. 139-157.
**Required Case Studies**

Harvard Business School Case Studies (Purchase Course Pack via link on Canvas):
  - "Burberry's New Challenges" Case Study
  - "Eileen Fisher: Repositioning The Brand" Case Study
  - "Lululemon Athletica's Product, Employee and Public Relations Issues" Case Study
  - "Vineyard Vines and The Brotherhood of The Traveling Pants" Case Study
  - "Stella McCartney" Case Study

(Purchase the cases listed in the HBS course pack through the link below: http://cb.hbsp.harvard.edu/cbmp/access/73663966. Please let me know if you have any problems accessing this course pack.)

Bloomsbury Fashion Business Cases (hand-outs provided in class):
  - "Digital Heritage Storytelling at Mulberry"
  - "The Case of Ancient Greek Sandals"
  - "Giorgio Armani and Utilizing the Red Carpet"
  - "Anna Laurel Designs, Inc.: Marketing Strategy for The Future"
  - "Cause for Collaboration: Understanding and Exploring Uniglo's Co-Branding Efforts"
  - "Approaching CSR (corporate social responsibility) with a New Kind of Transparency: How E-commerce Retailer Everlane Set New Industry Standards in Brand Communication"
  - "Modern Luxury: How Gucci Rebranded, Refreshed and Reinvented Itself into a Cult Following"
  - "H&M Attacked: How Greenpeace Threatened a Brand's Reputation in Sustainability"

**Required Publications**

- Women's Wear Daily (available through Fondren Library archives):

**Highly Recommended Reading Prior to Class**


**Additional Media Sources**

To help expand your fashion industry knowledge and enhance your ability to contribute valuable insights to our daily case study discussions, the following online publications, newsletters and websites are recommended regular reading:
  - The Glossy: http://www.glossy.co/
  - Refinery29: http://refinery29.com

**Basic Grammar Requirements**

A cornerstone of public relations practice is writing, hence, students entering this course should have mastered the basics of English grammar, syntax, punctuation, spelling, and word choice. Writing proficiency includes proper sentence and paragraph structure, clarity, and avoidance of jargon and slang.

**Basic Media Writing Requirements**
Students should be familiar with foundational media writing skills, including basic press release and news writing, and Associated Press (AP) Style. Students entering this class should already own the AP Style Book.

Class Assignment and Participation Guidelines

Assignments are listed under the ASSIGNMENTS tab on Canvas. **VERY IMPORTANT:** For homework assignments outside of class, please submit assignments to me via e-mail no later than 12 Noon the day the assignment is due. If you cannot e-mail the assignment by then, you may turn in the assignment as a hard copy at the beginning of class.

Because of our limited time in class, NO assignments will be accepted late unless there are extenuating circumstances, i.e. serious illness, death in the family. If you are unable to complete an assignment due to serious illness or family situation, an alternate assignment for credit may be arranged, but not guaranteed. Please discuss with me outside of class. The assignment schedule is listed in the syllabus, so that assignments may be turned in early if necessary.

Please e-mail assignments to me at: rosanneh@smu.edu. You will receive a hard copy of your assignment back with a grade, edits and my comments, generally within 48 hours of turning the assignment in. Assignments are not accepted on CANVAS.

Final Grade Computation

- 30%: Attendance and participation in case study discussions and in-class projects
- 15%: Written homework assignments
- 15%: Fashion show project
- 15%: Crisis communications project
- 25%: Final exam: Students will be provided a case study to read and develop a communications strategy based on the 4-step public relations process. This is a written exam.

Writing Format and Grading

Written assignments should include a "slug": title of assignment, student name and the date in the UPPER LEFT HAND CORNER. All assignments must be typed using 12 pt. font, preferably double-spaced to allow for corrections.

All written assignments will be judged on professional standards, i.e. media ready, suitable for client or senior leadership presentation. Student assignments will be graded on a point system from 0-100 possible points:

- 1 pt. deducted for each grammar, spelling, or proofing error in any written document.
- 2 pts deducted for factual errors
- 10 pts deducted for misspelling a person's name, or city, or other proper noun.
- 2 pts deducted for AP style errors in news releases
- 2 pts deducted for press release format errors

Press releases must be written in standard public relations industry format, i.e.

- Contains a headline
- States "FOR IMMEDIATE RELEASE"
- Contains date in AP style for release either in dateline or under "For Immediate Release"
- Provides your name, e-mail, phone number under Media Contact information
- Ends with either -30- or ### to indicate end of press release

Based on the criteria above, PR Writing Assignments will be graded according to this Rubric below:

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<th>Class Participation Expectations</th>
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<td>In the professional world of fashion public relations and marketing communications at the corporate or agency level, you will be called upon to provide your opinion, analysis of a situation or counsel for a client or communications initiative. Participation in this class is essential for succeeding in this class, and will help prepare you for real-world situations by offering you the opportunity in class to analyze case studies, assess different media situations, and provide creative input. To earn an A in class participation, make frequent, relevant, proactive and meaningful contributions to our class discussions. Know that I may call upon students randomly to comment.</td>
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<tr>
<th>Class Participation Rubric</th>
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<td>Your participation will be graded on the following basis:</td>
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<td>- A check plus, √+ (100 pts) for excellent and insightful contributions that enhance the discussion</td>
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<td>- A check, √ (85 pts) for relevant contributions to the discussion</td>
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<tr>
<td>- And check minus, √- (70 pts) for no contribution. Absences count as zeros.</td>
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Numerical Guidelines for Grading (as set forth in the SMU student manual):
A 94-100, A- 90-93, B+ 87-89, B 83-86, B- 80-82, C+ 77-79, C 73-76, C- 70-72, D+ 67-69, D 63-66, D- 60-62, F 0-59. Please note that final grades are not rounded (e.g., an 89.7 is a B+). Only a grade of C or higher will count toward the major in Public Relations and Strategic Communication.

Attendance
Class attendance is required by the university and necessary to keep up with assigned readings, lectures and projects. Class absences/tardiness, and/or failure to keep up with assigned readings will contribute to lower grades. You are allowed one absence for the semester. Anyone with more than two absences after the "freebie" will be asked to drop the class due to the abbreviated course schedule. Please advise your internship employers of your class commitments. You are responsible for all class work missed, and a missed class is NOT an excuse for missing a deadline.

Students participating in an officially sanctioned, scheduled University extracurricular activity should be given the opportunity to make up class assignments or other graded assignments missed as a result of their participation. Students are responsible for making arrangements with the instructor to make up missing assignments or exams BEFORE they've missed the assignments.

Arrival on Time
Please arrive on time for class. If you are consistently late, you will be counted as absent.

Academic Honesty and Misconduct
You are bound by the Honor Code and the SMU Student Code of Conduct. For complete details, see http://www.smu.edu/studentlife/PCL_01_ToC.asp. Ignorance is never an excuse for academic dishonesty. If you have any questions, please ask me. Acts of academic dishonesty will result in a penalty ranging from failure of an assignment to failure of the class, at my discretion.

Cell Phones and Laptops
Please put away and silence your cell phone during class. Laptops may be used in class for note-taking and will be required for many in-class assignments that call for research and collaborative efforts.

Disability Accommodations: Students needing academic accommodations for a disability must first register with Disability Accommodations & Success Strategies (DASS). Students can call 214-768-1470 or visit http://www.smu.edu/Provost/ALEC/DASS to begin the process. Once registered, students should then schedule an appointment with the professor as early in the semester as possible, present a DASS Accommodation Letter, and make appropriate arrangements. Please note that accommodations are not retroactive and require advance notice to implement.

Religious Observances
Religiously observant students wishing to be absent on holidays that require missing class should notify their professors in writing at the beginning of the semester and should discuss with them, in advance, acceptable ways of making up any work missed because of the absence. (See University Policy No. 1.9.)
Class Schedule
(Note: topics and assignments are subject to change)

Prior to first day of class:
- Access class on Canvas
- Review syllabus
- Purchase textbook, "Fashion Promotion in Practice." Read the Introduction and Chapter 9 first, then Chapters 1-5 and Chapter 7
- Purchase Harvard Business Case Studies Course pack. Bring textbook to class.
- Subscribe to the required online media publications (listed above)
- Purchase 4 different-color highlighters which will be used to identify the 4-part Strategic Communications and Public Relations Planning elements evident in each of the case studies.

Class 1 - Thursday, May 16: INTRODUCTION TO FASHION PROMOTION & PR
- Welcome to class, syllabus review, class expectations
- Student Course Hand-outs
- Bloomsbury Fashion Business Cases Hand-outs
- Lecture: The Changing Face of PR: From Print to Pixel (Ref. Ch. 9) Discussion: Text, Ch. 9, p. 202
- Video: The Communications Store: How Fashion PR Has Evolved
- Lecture: Campaign Planning" (Ref. Ch. 1)
- In-class assignment: Text, Ch. 1, Exercise One, p. 27
- Case Study Overview. How to Apply the RPIE* 4-Part PR Planning Process to Case Studies.

*Research, Planning, Implementation and Evaluation. RPIE is the acronym for the Public Relations Society of America (PRSA) PR planning model described in its Study Guide for the APR accreditation program.

Class 2-Friday, May 17: BLURRED LINES OF THE PR MIX
- In-Class Exercise One Discussion: What Did You Learn?
- Lecture: Blurred Lines: The Integrated Roles of Advertising, Marketing and Public Relations (Ref. Ch. 2) Discussion: Text, Ch. 2, p. 48
- Lecture: Distinctions --Owned, Earned, Paid, Social Media In-class assignment: Magazine Analysis: Text, Ch. 2, Exercise Three, p. 49 Discussion: Magazine Analysis
- Read Burberry Case Study. Read Hand-out, Mulberry Case Study before Monday.

Class 3 - Monday, May 20: HERITAGE BRAND STRATEGY & STORYTELLING
Discussion: Solving Burberry's Dilemma: Strategies and Tactics for Results

• Lecture: Mulberry: Digital Heritage Storytelling
  Discussion: Mulberry Case Study
  In-class assignment: Research a luxury brand's 10 most recent Instagram posts and consider how heritage figures into the brand's digital storytelling. Present findings to class.

• Homework assignment: Compare and contrast Burberry and Mulberry's approach to storytelling. Write a 400-600 word analysis. **Due: Thursday, May 23.**

• Homework: Read Eileen Fisher Case Study and Anna Laurel Case Hand-out by tomorrow.

Class 4-Tuesday, May 21: TARGETING THE MARKET & PUBLICITY TACTICS

• Lecture: Eileen Fisher Case Study: Repositioning for a New Target Market: How Research Informs Strategy and Tactics
  Discussion: Identifying the Issues, Defining Targets
  In-class team project: Research media options that would target Eileen Fisher's various target markets which includes at least 3 traditional media outlets (print and/or broadcast), and 5 online media, i.e. blogs, online magazines, online news sites, online newsletters, etc.
  Discussion: Team report on findings. Be prepared to defend your choices on the list.

• Lecture: Anna Laurel Case Study
  Discussion: Targeting the Millenial Market, Compare and Contrast Fisher and Laurel Cases

• Homework Assignment: Write a Media Pitch to be sent via e-mail to a fashion editor for one of your Media List Targets. The Media Pitch contains your suggestion for a specific Story Idea about your client, either Eileen Fisher or Anna Laurel. **Due Friday, May 24.**

Class 5-Wednesday, May 22: CELEBRITIES & INFLUENCERS

• Lecture: The Role of Celebrities & Influencers in Communications Strategy (Ref. Ch. 3)
  Discussion: Textbook discussion questions, Ch. 3, p. 70
  In-class project: Divide into small groups to complete Exercise Three, p. 71. Present your findings to the class.

• Lecture Case Study Overview:
  --"The Case of Ancient Greek Sandals"
  --"Giorgio Armani and Utilizing the Red Carpet"

• Students Read AGS Case Study In Class (Hand Out)
  Discussion: How AGS used and benefited from celebrity endorsers.

• Students Read Armani Case Study In Class (Hand Out)
  Discussion: Analyze the pros and cons for Armani’s use of the Hollywood Red Carpet for publicity purposes.

• Homework Assignment: Read Vineyard Vines and Cause for Collaboration Case Studies by tomorrow.

Class 6-Thursday, May 23: COLLABORATIONS

• Turn in Burberry/Mulberry Homework Assignment
  Discussion: What were the key take-aways from this assignment?

• Cause for Collaboration: Uniglo Case Study: Guest Speaker, Case Author, Ethan Lascity, Ph.D Director SMU Fashion Media Program
Discussion: Uniglo Collaboration
In-class project: Divide into small groups to explore the Uniglo website. Groups will decide on a collaboration option to pitch to the rest of the class, as they would to a potential client. Students evaluate and question the presenting group. (Ref. Ch. 4)

- Lecture: Vineyard Vines Case Study & Short Video
  Discussion: What went right, what went wrong with Vineyard Vines' strategy?
- Homework Assignment: Read "Modern Luxury" Gucci Case Study by tomorrow.

Class 7-Friday, May 24: FASHION EVENTS

- Lecture: The Role of Fashion Shows and Events in Public Relations Strategy
  Case Study: Modern Luxury Gucci Rebranding
  In-class assignment: Students research Gucci's most recent fashion shows. Analyze what made them "newsworthy". Prepare comments for discussion. (Ref. Ch. 5 & 7)
- Lecture: Guerrilla-style publicity stunts
- Students read Everlane Case Study in class.
  Discussion: Identifying Everlane's non-PR, PR tactics
- Lecture: From The Hart Files. Instructor's Agency Event-Marketing Cases
  - Fashion's Night Out Dallas
  - Saint Laurent Rive Gauche Store Opening Fiasco
- Homework Assignment: Divide into small groups to plan a Fashion Show Event benefiting a local non-profit or charity. Select a fashion brand or fashion retailer. Your budget is $50,000. Establish roles for each person in the group: Budget, Creative, Strategist/Proposal Writer, and Presenter. Write up the team proposal for your prospective fashion client and print one copy for handing in. Who are your targeted audiences? What are your goals and objectives with this event? Include visuals for theme, invitation idea, decor, etc. Present as a PowerPoint presentation to the class. (Ref. Ch. 5)
  - Each student will also write a press release announcing your fashion event using press release guidelines provided in class, steps on p. 44 in Ch. 2 of your text, and examples on CANVAS. Turn in press release and team project on Tuesday, May 28. (Students are provided a hand-out with project specifications.) E-mail press release to me before class on Tuesday, no later than 12 Noon.

Class 8-Tuesday, May 28: FASHION SHOWS & EXHIBITS

- Fashion Show Presentations (given for the first half of the class).
- Field Trip: Students meet at Dallas Museum of Art at 2:45 p.m. to tour Dior Exhibit https://www.dma.org/art/exhibitions/dior
  Discussion at Museum: DMA's promotional strategies, recommendations to promote exhibit through its Summer and Fall tour in Dallas.
- Homework Assignment: Read Lululemon Case Study by tomorrow.

Class 9-Wednesday, May 29: FASHION IN CRISIS: COMMUNICATIONS STRATEGIES

- Lecture: Lululemon's Public Relations Issues
  Discussion: Is it true "there's no such thing as bad publicity"? What would you advise the new CEO?
• Students read: H&M Under Attack Case Study in class. Discussion: Identify the issues. Were Greenpeace's tactics ethical? What was right or wrong about how H&M addressed its communications crisis?

• In-class project: Divide into small groups to research a fashion communications crisis. Discuss the strategy for addressing the crisis from a strategic communications perspective. State the name of the company and nature of the crisis. What would be your key message points? Who in the company would deliver that message? What steps specifically, from beginning to end, would your team implement immediately? Write up your team's recommendations and strategy in a 600- to 650-word document. Be sure you have all team members' names on your paper, you have a title for your paper, and it is typed, double-spaced, 12 pt. Times Roman font. Determine which team member will present the crisis comms strategy. Crises happen fast! You have to think on your feet and be ready with a media-smart strategy within minutes in the real world! Print out your proposal and have it ready for presentation to the class tomorrow. Due Thursday, May 30. 

Note: Please be sure to identify each team member's particular contribution to the project.

Class 10-Thursday, May 30: CORPORATE SOCIAL RESPONSIBILITY & ROI

• Crisis Communications Presentations.
• Lecture: What is CSR and How Does It Buffer A Crisis? (Ref. Ch. 4)
• Class reads Stella McCartney Case Study, pp. 1-11. Discussion: What should Stella do now? How have her CSR efforts propelled...or held back...her brand?
• Lecture: A word about ROI and Metrics. SMART objectives.
  - Digital Metrics: NASDAQ, Cision, Meltwater, Vocus, Burrell's
  -"10 Best Social Media Campaigns"
• Last third of class devoted to 4-Part PR Planning Process Review for Final on Friday. Q&A. Case study take-aways: What key communications issues were addressed in each case study?

Class 11: Friday, May 31: THE FINAL EXAM

• Students will be provided with either a scenario-based situation or an actual case study for their written exam. Students will access their computers to research the company and review its website to develop a complete strategic communications plan incorporating principles learned in class and covering the elements of the Public Relations 4-Part Process, commonly referred to by the Public Relations Society of America's APR accreditation program as RPIE (Research, Planning, Implementation and Evaluation). Students have up to 4 hours to complete the exam using the SMU-provided blue Examination Book.

• Students with DASS accommodations will have extended time to complete the exam and may come an hour before class to begin the exam. (DASS documents must be provided to me by Tuesday, May 17. Please see me prior to exam for more information.)

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