

Fifth Edition

INSIDE THE

FASHION

Business

TEXT AND READINGS

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To the readers of the previous editions whose enthusiastic acceptance of this book encouraged us to undertake this new and revised edition.

Preface

Inside the Fashion Business is a book for those who have a particular interest in what is called the “fashion industry”—that complex of enterprises that is concerned with the design, production, and marketing of men’s, women’s, and children’s apparel and accessories.

Volatile, exciting, challenging—that is the fashion business. It is a business that, like fashion itself, is ever-changing—thus this new revised edition. This new, fifth edition has been completely updated and, like the previous editions, is a combination of text and industry readings. Our objectives are twofold: to develop an understanding of the workings of an industry that is a major segment of the U.S. economy and to expose the reader to its inner workings as perceived through the eyes of recognized authorities and practitioners in the field.

By providing this knowledge, we also hope to help fashion business aspirants crystallize their career objectives and reach their own specific goals in the wonderful world of fashion.

ORGANIZATION

The plan that we have followed is simple and consistent. An introductory overview of the fashion business is followed by chapters that each deal with one particular segment of the industry. These chapters are divided into two parts. First comes an organized fact-filled body of knowledge. Next comes a series of industry readings carefully selected to complement, supplement, and illustrate the subject matter of the chapter. These readings describe the operations of leading companies in their respective fields. Then, to facilitate further research, each chapter has a bibliography, a list of trade associations, and a listing of trade periodicals related to its subject. In each case the chapter concludes with a series of suggested student learning activities that require review, interpretation, and application of knowledge. Following the final chapter are three appendixes and a fashion business language guide.

CONTENT

Chapter 1, “The Business of Marketing Fashion,” presents an overview of the U.S. fashion industry and its scope, economic importance, and marketing prac-

tices. It also discusses the power of fashion and the role of the ultimate consumer.

Chapter 2, "Principles of Fashion," discusses the generally accepted definitions of fashion and the principles governing its origin and dynamics, along with the implications for the marketers of fashion. It also discusses the role of designers today.

Chapter 3, "The Materials of Fashion," examines the industries that provide the raw materials from which apparel and accessories are made: fibers, fabrics, leathers, and furs. Each is discussed in terms of its economic importance, its method of operation, and its strategies for meeting present conditions.

Chapter 4, "Women's and Children's Apparel—U.S.A.," discusses the design, production, and marketing of women's and children's apparel. It includes the history, development, growth, and practices of this segment of the fashion business, along with the methods used to meet present-day challenges.

Chapter 5, "The Menswear Industry," reviews the growth of this industry, its adaptation of the influence of fashion, and its changing methods of operation.

Chapter 6, "Fashion Accessories and Intimate Apparel," deals with the economic importance and operations of the specialized industries that produce accessories and intimate apparel.

Chapter 7, "Imports," is concerned with the extensive penetration of foreign-made merchandise into the United States, the reasons therein, the procedures involved, and applicable government import regulations.

Chapter 8, "Foreign Fashion Producers," discusses the foreign fashion producers that supply us with goods, ranging from internationally famous foreign designers to contractors in low-wage countries.

Chapter 9, "The Retailers of Fashion," explains the different types of retail operations, the circumstances and period of their origin, the part that each plays in the business of fashion, and how retailing is changing.

Chapter 10, "Auxiliary Fashion Enterprises," covers the service enterprises that contribute to the effective functioning of the fashion business, such as news media, fashion advisory and information services, advertising and publicity agencies, and resident buying offices, among others.

Appendix A is an annotated list of influential designers. Appendix B, "Sources of Current Statistical Information," provides information for those who wish to keep current and update the figures presented in this edition. Appendix C, "Career Opportunities in Fashion" is a road map for those seeking a niche in the fashion business. Entry-level opportunities are discussed in terms of personal qualities, skills, and preparation.

The authors feel strongly that readers need statistical yardsticks against which to measure the importance of the various industries, trends, and individual enterprises in the fashion business. This we have sought to provide in the text, within the limits of what was available up to the time of publication.

A Fashion Business Language Guide follows the appendixes.

ACKNOWLEDGMENTS

We both wish to stress that this book, as with its predecessors, reflects the thoughts of many other people. We are grateful to the business leaders who shared their knowledge of experience with us and to the publications and organizations that granted reprint permissions for readings. Also, we thank the faculty members, students, and library staff of the Fashion Institute of Technology for their continuing support and suggestions. A special acknowledgment is due Beatrice Judelle, our co-author of earlier editions, whose many contributions to this book are still in evidence. Finally, we thank the many friends in the academic and fashion worlds who gave advice and counsel. These people helped us shape the previous editions and encouraged and guided us once again in this revision.

Jeannette A. Jarnow
Miriam Guerreiro

Contents

1 THE BUSINESS OF MARKETING FASHION 3

The Business of Fashion: An Overview	4
The Consumption of Fashion Goods	8
The Marketing of Fashion	11
Penetration of Imports	14
Federal Legislation Affecting the Fashion Business	15

READINGS 23

Welcome to the 21st Century, Ready or Not	24
What Is Perfume but Water and a Bit of Essence?	27

Endnotes	32
Selected Bibliography	32
Trade Associations	33
Trade Publication	33
Chapter Review and Learning Activities	33

2 PRINCIPLES OF FASHION 35

The Language of Fashion	35
The Constant in Fashion Is Change	38
Fashion: A "Follow-the-Leader" Process	41
How Fashions Develop	47
The Prediction of Fashion	53
American Designer Awards: The "Oscars" of Fashion	59

READINGS 61

The Subject Was Fashion	62
Calvin Klein: In the Midst of Change, a Certain Style	64
Donna Karan: Hot and Getting Hotter	68
Ralph Lauren: Telling Stories	70
Adrienne Vittadini: From Esthetics to Reality	73
Beyond Fashion: Mary McFadden	75
Geoffrey Beene's Amazing Grace	78

Endnotes	79
Selected Bibliography	80
Trade Associations	82
Trade Publications	82
Chapter Review and Learning Activities	83

3

THE MATERIALS OF FASHION 85

From Fiber to Fabric	85
Fiber Producers	86
Textile Producers	92
Fashion Research and Development	99
Electronics: The New Technologies for the 1990s	105
Competition from Imports	109
Furs and Leathers	110

READINGS 119

Over the Rainbow	120
This Is Springs	122
Burlington's New Weave: Smaller and Tighter	124
At Cone Mills Quick Response Spells Survival	126

Endnotes	127
Selected Bibliography	128
Trade Associations	129
Trade Publications	130
Chapter Review and Learning Activities	130

4

**WOMEN'S AND CHILDREN'S
APPAREL—U.S.A. 133**

Economic Importance	133
History and Growth of Women's Industry	134
From Design Concept to Retailer	140
Nature of the Industry	153
Location of Fashion Market Centers	163
Children's Wear	174
Competition from Imports	177

READINGS 178

The Wizard of the Working Woman's Wardrobe	179
Levi's Makes Push in Women's Wear	183
King of the Copycats	188
Designers Still Put Stock in Trunk Shows	191
OshKosh Defined	193

Endnotes	195
Selected Bibliography	196
Trade Associations	197
Trade Publications	197
Chapter Review and Learning Activities	198

5 THE MENSWEAR INDUSTRY 201

Economic Importance	202
History and Development	202
Nature of the Industry	206
Design and Production Procedures	210
Marketing of Menswear	221
Competition from Imports	232
Fashion Explosion in Men's Accessories	232

READINGS 233

Brooks on Precedents and Presidents	234
Suit Wars	235
Two-Day Sales Trip to Up Sales: Focus on Customer Service	240
Greif Companies: Megastore Trend Gives Rise to Merchandise Coordinators	243
How Hartmarx Brands America	245

Endnotes	248
Selected Bibliography	248
Trade Associations	249
Trade Publications	250
Chapter Review and Learning Activities	250

6 FASHION ACCESSORIES AND INTIMATE APPAREL 253

The Accessories Industries	254
Shoes	257
Hosiery	264
Handbags and Small Leather Goods	268
Gloves	272
Millinery	274
Jewelry	276
Other Accessories	280
Accessories Designers	281
Intimate Apparel	281

READINGS 286

- Carolee: Taking Risks, Moving Ahead 287
 Nike's Bright Knight 290
 Inside Grandoe 292
 Hanes Hosiery: Runs, Hits & Errors 294
 An Industry Focus: The Business of Intimate Apparel: What's Next? 298

- Endnotes 303
 Selected Bibliography 305
 Trade Associations 305
 Trade Publications 306
 Chapter Review and Learning Activities 307

7 IMPORTS 309

- Import Penetration by Foreign Producers 310
 Regulation of Imports 311
 Who Imports and Why 320
 Protectionism versus Free Trade 326
 Global Sourcing: An International Fashion Mix 327
 U.S. Penetration of Foreign Markets 329

READINGS 333

- Allure of Asia Continues High for U.S. Firms 334
 Caribbean Sourcing Poised to Take Off 336
 A Visit with Vittadini in Hong Kong 339
 Why Made in America Is Back in Style 340
 A European Push by Robert Janan 343

- Endnotes 346
 Selected Bibliography 347
 Trade Associations 347
 Trade Publications 348
 Chapter Review and Learning Activities 348

8 FOREIGN FASHION PRODUCERS 351

- Different Types of Foreign Producers 351
 Paris Haute Couture 352
 Ready-to-Wear Fashion Centers 360
 Overseas Contractors in Low-Wage Countries 372
 Fashion: A Global Business Today 379

READINGS 380

La Creme de la Hem: An Insider's Guide to the Exclusive World of Haute Couture	381
Italy's Fashion Trillionaire	386
Investing in the Nineties	392
The Business of Chic	395
Gotta Have Gottex	399

Endnotes	402
Selected Bibliography	403
Trade Associations	404
Trade Publications	404
Chapter Review and Learning Activities	404

9

THE RETAILERS OF FASHION 407

Fashion Retailing in the Past	407
Different Kinds of Retail Operations	408
Department Stores	409
Apparel Specialty Stores: Large and Small	412
Chain Store Retailing	415
Mail-Order Houses: Nonstore Retailing	419
Discount Retailing: Underselling Operations	424
Franchised Retailing	429
Shopping Centers and Malls	430
Other Types of Retail Operations	431
The Changing Dimensions of Fashion Retailing	433

READINGS 445

Watch Out Macy's, Here Comes Nordstrom	446
Wal-Mart: Will It Take Over the World?	450
Standout in the Land of Catalogues	456
Charivari: New York's Hottest Boutique Causes an Uproar	458
Tomorrow's Buyer: A Production Expert	461
The Limited: Speeding into the Nineties	463

Endnotes	465
Selected Bibliography	466
Trade Associations	467
Trade Publications	468
Chapter Review and Learning Activities	468

10

AUXILIARY FASHION ENTERPRISES 471

Fashion Information and Advisory Services	471
Resident Buying Offices: Market Representatives	474
Fashion in the News Media	482
Advertising and Publicity Agencies	489
The Fashion Group	492
Other Fashion Enterprises	492

READINGS 493

T.F.S. — The Fashion Service	494
The Tobé Report	498
We Are AMC	500
The Fashion Group	505
Mademoiselle: Editors and Departments and What They Do	507

Endnotes	511
Selected Bibliography	511
Trade Associations	512
Trade Publications	512
Chapter Review and Learning Activities	512

APPENDIXES 514

A. The Influential Designers	514
B. Sources of Current Statistical Information	522
C. Career Opportunities in Fashion	524

**FASHION BUSINESS LANGUAGE
GUIDE 542****INDEX 555**

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THE BUSINESS OF MARKETING FASHION

Fashion in the United States today is big business. Its component parts—the design, production, and distribution of fashion merchandise—form the basis of a highly complex, multibillion-dollar industry. It is a business that began with small entrepreneurs at the turn of the century and today is a huge, many-faceted business. It employs the greatly diversified skills and talents of millions of people, offers a multitudinous mix of products, absorbs a considerable portion of consumer spending, and plays a vital role in the country's economy. It is, moreover, a business of curious and exciting contrasts. On one hand, there is the rarefied air of Paris couture salons presenting collections of exorbitantly priced made-to-order designer originals; at the other extreme are giant factories that mass produce and distribute endless quantities of low-priced apparel to towns and cities across the country. It is also international in nature, since the United States both imports and exports fashion merchandise.

This chapter presents an overall view of the U.S. fashion industry—its scope, economic importance, and marketing concepts. It also introduces the reader to the person who occupies the key position in the entire group of enterprises that constitute this business: the consumer. The readings that follow illustrate general marketing concepts and strategies.

Subsequent chapters discuss in detail the various segments of the industry that are involved in the design, production, and distribution of fashion merchandise: fibers and fabrics, apparel and accessories production, foreign sources of supply, retailing, and related auxiliary services.