

THE
**FASHION
BUSINESS
MANUAL**

**AN ILLUSTRATED
GUIDE TO BUILDING
A FASHION BRAND**

12% BRANDING
24% PRODUCTION
8% WHOLESALING
19% MARKETING
22% RETAILING
14% STARTING UP

Easy to read
Visual learning
Paragraphs break down
Comprehensive content
Do not burn



THE
**FASHION
BUSINESS
MANUAL**

AN ILLUSTRATED
GUIDE TO BUILDING
A FASHION BRAND

FASHIONARY

FASHIONARY

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If you have any feedback, please don't hesitate to send it to
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Fashionary Team
2019

CONTENTS

- 6 Introduction
- 8 It's Hard!
- 10 People in the Industry

THE BRANDING DIRECTION



- 16 The Most Important Thing in Branding
- 18 8 Elements to Build your Brand
- 20 How to Define your Customers
- 22 How to Analyze your Brand
- 24 Brand Value Worksheet
- 26 Set a Tone
- 28 Brand Visual Guidelines
- 30 A Packaging Checklist
- 32 Forming a Focus Group
- 34 One Single Direct Message

PRODUCT DEVELOPMENT



- 38 SMART Project Brief
- 40 Plan your Collection Strategically
- 42 The Complete Production Process
- 44 How to Find the Right Factory
- 46 Where to Source Materials?
- 48 Famous Materials from all over the World
- 50 Cotton 101
- 52 Wool 101
- 54 Synthetic 101
- 56 Leather 101
- 58 Fur 101
- 60 The Correct Flat Drawings
- 62 Fabric Usage for Common Garments
- 64 The Tech Packs Guide
- 66 More of the Tech Packs Guide
- 68 Lettered or Numbered Sizing
- 70 The Labels Guide
- 72 The Price Tags Guide
- 74 Country of Origin
- 76 How to Control Quality
- 78 How to Pack your Products

WHOLESALING

- 82** Joining a Showroom
- 84** Joining a Trade Show
- 86** Get your Pricing just Right
- 88** How to Negotiate Sales Terms
- 90** 10 ways to Get Paid Quicker
- 92** Selling Big and Small
- 94** Distribution, License and Franchise

MARKETING

- 98** Putting on a Show
- 100** Working with Models
- 102** Selecting a PR Agency
- 104** How to Write a Professional Press Release
- 106** Creating a Lookbook
- 108** The Art and Science of Copywriting
- 110** The Basics of SEO
- 112** How to Market to Different Generations
- 114** Working with Influencers
- 116** Key Promotional Dates
- 118** Headline Ideas
- 120** 10 Tips for Better Email Marketing
- 122** The Best Times to Post on Social Media
- 124** Getting More Shares
- 126** 8 Things to Remember When Faced with a PR Crisis
- 128** Be Transparent with your Customers

RETAILING

- 132** Building a Great Online Store
- 134** Getting Great Product Shots
- 136** Ways to Sell Short-term
- 138** How Floor Plans can Drive Traffic
- 140** Boosting Sales with a Great Fitting Room
- 142** Do you Believe in Feng Shui?
- 144** Different Ways to Display Products in Store
- 146** How to Fold Garments
- 148** How to Choose Hangers
- 150** How to Charm Different Types of Customers
- 152** Perfect your Sales Techniques
- 154** The Basics of Good Customer Services
- 156** Make your Customers Feel Special
- 158** How to Attract Customers without Direct Discounting
- 160** Should You Offer Free Returns?
- 162** The Basics of a POS System
- 164** How to Do A Stocktake
- 166** Knowing your Store and your Customers

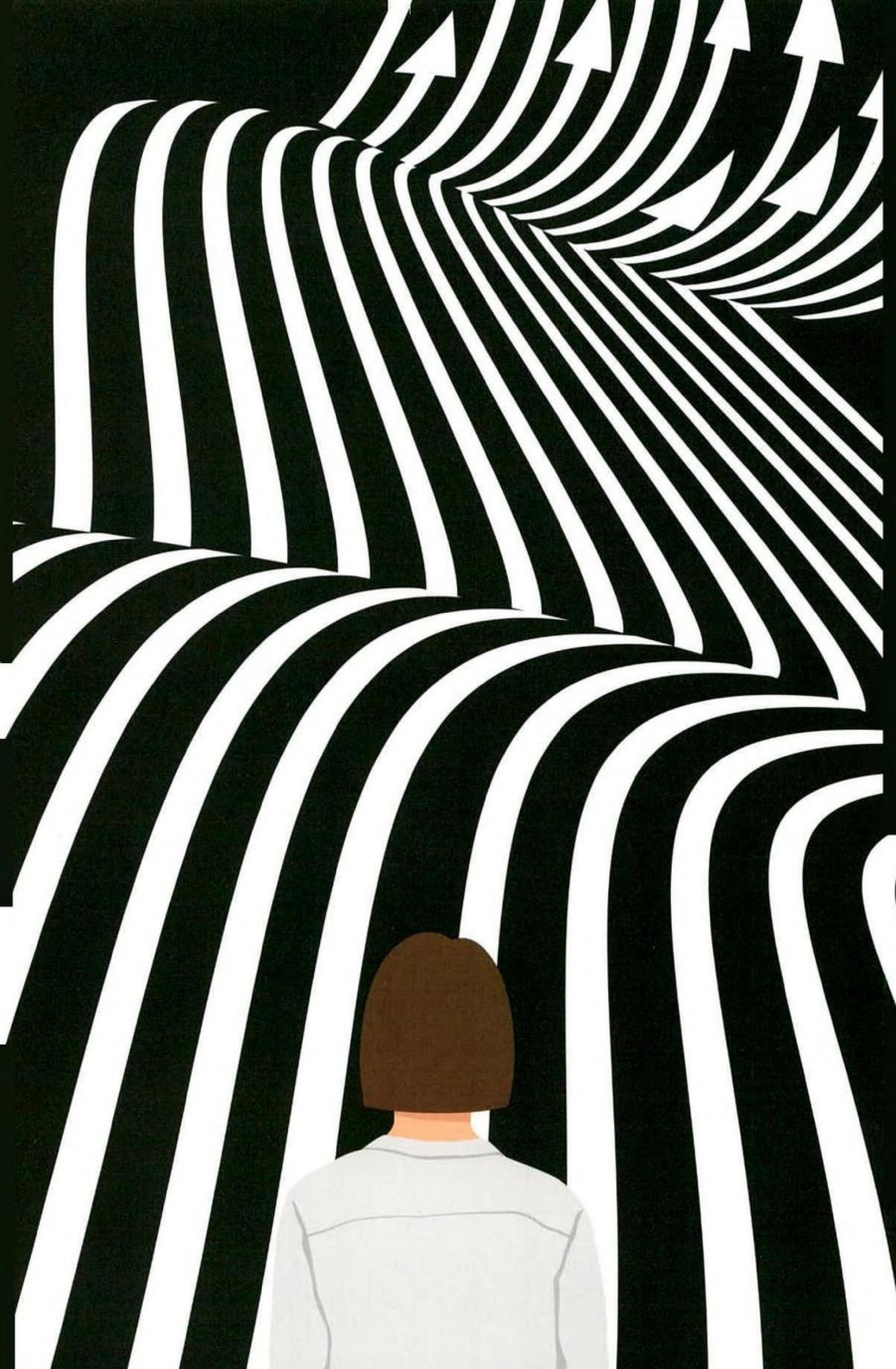
STARTING YOUR BRAND

- 170** Naming your Business
- 172** Setting a Budget
- 174** Writing a Well-thought Business Plan
- 176** Finding the Funding to Start your Business
- 178** Pitching to Potential Investors
- 180** Bookkeeping and Accounting
- 182** Controlling your Cash Flow
- 184** Beware of Hidden Costs
- 186** 6 Metrics to Measure your Sales Performance
- 188** 6 Metrics to Measure your Product Performance
- 190** Copyright, Trademark and Patent
- 192** Abbreviations you Need to Know

FORM SECTION

- 196** Sales Confirmation
- 198** Range Plan
- 200** Packing List
- 202** Invoice
- 204** Purchase Order
- 206** Line Sheet
- 208** Cost Sheet

- 210** It's Luck!
- 212** Reference



IT'S HARD!

Being an entrepreneur is like being a captain of a ship without a fixed destination – your goal is to keep looking for the next stop and survive.

It's not all smooth sailing. Before entering the business of fashion, there are a few things we think you should know.

1 It is hard

Running a brand that is acclaimed and makes enough profit to stay in business is not easy – especially if you don't have a large pool of funds when you're starting out.

2 Good designs are only part of the picture

There is a varied set of skills needed to be a fashion entrepreneur. It takes a balance of creativity, hard work, business and social skills – and a little luck.

3 Things do not happen overnight

Plenty of great designers fail many times before reaching success. Remember, the route to the top is not always glamorous – and it's likely to take more money and time than you think.

4 Always keep going

There are so many unpredictable circumstances that come with being a fashion entrepreneur; you can never be 100% ready. Make sure that with every step backward, you take two more forward.

While it's not an easy road to becoming a successful fashion entrepreneur, we hope the path is made a little easier with the help of this manual. Never stop believing in your dream, and remember not to let the obstacles discourage you because nothing in the world can replace the joy that comes from achieving your goals.

You've got this.
Fashionary Team

PEOPLE IN THE INDUSTRY



On your journey, you will deal with plenty of different people within the industry. Some might even become your team members and the following are just some of them!



GETTING

STARTED!

FBM



1

The Branding Direction

16 The most important thing in branding

18 8 elements to build your brand

20 How to define your customers

22 How to analyze your brand

24 Brand value worksheet

26 Set a tone

28 Brand visual guidelines

30 A packaging checklist

32 Forming a focus group

34 One single direct message

THE MOST IMPORTANT THING IN BRANDING

Branding is an opportunity to create your company's personality and forge a closer connection with your customers. The key to strong branding is through differentiating yourself from your competitors. In short, stand out.

MORE THAN A LOGO

On the contrary to popular belief, branding encompasses much more than just your logo and packaging. Your branding is the **total sum of everything your company represents** - from your brand name, designs, communication to your key values and business model.

HOW TO STAND OUT?

1 Don't follow trends, create them

Rather than mimicking your competitors, develop something your customers haven't seen from anyone else in the market. It could be a product, service, value, buying experience or perspective that feels **new and different**. By creating something unique, customers have no option but to come to you for that point of differentiation.

2 Communicate sincerely

Speak to your customers with sincerity and show personality. This builds authenticity. For example, conversationally mention topics closely related to the customers or share common problems. This allows you to **build trust**, which leads to sales. While this approach to communication takes more time, it forges stronger relationships with your customers in the long term.

3 Don't be afraid to experiment

Whether it be a brave new design technique or a company stance on an industry issue, you will **gain respect and loyalty** from people who share your views while helping to **develop a strong brand identity**.





4 Repeat your brand message

Your brand message and values should be clear and should be messaged repeatedly and consistently to build a sense of predictability. Customers are more likely to be loyal to a brand if they **feel it is reliable**.

5 Great visibility

It's important for your brand to be visible. Whether it be through traditional advertisements, media coverage, social media or by getting involved in fashion competitions, there are plenty of ways to promote your brand and increase visibility.

6 Exceed expectations

Impress your customers more than what was promised and exceed their expectations. Continue to add value to your products or services to keep customers coming back, and to increase the chances of being recommended.

7 Don't try to please everyone

A brand that pleases everyone will be a very boring brand! It's also one that will be soon forgotten. Instead, **focus on delivering to your core customers**, and making sure they'll remember you, instead.

7 STEPS TO CREATING STRONG BRANDING

- 1 Decide on your brand's core values.
- 2 Define key features or benefits.
- 3 Characterize your target customers.
- 4 Analyze your competitor.
- 5 Build a visual identity.
- 6 Set your tone-of-voice.
- 7 Reinforce your brand values.

8 ELEMENTS TO BUILD YOUR BRAND

While branding can be vague and challenging in the beginning as it touches on so many parts of a company's presentation; it is vital for a fashion label to become successful. This is a simple guide to 8 elements worth considering when building a brand.

BRAND STORY

- **Real person stories.** The history and background of a real person, such as a brand's founder, creates an emotional connection between consumers and your company, which helps build a loyal customer base.
- **The reason to start.** Highlight what has drawn you to start up your brand, or share the mission you are trying to achieve. While this won't necessarily spike sales right away, it will help build credibility.

BRAND VALUE

- **Clear direction.** Clear and specific core values will help your brand develop in the right direction and build a clear image in your customers' mind.
- **Constant review.** You should constantly revisit your core values to make sure you stick to them. However, as a growing company, you may need to update your brand's core values to stay relevant in the market.

VISUAL IDENTITY

- **Create remarkable experience.** A bold visual identity makes you more recognizable to customers and helps complete their shopping experience.
- **Reflect your style.** Your visual identity includes your logo, typography, brand color, packaging, uniform and every other visual aspect of your brand. It presents the story and values of your brand.

UNIQUE SELLING POINT (USP)

- **Differentiate yourself.** Know what makes you different from your competitors, so that customers have to come to you only for a particular product or service. It can be exclusive fabrics, special services or designs for niche markets.
- **Keep yourself on track.** Identifying your USP can help clarify what you should focus on when developing new products.

INTERNALLY

Internal branding refers to the aspects that need to be determined within your company

EXTERNALLY

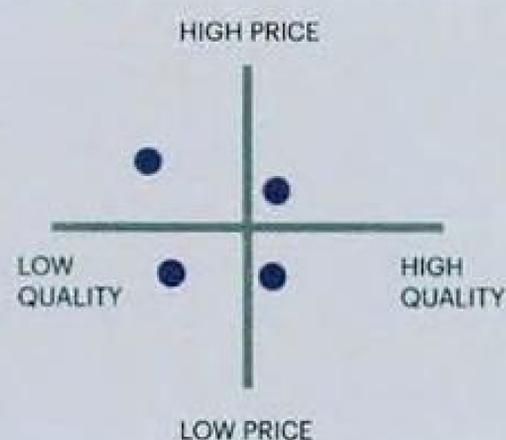
External branding refers to the parts you want to showcase to the world

BRAND POINT OF VIEW

- **Have a voice.** Sharing an attitude or a point of view on current culture or incidents that don't relate to your business can directly make your brand more relatable to customers.
- **Clear standpoint.** Be careful about how you deliver your message and make sure the points of view of your staff, or spokespeople, align with yours.

BRAND POSITIONING

- **Plot a perceptual map.** Brand positioning is how your brand stands among competitors, as well as how your customers perceive your brand.
- **Affect decisions.** How you position your brand may affect its pricing structure, stockists and your marketing decisions.



TARGET CUSTOMERS

- **Decide who to sell to.** One of the most important things to consider at the beginning of your journey as a brand. It's the foundation of your business.
- **Study your customers.** Research your customers' spending habits, lifestyles, likes, dislikes and needs. Understanding these will make it easier to create irresistible products.

TONE OF VOICE

- **Choosing the right tone.** One of the most underestimated considerations. It helps conjure emotions and creates your brand's personality. Your customers might not always remember your message, but they'll remember how you make them feel.
- **Align your tone.** From advertising to your website and everything in-between, to deliver a single message.

HOW TO DEFINE YOUR CUSTOMERS

Identifying target customers can help a brand develop effective marketing strategies. It has to be clear and specific to be effective. Remember to always keep your target customers in mind when making decisions.

1

TIPS TO DECIDING RIGHT TARGET CUSTOMERS

● Familiarize yourself with your customers

Pick a target group you are already familiar with, or passionate about working with. If you don't know your core customers well, it'll be incredibly difficult to sell a product to them.

● One type of customer only

It can be tempting to target many different types of customers, but it's best to focus on one group. By including several types, it'll be harder to define them clearly, and therefore harder to define your brand direction. If you really want to diversify your target market, add another line to your company.



2

DEFINE A SPECIFIC CUSTOMER PERSONA

The more specifically you describe your target customers, the easier it is to set the right direction for your company. Inform your whole company about this key target customer, so everyone is on the same page.



Demographical

Gender

Male/ Female/ Trans-gender/
Third gender

Age

Children/ Teens/ Young/
Middle age/ Elderly

Ethnicity

American Indian or Alaska
Native/ Asian/
African American/ White/
Native Hawaiian or Pacific
Islander etc.

Religion

Christianity/ Islam/ Hinduism/
Buddhism/ Folk Religion etc.

Marital status

Single/ Married/ Divorced/
Widowed

Life stage

Dependent (on parents)/
Pre-family/ Family/ Late Stager

Education

Primary school/ High school/
College/ University

Income

Low/ Medium/ High



Psychological

Lifestyle

Hippie/ Nomadism/ Bohemianism/
Yuppie/ Hedonism etc.

Purchasing motive and behavior

Product choice/ Brand choice/
Dealer choice/ Purchase time/
Purchase amount/
Purchase frequency

Interests and hobbies

Yoga/ Video-gaming/ Movies/
Music etc.

Attitude

Loyal/ Discount-driven/ Need-
based/ Impulsive/ Wandering etc.

Shopping mode

Online/ Offline



Geographical

Country

United Kingdom/ United States/
Europe/ Australia/ Africa/ China etc.

Climate

Subarctic/ Temperate/ Arid/
Tropical/ Mediterranean/ Savanna

Residential environment

Urban/ Suburban/ Rural

Shop location

Within walking distance/ Within
driving distance

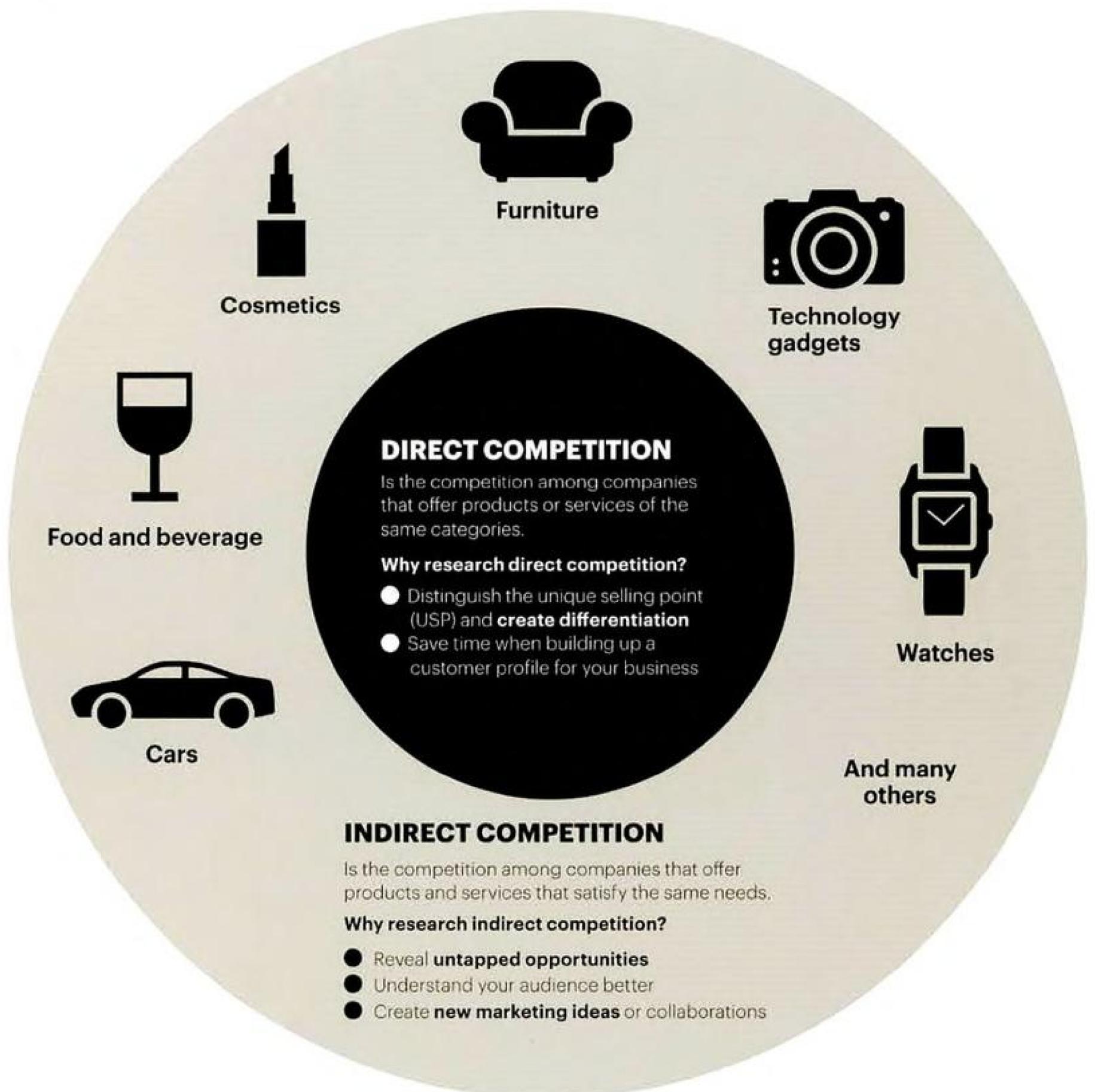


HOW TO ANALYZE YOUR BRAND

You have to understand what is happening in the business. Research your competitors and study your own strengths and weaknesses to brainstorm and plan. It's easier to do what's best for your brand if you understand the business inside and out.

1 RESEARCH AND ANALYZE YOUR COMPETITORS

- 1 List the main competitors in your market.
- 2 Determine their targeted customers.
- 3 Categorize their products and services.
- 4 Summarize the price points for each category.
- 5 Determine the unique selling point (USP) of your competitors.
- 6 Identify the strategies being used by your competitors.





You might be surprised how your vision for your brand could change after completing your analysis.

2 BUILD A SWOT ANALYSIS

After studying your competitors, complete a SWOT analysis to help determine a plan of attack. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.



HUGE EFFORT

A SWOT analysis can be timely and overwhelming, but it helps you understand your company which means making better choices for your brand.

BRAND VALUE WORKSHEET

Define your core brand values in a few simple words then stick to them. Not only is it the easiest way to convey your brand's key message, but it will become the simplest way for customers to describe your brand.

Pick **3 WORDS** from the list to set your own core brand values and keep them:

● SHORT AND MEMORABLE

ADVENTUROUS

AFFORDABLE

AGGRESSIVE

AMAZING

ANDROGYNOUS

ANONYMITY

APPROACHABLE

ATHLETIC

AUDACIOUS

AVANT-GARDE

AWESOME

BALANCED

BEAUTIFUL

BESPOKE

BOLD

BODACIOUS

CALM

CASUAL

CHARISMATIC

CHANGE

CHEERFUL

CLASSIC

CLEAN

CLARITY

COMPASSIONATE

● EASY TO EXPLAIN

CONFIDENT

CONTEMPORARY

CONTROLLED

CONTROVERSIAL

CONVENIENT

COOL

COURAGEOUS

CRAFTY

CREATIVE

CRAFTSMANSHIP

CURIOUS

CUTE

CUTTING-EDGE

DARING

DECADENT

DETERMINED

DIFFERENT

DIVERSE

DURABLE

DYNAMIC

ECCENTRIC

ECLECTIC

ECO-CONSCIOUS

ELEGANT

EMOTIONAL

● CONSISTENT WITH BRAND IMAGE

ENERGETIC

ENTHUSIASTIC

EPHEMERAL

ETHNIC

EXCELLENT

EXCITING

EXCLUSIVE

EXOTIC

EXPERIMENTAL

EXPRESSIVE

EXTRAVAGANT

EXTROVERTED

EXPLORING

FABULOUS

FAIR

FEARLESS

FEMININE

FIERCE

FLEXIBLE

FREEDOM

FRESH

FUN

FUNCTIONAL

FUTURISTIC

GENEROUS

DESCRIBE THESE BRANDS

Kenzo

Freedom, Cheerful, Generous

Under Armour

Sustainable, Innovative,
Reliable

Stella McCartney

Responsible, Honest, Modern

Hermès

Craftsmanship, Historic, Quality

Maison Margiela

Anonymity, Luxurious, Inspiring

Nike

Innovative, Sustainable,
Performance

GLAMOROUS

GORGEOUS

GRACEFUL

HAPPY

HISTORIC

HERITAGE

HONEST

HUMBLE

IMPROVEMENT

INDEPENDENT

INNOVATIVE

INSPIRING

INSTINCTUAL

INTELLIGENT

INTEGRITY

INTUITIVE

LIBERAL

LOYAL

LUSH

LUXURIOUS

MASCULINE

MATURE

METICULOUS

MINIMAL

MODERN

NATURAL

ORDERLY

ORGANIC

ORIGINAL

PASSIONATE

PATRIOTIC

PERFECT

PIONEERING

PLAYFUL

POSITIVE

POWERFUL

PRACTICAL

PROTECTION

PRECISE

PROVOCATIVE

PERFORMANCE

QUAINT

QUALITY

QUIRKY

RADICAL

RATIONAL

REBELLIOUS

REFINED

RELIABLE

RESPONSIBLE

RETRO

REVOLUTIONARY

ROMANTIC

SEDUCTIVE

SELF-ACTUALIZED

SELF-CONTROLLED

SPIRITED

SENSITIVE

SENSUAL

SERENE

SEXY

SIMPLE

SOPHISTICATED

STREAMLINED

STRONG

SUSTAINABLE

TIMELESS

TRADITIONAL

TRENDY

TRUE

UNIQUE

UNISEX

UNIVERSAL

VERSATILE

YOUNG

SET A TONE

Presenting a product with different writing styles and words can create different perceptions of the same item to customers. Make sure to talk about your brand, collections or products in a way that aligns with your company's values.



1 HISTORICAL

"This timeless little black dress was made using traditional techniques passed on through generations of garment makers."



2 CONTEMPORARY

"Fluid black dress. Matte viscose. Softly sculpted in shape. Adjustable rounded leather string detail."



3 CASUAL

"This little black dress is your new go-to for all your go-to's. Pair with sandals and sunglasses and say hello to the weekend!"



4 LUXURY

"Made from 100% silk and lined with French lace, this expertly handcrafted black dress is enriched with thread embroidery along the hemline for a luxe finishing touch."





5 MINIMAL

"Made from a stretch-silk fabric and finished with a simple V-back."



6 SUSTAINABLE

"This eco-friendly little black dress is made without any chemical or pesticide treatments or synthetic additives. The dress used just 7.0 pounds of carbon dioxide to create, while the industry standard is 27 pounds."



7 FUNCTIONAL

"A practical dress made with breathable, stretchy fabric that keeps you comfortable, dry, and able to move freely, all day long."



8 AFFORDABLE

"You don't need to break the bank to get the season's must-have look. You can also style this piece multiple ways, ensuring a high cost-per-wear."



BRAND VISUAL GUIDELINES

The way you build your brand visuals is vital to making a memorable first impression. Take the time needed to fine-tune what your customers see first and how they interact with your brand.

Name of brand

- For details of naming your brand, you can refer to page 170-171.

Your logo should be

- **Scalable** and looks good at any size.
- **Recognizable** when mirrored.

Your brand name and logo doesn't need to relate to what your business offers. Keep it general so it doesn't limit your market and potential growth.



1. BRAND LOGO

Logo Variations

FBM

Logo mark

FBM Fashion Business Manual

Horizontal Lockup

FBM Fashion Business Manual

Vertical Lockup

FBM

Logo with color

FBM

Reverse Logo on dark background

Isolation Area



Size Specification

FBM 5mm
Print minimum size

FBM 20px
Digital minimum size

Unacceptable Usage



Do not distort the logo



Do not rotate the logo



Do not recreate the symbol



Do not add drop shadow

Design a custom font that is truly unique to your brand. It will help differentiate yourself and avoid being copied by other companies.



2. CORPORATE COLORS BREAKDOWN

Primary



Secondary



Proportion



Color proportion is important!

Although colors used across individual pieces of branding might vary, the cumulative color proportions across your entire brand should be **balanced**.



3. TYPOGRAPHY

Primary- Main usage

AaBbCc
0123

Complementary - Alternative option for universal usage

AaBbCc
0123

Font Weights

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmnopqrs
tuvwxyz1234567890

Weights: Bold for titles and headings
Cases: Uppercase, lowercase, all caps, sentence case or title case

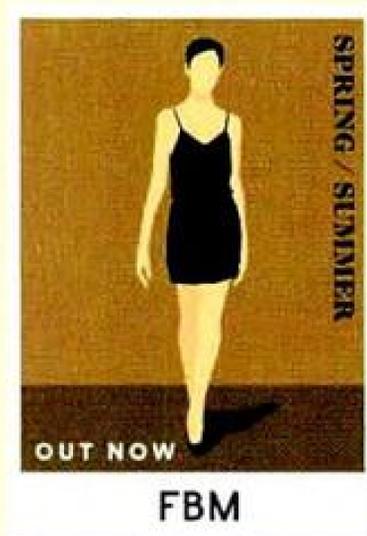
ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmnopqrs
tuvwxyz1234567890

Weights: Regular or medium for body copy
Cases: Uppercase, lowercase, all caps, sentence case or title case

Typography

Consistent use of typography enhances the strength of the brand identity.

Complementary font



A PACKAGING CHECKLIST

Packaging is a big part of branding. Doing it right can enhance your brand image and leave a good impression behind. Using the right type of box, tissue paper or carry bag that aligns with other visual elements can help tie a neat bow on every single customer's purchase.



ENVELOPE



PLASTIC BAG



MEMBERSHIP CARD



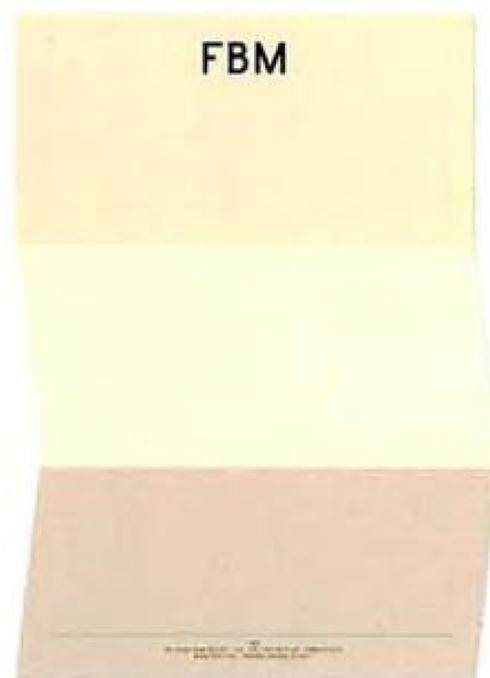
BUSINESS / NAME CARD



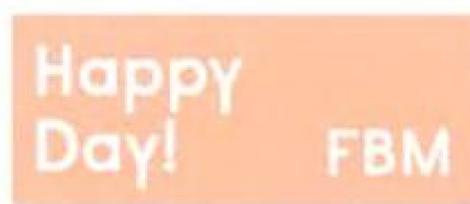
PAPER BAG



MONEY PLATE



LETTER PAPER



GREETING CARD



TAPE



NAME TAG



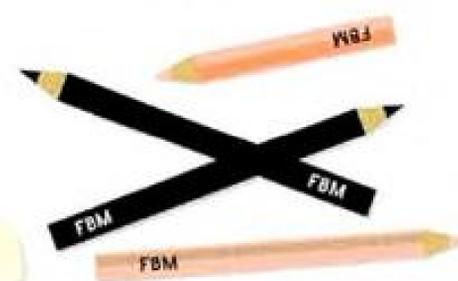
GIFT CARD



RECEIPT HOLDER



HANGER



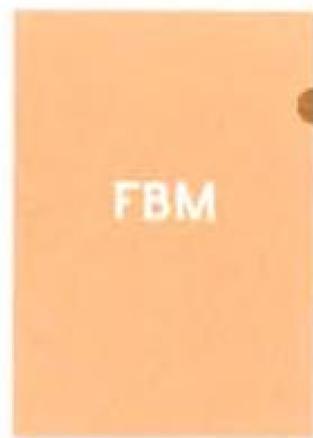
PEN/PENCIL



WRAPPING PAPER



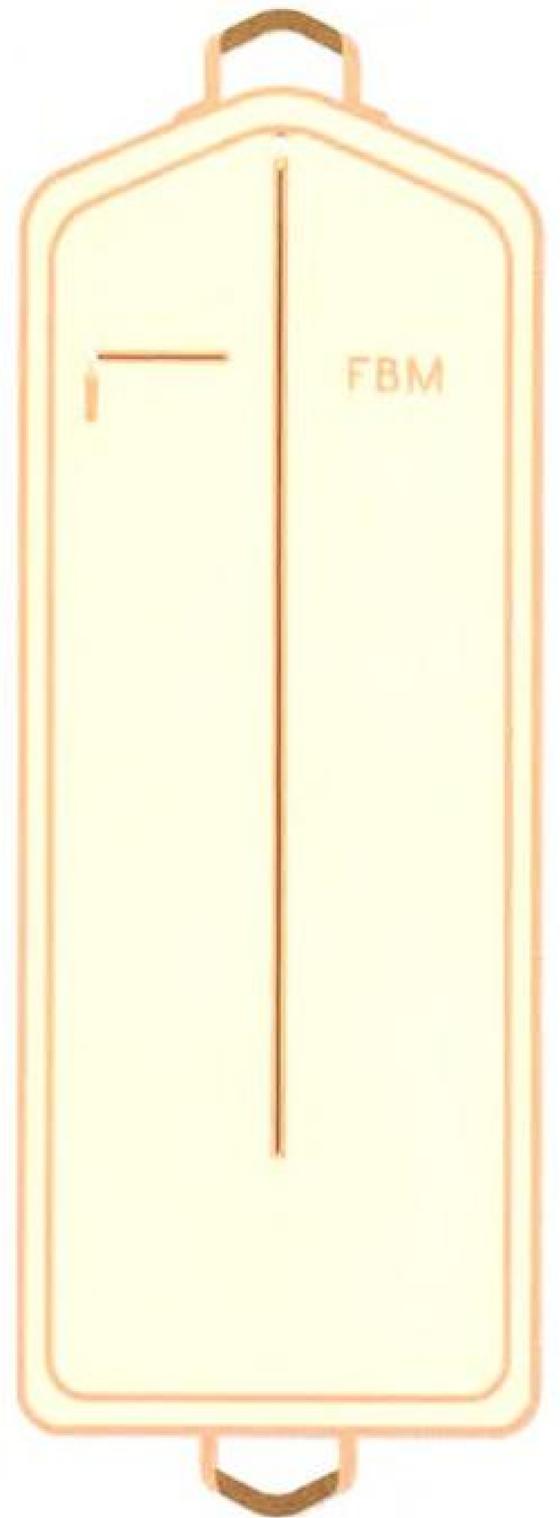
INVOICE



FOLDER



RIBBON



GARMENT BAG



GIFT BOX



BRAND STICKER



UNIFORM



TISSUE WRAP



HANGTAG

FORMING A FOCUS GROUP

Is your brand where it should be? You might feel confident that it is, but even so, it doesn't hurt to hear the opinions of others. A focus group gathers different people to discuss and share opinions, criticism and feedback on your brand. When organizing a focus group...

WHY SHOULD YOU HOLD A FOCUS GROUP?

- Provides **in-depth**, detailed and actionable information.
- **Opens up new insights** and details you might have missed.
- **Identifies potential problems** and reduces future time and money loss.

You can hold a focus group at any time to update your information.

WHEN ORGANIZING A FOCUS GROUP

1 Pick the Topic

Clarify the main purpose of holding a focus group. Decide what you want to know from your customers, what information is critical and will benefit your research. You may consider:

- The **impressions** of participants towards your brand or products.
- How, when or where will they use your product.
- Their **expectations** and wish, e.g. What services do you expect to have when purchasing at our store?
- Feedback on your products.
- The impressions of participants towards your direct competitors.



2 Invite the Right Participants

Ensure participants of each group are similar enough in background so they can feel comfortable to speak up, but also different enough to have diverged opinions.

- **Target customers** are the most important participants in a focus group and should take up a larger proportion of participants, as they represent your main groups of customers.
- **Existing customers** are as important as target customers, if you are looking for feedback on your current brand image or existing products.
- **Key opinion leaders** who align with your target customers, and whose opinions towards your brand or products are highly valued by their followers. If you can get positive feedback, or find out what they are looking for, you'll have a higher chance of being favored by their followers.
- **Industry insiders** can help identify technical problems or potential risks.
- **Other stakeholders** who can decide direction of your brand.

3 Decide the Questions

Make sure your questions are clear and concise, complicated or ambiguous questions will confuse or mislead the participants.

- **Engagement questions** are simple questions that are related to the topic. These questions may help participants warm up and get comfortable with the discussion later on.
- **Open-ended questions** can encourage participants to express their thoughts. Avoid using closed 'yes' or 'no' questions, as it limits participants' answers and expressions.
- **Neutral questions**, rather than leading questions. Asking neutral questions will make sure the answers truly reflect participants' thought, instead of misleading answers.
- **Specific questions**, when more concrete answers are needed. Asking such questions can help clarify participants' answers.
- **Follow up questions** after a new point or view is raised by participants, it is important to have more opinions from other participants towards the new standpoint. It could be an important idea you have been missing.



PERFECT GROUP SIZE

6-10 is the ideal number of people in a focus group



Tips for having a seamless and successful focus group session

- **Avoid domination** in the conversation. Politely interrupt by asking if anyone else has a different perspective. This will encourage the quiet ones to speak up and make sure everyone gets to speak.
- **Observe difference in participants' reactions** to you and your competitors. Their reactions and body language may tell their true emotions towards specific topics.



ONE SINGLE DIRECT MESSAGE

Consistent messaging is the key to building and maintaining a strong brand. Each season, every part of your business should be consistent with your core brand values.

HOW TO STAY CONSISTENT?

- 1 A single direct message**

Consistency is all about one single direct message. Your brand values, identity, tone-of-voice and style should all be presented in a **focused and consistent** way.
- 2 Constant repetition**

Emphasizing your brand message or values repeatedly can tap into your customers' **sub-consciousness**.
- 3 Stay focused**

Focus on selected core items that stand for your brand so your customers can recognize your main selling points. Developing too many products too quickly will distract and confuse customers.
- 4 Provide guidelines to team members**

Create brand guidelines that explain your brand values, mission, propositions, differentiation, and tone-of-voice. They should be **shared with the whole company**, including marketing, design development, production team, third-party consultants, freelancers and other potential partners.

CHALLENGES TO OVERCOME

- 1 Ever-changing trends**

Following trends means you may be favored by the majority of consumers over a period, however simply chasing trends will make you lose your identity. Instead, **stay consistent** with what you believe in, and **add trend-focused details** that align with the values of your brand.
- 2 Balance between creativity and consistency**

It is hard to be consistent and evolve at the same time. Every time you create a campaign or design a new collection, you'll want to create a new experience for customers. At the same time, you need to keep an element of consistency so customers still have a sense of familiarity. It might take some effort to get the balance right.
- 3 Varying voices of team members**

It is difficult to keep a consistent tone-of-voice with multiple team members representing your brand. Their perception and understanding towards your company, along with their communication style, might be very different. The employees themselves may not even realize it.
- 4 Different routes of expansion**

There will be chances to expand your business as your brand starts to grow, but not all opportunities will resonate with your brand identity or values. **Only choose the approach that fits your brand to avoid confusing customers**.



Being consistent avoids confusion. It allows customers to understand what your brand stands for and helps them recognize you instantly.

**ONE
SINGLE
DIRECT
MESSAGE**

2

Product Development

- 38** SMART project brief
- 40** Plan your collection strategically
- 42** The complete production process
- 44** How to find the right factory
- 46** Where to source materials?
- 48** Famous materials from all over the world
- 50** Cotton 101
- 52** Wool 101
- 54** Synthetic 101
- 56** Leather 101
- 58** Fur 101
- 60** The correct flat drawings
- 62** Fabric usage for common garments
- 64** The tech packs guide
- 66** More of the tech packs guide
- 68** Lettered or numbered sizing
- 70** The labels guide
- 72** The price tags guide
- 74** Country of origin
- 76** How to control quality
- 78** How to pack your products

SMART PROJECT BRIEF

Clever design projects require equally “SMART” briefs that articulate what you set out on creating. Project briefs state in a clear, concise manner what you want to do and how you are going to do it. It can avoid your team members having a hard time understanding the brief.

S

SPECIFIC

Clearly identify the company or the target client. All other requirements and tools should be listed in detail.

M

MEASURABLE

Include clear and specific numbers towards the outcome.

A

ACCOUNTABLE

Divide and conquer the project by identifying the different people managing diverse tasks as well as those who are accountable for tasks.

R

RELEVANT

Be crystal clear about your target customers and outline the section of the market you're addressing. Make sure the direction aligns with your brand.

T

TIMELY

Have a detailed plan of how you're going to meet deadlines. This will help you get your products ready on time, every time.

Specific

Types of events and occasions the designs are made for, the season, launch date and outcome requirements. Additionally include anything that helps clarify the design, such as the presentation method or type of presentation board used. Be as clear and detailed as possible.

Project name:

Date issued:

Client:

Person in Charge:

Season:

Date of launch:

Objective:

Target customer:

Price point:

Key colors:

Key fabrics:

Key design requirements:

Quantity:

Timeline:

Presentation requirements:

FBM

DESIGN BRIEF

FBM, womenswear tailoring collection

4th February 20XX

DEF Fashion Ltd buyer

Chief womenswear designer

SS 20XX

20th February 20XX

A full collection of modern, feminine, comfortable women's workwear, including accessories and footwear, for customers to mix and match with minimal effort.

Fashion-forward career women between 20 to 30 years old looking for high quality, modern style at a mid-market price point.

US\$80 - US\$200

White, cool gray, black, soft pink

Suits and jackets - Cotton or wool twill (Houndstooth) or wool blend tweed.

Dresses and tops - Viscose crepe (solid and printed), lightweight cotton and modal jersey.

Hard and soft mix, color blocking

Key shapes - Trapeze silhouette, sheath dress, wide leg pants.

5 dresses, 6 tops, 2 jackets, 3 pairs of pants, 3 skirts, 3 handbags, 4 pairs of shoes.

10th Jun - Design board

30th Sept - Final collection

30th Nov - Finish production

Mood board, theme board, color board, material board, development board, two-dimensional illustration line-up, front and back flat drawing line-up.

Accountable

Naming the **key people responsible** for different parts of the project is particularly important for large companies. An extensive team with diverse responsibilities working on multiple projects at once can cause confusion about who is leading and executing on certain tasks.

Relevant

Make sure all elements, such as design, price point, styling direction, color and fabric, are relevant to the target customers.

Measurable

List the outcome of the project such as the **amount and quantity** of the production or the collection.

Timely

Map out **key dates** onto a schedule and enforce the timeline with everyone who is involved.

PLAN YOUR COLLECTION STRATEGICALLY

Within your collection, not all items serve the same purpose. While some pieces help in raising your margins, some are better at attracting traffic. Think strategically when deciding which designs make it into your collection – you need a good balance to attract customers and make money at the same time.

WHEN PLANNING YOUR COLLECTION

1 Focus on your key pieces

It is impossible to create everything for everyone. To start with, focus on products that sell well and present your brand clearly.

2 Make it memorable

Address your unique selling point (USP) and maintain your identity across seasons. Do not confuse the buyers with who you are. Always keep your collection fresh but recognizable.



Signature Items

What your brand is known for. It can be a product that **no one else sells** or one that's far **better than what your competitors sell**. It usually exists every season or it might be a limited-edition item.

Transaction Builders

Items that **build up your transactions**. These are typically additional products that complement each other. Such as a tie that pairs with a shirt, a belt that can go with jeans or a necklace that works with a dress.

Loss leaders are products that don't typically bring in high profit, but they help at attracting traffic or enhancing a brand's image. While multi-brand retailers typically don't carry loss leader items, they can be helpful to individual brands if used wisely.



3 Consider price

The price must be in a designer's mind throughout the process apart from quality and creativity. It affects everything from materials, the design outcome and potential customers. After all, you need money to run your business.

4 Quality is key

Quality is a combination of craftsmanship, materials and even your brand's services. Quality must be maintained across all areas that represent your brand, constantly.



Profit Generators

These are your **money makers**. Products sold at high margins should always be included in the mix of merchandise you sell.

Image Enhancers

'Wow' pieces that help **boost your brand's image** through word-of-mouth advertising. Image enhancers should only make up **10% of your overall inventory mix** because while customers may get excited by these products, they **do not necessarily buy them**.

THE COMPLETE PRODUCTION PROCESS

The production process is a less glamorous part of the fashion industry, but it's an important one. There are a lot of steps in production, so you need to make sure you leave plenty of time and manage the process closely.

1 PREPARE TECH PACKS

Once your design is ready, put tech packs together for manufacturers. It's important that everything is accurate, and you have **included every single detail**, so the manufacturer understands exactly what it is. For more information on tech packs, please refer to page 64-67.



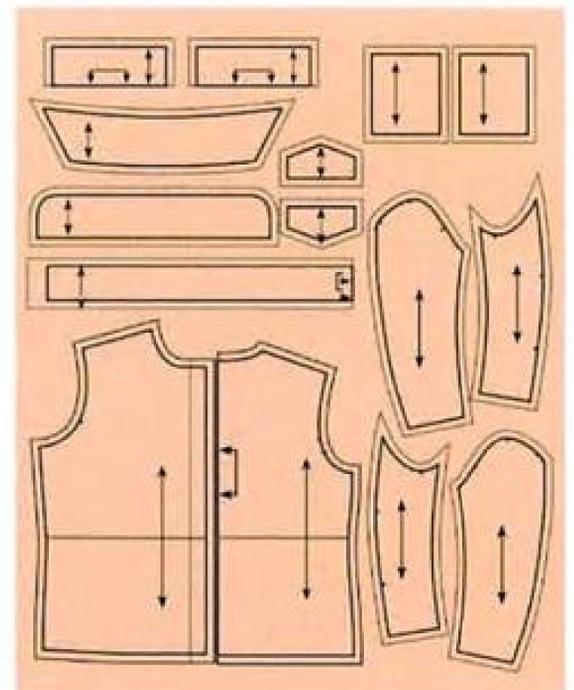
2 ORDER SAMPLING FABRIC & TRIM

After fabric and trim sourcing, order enough yardage for sample making, and use it for fit samples, or create samples for sales agent. Remember, sample yardage should be the **right quality, color and pattern** of your final design.



3 DEVELOP THE PATTERN

Pattern development affects the fit, so you need to make sure it's accurate. Pattern making can be tricky and time-consuming; you might want to consider finding technical support.



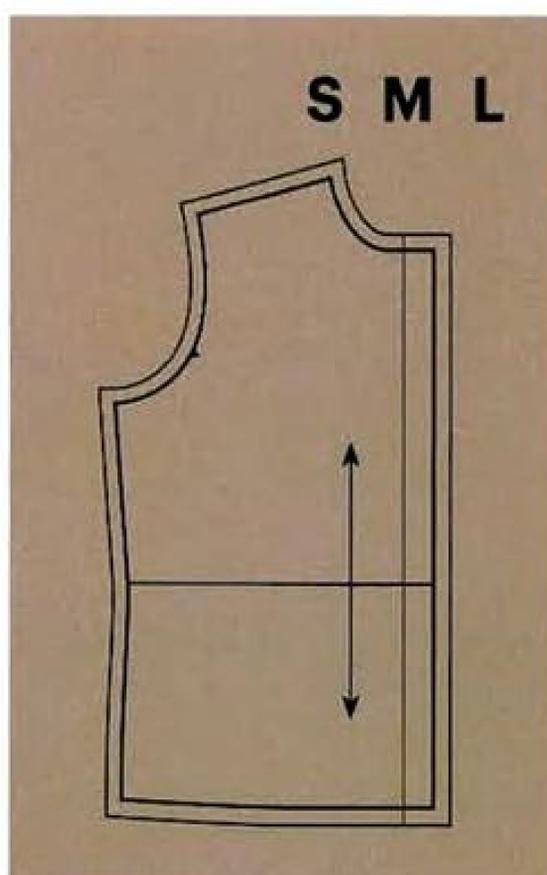
7 TAKE ORDERS AND PREPARE PRODUCTION

Start pre-selling or sending your sample garments to various showrooms and trade shows to confirm your orders and calculate quantities for production. **Make sure all orders are confirmed before you start your production.**



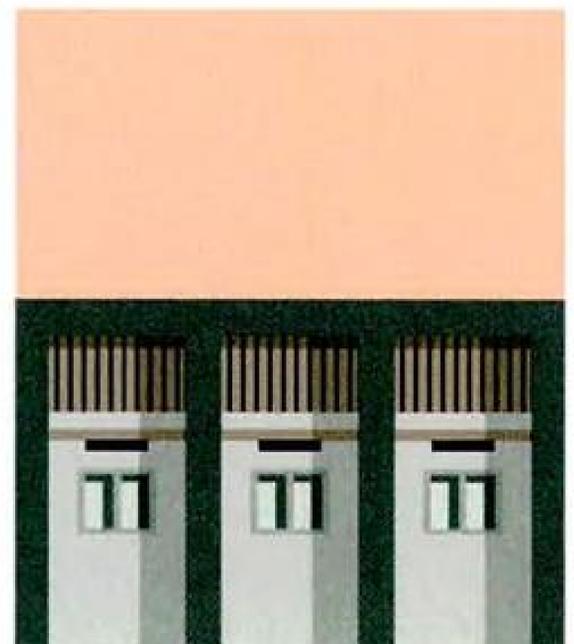
8 GRADE YOUR PATTERN

A pattern maker will grade the pattern across all the sizes offered in your collection.



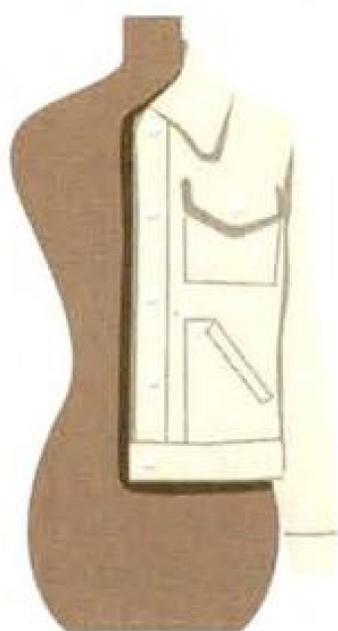
9 CREATE A PRE-PRODUCTION SAMPLING GARMENT

Pre-production (PP) sample is made by the manufacturer after you place an order. It's extremely important that it is accurate as it's the manufacturer's **reference for bulk production.**



4 CREATE A PROTOTYPE

A prototype is the sample with the correct design features, including silhouette, proportion and details such as pocket location and size. The prototype is made with a **substitute fabric** that is similar to the actual fabric, as sample yardage is usually not ready at this stage.



5 CREATE A FIT SAMPLE

A fit sample is usually made with sample yardage based on the concluded prototype. A fit model will wear the garment so you can **get the right fit** and finalize your pattern.



6 SELECT THE FINAL SAMPLE COLLECTION

Calculate the estimated cost of each design based on the prototype production. Remove styles that are not a clear fit for your collection and styles that are too time-consuming and expensive to produce.



10 PROCEED WITH BULK PRODUCTION

After the samples are approved, the manufacturer will start bulk production. If you can't manage the production yourself, it's important to **hire a production manager** to oversee the process.



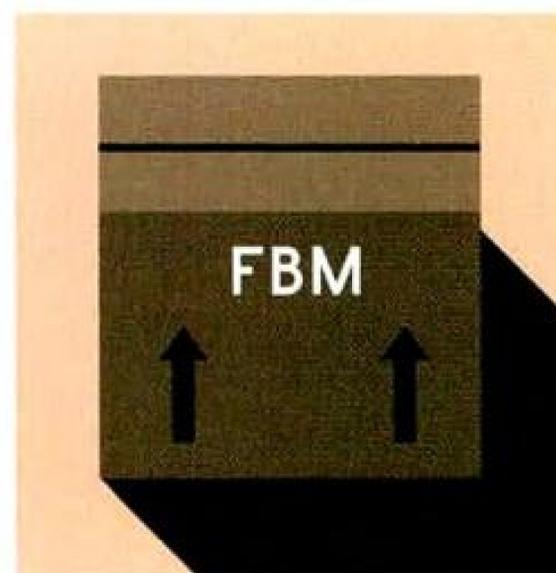
11 IMPLEMENT A QUALITY CONTROL CHECK

Implement quality control checks at all stages of the process if possible. If something doesn't meet your standards, it should not be approved. The earlier you identify quality problems, the less money and time you will waste afterwards. For more information on quality control, please refer to page 76-77.



12 PACK AND SHIP

Buyers usually have specific instructions and requests when it comes to packaging and shipping. It's important to **follow the buyers' instructions** and ship on time, otherwise, they might refuse goods and issue you with chargeback fees. For more information on packing your goods, please refer to page 78-79.



HOW TO FIND THE RIGHT FACTORY

Get a competitive edge by carefully selecting how and where to manufacture your products - these are some of the most important decisions you'll make for your company.

HOW TO SOURCE FACTORIES?

1 Ask for recommendations

Ask for recommendations from your fellow designers or people within apparel industries of some quality factories they work with that would also fit your needs.

Keep in mind: Textile suppliers usually have closer relationship with factories and can be perfect referral.

2 Attending manufacturer trade shows

This is the most direct way to look for factories. You can quickly understand whether the factory is suitable and willing to work with you, as you can communicate with them face-to-face. Some factories will exhibit at apparel or supplier trade shows as well.

3 Hire global trade data companies

If you are sourcing overseas factories, trade data companies have a huge database of suppliers and manufacturers in different countries. They can provide referrals and help narrow down choices.

4 Look for government trading agencies

At the very least, government trading agencies would have a list of factories or contractors that might suit your needs. Some countries' government agencies will even help introduce you to a new potential business partner.

THE SELECTION PROCESS

1 Shop around

Don't just contact one factory, but do your research and reach out to 3-4 factories so you have backup options.

2 See past samples of their work

Ask factories for previous work samples or conduct a factory visit to determine whether they have the expertise you need.

3 Get a quote

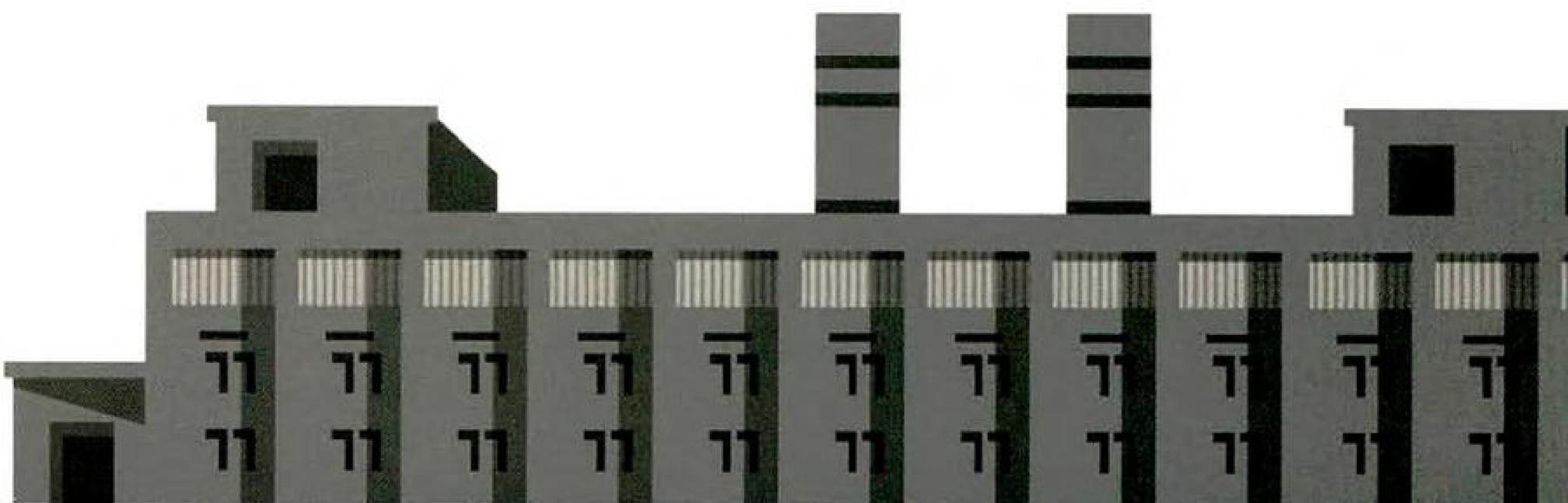
Ask for a quote of your ideal volume, so you can know if you've reached the minimum order quantity (MOQ). Next, consider whether the quotation is within budget and the production time suits your schedule.

4 Consider their quality control

Ask what their quality control standards are like, and ask for proof of their ISO certification to verify that they're legitimate. Factories with strict standards are more likely to provide quality products, which will save you time and money in the long run.

5 Make samples before production

Request factories to make a sample and see if their work and skills meet your requirements. This can also save time from correcting mistakes afterward.



TYPES OF FACTORY SERVICES

A

Full package (FP) service

The most simple, straightforward choice for designers to start out is a vertical factory, which **includes both fabric and trim sourcing services**. It makes communication easier and has fewer chances of the manufacturing process being delayed.

B

Cut make trim (CMT) service

Suitable for designers who need a **special fabric from a particular mill, a cutter or sewer for special equipment, or lower prices**. Separating mills and factories require more communication and have a higher chance of the manufacturing process being delayed.



LOCAL VS OVERSEAS

Domestic production often has a shorter production time and delivery time. You can oversee the entire process and have more control by being able to communicate directly with the factory. Recommended for startups.

Overseas production is typically adopted due to either cost or specialty needs. Tariffs and taxes will be added to your production cost. Producing in countries where there's a Free Trade Agreement (FTA) with the country in which your company is based will be your best bet.

CHALLENGES AND SOLUTIONS

1 Challenge: MOQ is too high

Solution:

- **Offer to pay more** for each piece for a lower MOQ in return. Just make sure you can take the cost.
- **Reuse the same pattern** with different colors, fabrics and trims. Many factories will still consider them one style, as long as the pattern and sewing steps are the same.
- **Tell factories that you will work with them for large productions in the future**. You can also ask for their factory capacity to imply you have plans for large production. Just make sure not to make promises you can't keep.

2 Challenge: Factory fails to meet your deadline

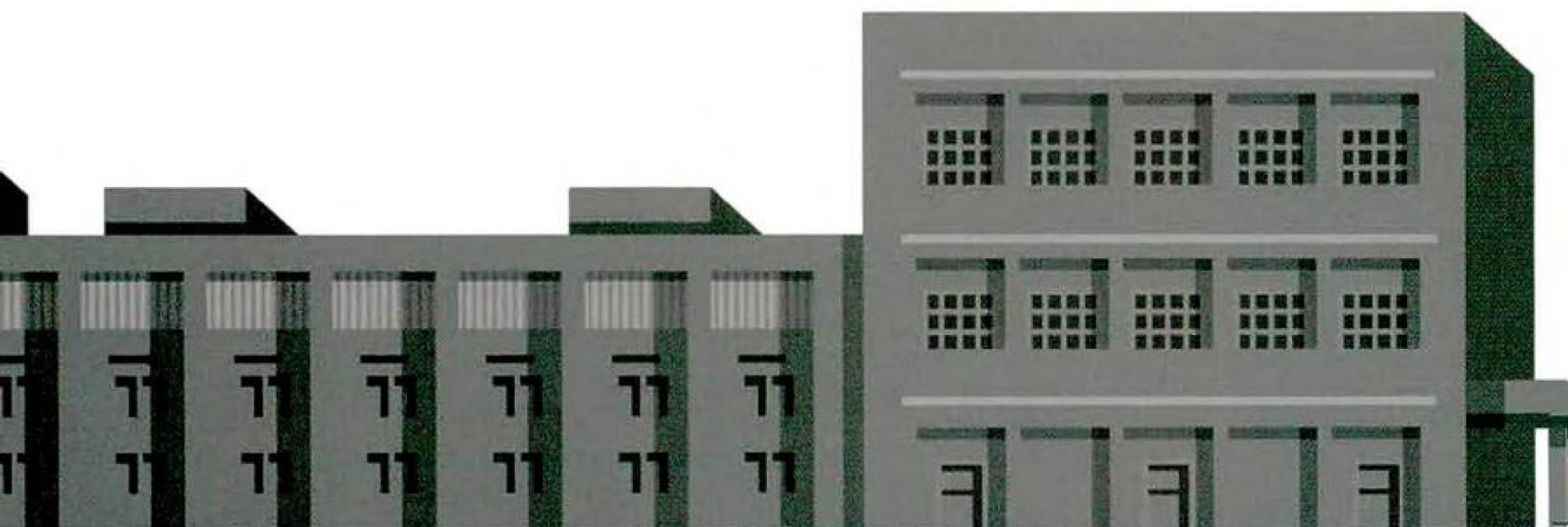
Solution:

- **State your terms** clearly about actions if the factory is late in delivery, such as a cost penalty.
- **Add buffer time** to your schedule in case there are any delays.

3 Challenge: The final outcome is not as expected

Solution:

- Make sure the **pre-production sample is accurate** before the manufacturing starts.
- **Carry an on-line inspection** and always oversee the production process, it is a way to make sure the workers are making it right. For more details on quality control, please refer to page 76-77.



WHERE TO SOURCE MATERIALS ?

Finding quality materials at the right price is crucial to creating a collection as well as your entire business. Understand your material sourcing options to know which one you should go for.

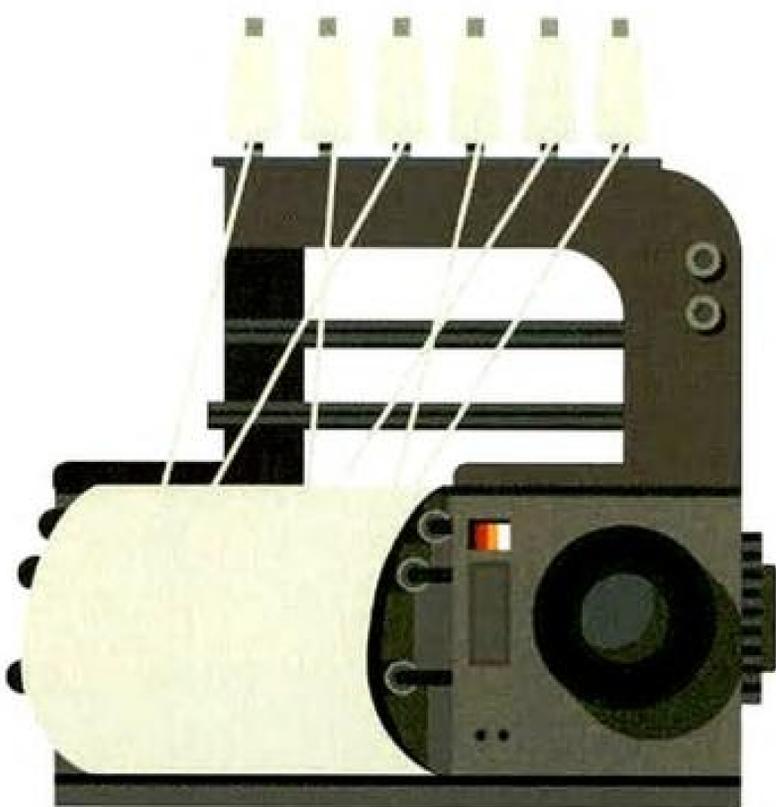


1 TEXTILE TRADE FAIRS

Take part in textile and fabric trade shows that happen **around the world annually**. Mills and manufacturers display new fabrics each season, and there is a chance of finding new types of buttons and trims.

Fairs to keep in mind include:

- Premiere Vision (Paris, New York, Istanbul)
- Sourcing at Magic (Las Vegas)
- Intertextile (Shanghai)
- Milano Unica (Milan)
- Texworld (Paris, New York)



2 MILLS

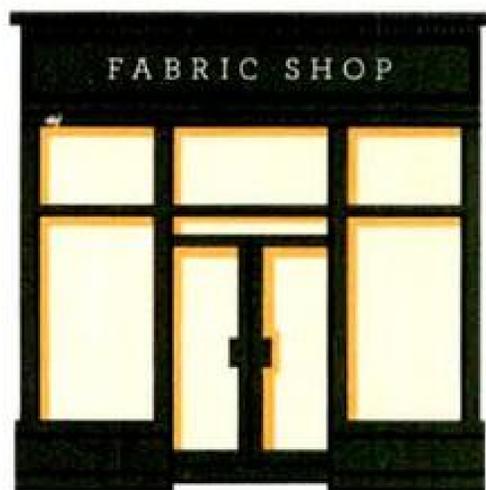
Consider sourcing from mills directly. As producers of fabrics and textiles, they are often more reliable and there are fewer outsiders involved.

When working with mills, there can be a **longer lead time** and **very high minimum orders**, but there are often opportunities to create exclusive fabrics.



3 SALES AGENTS

Most mills have sales agents to help you **supervise the process** and control quality. Independent sales agents might represent one or several mills. They can also help lower your minimum by combining your order with other clients.



4 JOBBERS AND FABRIC SHOPS

Jobbers and fabric shops both offer **lower minimums and wider selections**. Jobbers buy leftovers from mills, designers and manufacturers. Some offer wholesale prices by buying from the mills on your behalf so you can reach the minimum order, then sell the rest themselves. While buying from these two sources are easier for new designers with **less budget**, always check if they have enough quantities of the materials you need.



5 SOURCING BY YOUR MANUFACTURERS

Some manufacturers also source raw materials for multiple clients. This means a larger amount of business for the mills and better discounts plus **quick, reliable delivery** for customers. However, fabric choices can be limited.



INTERNET SOURCING

There are hundreds of fabric sourcing websites out there. You may be able to find fabrics from mills to fabric shops online.

CHALLENGES AND SOLUTIONS

Defense is the best offense. By properly preparing for potential challenges, you can save time, money – and avoid feeling stressed out.

- Challenge:** After an extensive search, you can't find the fabrics you want.

Solution: Design your collection based on the fabrics you already know you can get, instead of searching for something in your mind that you can't find in reality.

- Challenge:** You received fabrics that look different to what you imagined.

Solution: Request a fabric sample beforehand and check the roll when you first receive the fabrics. Discovering flaws early can give you enough time to look for alternatives.

- Challenge:** Costs of fabrics are higher than your budget.

Solution: Limiting fabric choices within a collection will reduce your costs when minimum orders are involved. Remember to always confirm the final price with shipping cost and payment terms before you place an order.

- Challenge:** Production time is longer than you planned, which could delay your production and deliveries later down the line.

Solution: Production times can vary, but expect 4 to 8 weeks. Always factor in shipping time when you place an order. Make sure the fabric production time is clearly stated in the contract and constantly follow up to help ensure delivery is on schedule.

- Challenge:** Your fabrics aren't exclusive. You may spot many other brands, even high street fashion, using the same prints in their collection as you.

Solution: Ask for exclusive fabrics, or if that's not possible, check with the mills if any other brands have used the same fabric before proceeding to production.

- Challenge:** The fabric you want runs out of stock halfway through production.

Solution: Check if the fabric is Never Out of Stock (NOS), or is left over stock from past season. Make sure they have enough stock to meet your needs before placing an order.

Like most challenges, preparation is key!

FAMOUS MATERIALS FROM ALL OVER THE WORLD

Different parts of the world are known for producing different specialties and qualities of fabrics. When sourcing fabrics for your own collection, it's worth keeping in mind the best and the most economical countries to search in.



Consider promoting or gaining press coverage around the origin of certain fabrics in your collection if the fabrics have been sourced from countries known for their high-quality materials.



COTTON 101

From casual T-shirts to distressed denim jeans, cotton continues to be one of the most important materials for everyday use today. Its popularity has been long-standing – with fragments of cotton fabric found in the Indus Valley Civilization since 6,000 – 5,000 BC.

3 TYPES OF COTTON

	Extra long staple	Long staple	Short staple
Production	Sea Island Cotton (West Indies) Egyptian Cotton Sudanese Cotton Supima Cotton (USA) Peru Cotton India Hybrid Cotton Xinjiang Cotton	American Cotton Mexican Cotton Brazilian Cotton Former Soviet Union Central Asia Cotton (Uzbekistan) Chinese Cotton Pakistan Cotton Australian Cotton	American Cotton Indian Cotton Pakistan Cotton
Characteristic	Thin, long, glossy fiber	Over 90% of the world's cotton production	Lower class fiber / thick and short but has elasticity
Main use	Thin fabric, one-piece shirt	Cotton yarn of 50s count or less / Clothes towel sheets	Cotton yarn for low count / futon cotton, absorbent cotton

3 TOP QUALITY COTTON



SEA ISLAND COTTON from the Caribbean

First discovered in British West Indies and later popularized in the US. Sea Island Cotton is an ultra-premium cotton – the **rarest** in the world and makes up only 0.0004% of the world's cotton supplies.¹ While imitator fabrics are generally made from extra long staple cotton of great quality, only cotton certified by the West Indian Sea Island Cotton Association (WISICA) should be trusted as true Sea Island Cotton.



SUPIMA COTTON from the United States

Supima is an **advancement from Pima** with enhanced fiber characteristics and better yield potential. It is comparable to authentic Egyptian ELS cotton. Supima must be grown in America, verified by the supima association, comes with a trademark and accounts for only about 3% of annual cotton production.²



EGYPTIAN ELS COTTON from Egypt

Giza 45 is the most highly graded cotton fiber of all Egyptian cotton, graded as extra-long staple (ELS) together with the cotton fibers Giza 87 and Giza 88. **Most of the ELS cotton produced in Egypt stays within its borders**, with only a very small portion of authentic goods being exported. The majority of exported Egyptian cotton is a long staple, which is not as high in quality as ELS.



SAME ANCESTRY

Sea Island Cotton, Egyptian Cotton, and Supima Cotton share the same ancestry and all are from the *Gossypium Barbadosense* plant.



✓ PROS

- ✓ Breathable
- ✓ Sweat-absorbent
- ✓ Soft
- ✓ Stretchy
- ✓ Insulating
- ✓ Hypo-allergenic
- ✓ Strong
- ✓ Versatile

✗ CONS

- ✗ Shrinks
- ✗ Wrinkles
- ✗ Easily damaged
- ✗ Color bleed when washing

STATISTICS

25M tonnes

Current world production annually (estimates)³



China

The largest cotton grower followed by India, the United States, Pakistan and Brazil

2.5%

World's arable land accounted for cotton³



The largest non-producing importers are Korea, Taiwan, Russia, and Japan

CONTROVERSY OF COTTON

● **High water consumption**

Cotton is a thirsty plant that needs more than 20,000 liters of water to produce 1kg.⁴

● **Use of chemicals**

Cotton is one of the **most chemically dependent crops** in the world, whereby farmers use herbicides, fertilizers, and insecticides. While only 2.4% of the world's cropland is planted with cotton, it consumes 11% of all agricultural chemicals and 24% of insecticides.⁴

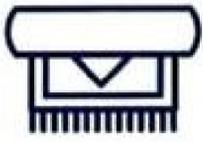
● **Genetically modified plants**

Some genetically modified varieties made resistant to some insects and tolerant to some herbicides, now make up more than 20% of the world's cotton crop. Unsustainable cotton farming has been responsible for the **destruction of the large-scale ecosystem**, such as the Aral Sea in Central Asia.⁴

Sources: 1. Sunpel 2. Cotton Spinning with Joan Ruane 3. T for Textile 4. WWF

WOOL 101

Warm and comfortable, wool is a popular choice for winter clothing. Wool is most commonly made from sheep, but there are other types of wool available such as cashmere and mohair from goats, qiviut from musk oxen and angora from rabbits.



Long wool sheep

Usually produce the **heaviest** fleeces because their fibers, though coarse, grow the longest. Hand spinners tend to prefer wool from the long-wool breeds because they are easier to spin.



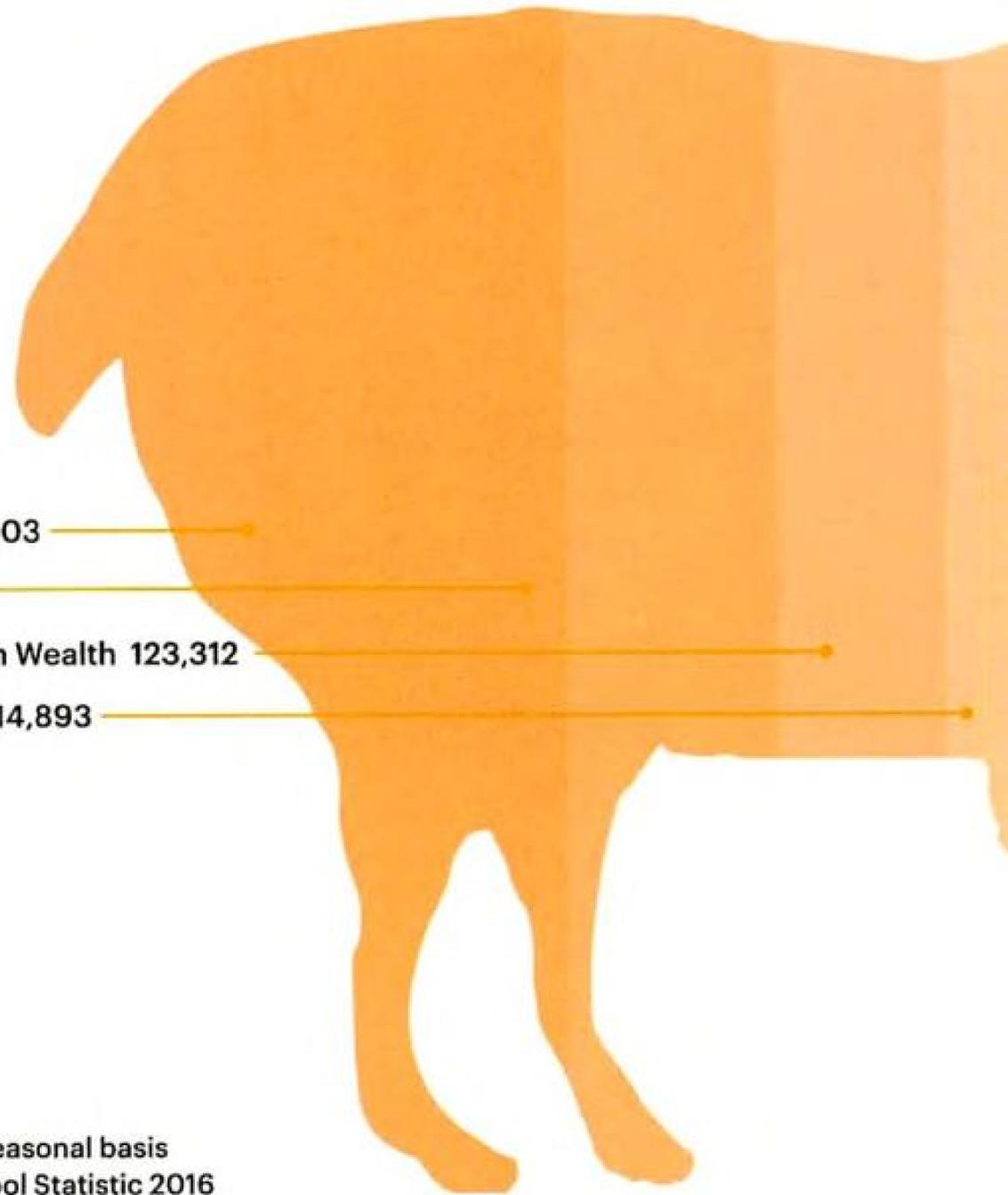
Medium wool sheep

Produce the **least valuable** and lightweight fleeces. Medium wool is usually made into blankets, sweaters, socks or it is felted.



Fine wool sheep

Produce fleece which has the **greatest value** due to their smaller fiber diameter and versatility of use. Garments made from fine wool are **less likely to itch**.



*production on seasonal basis
Source: IWTO Wool Statistic 2016

over 1,000,000 kg

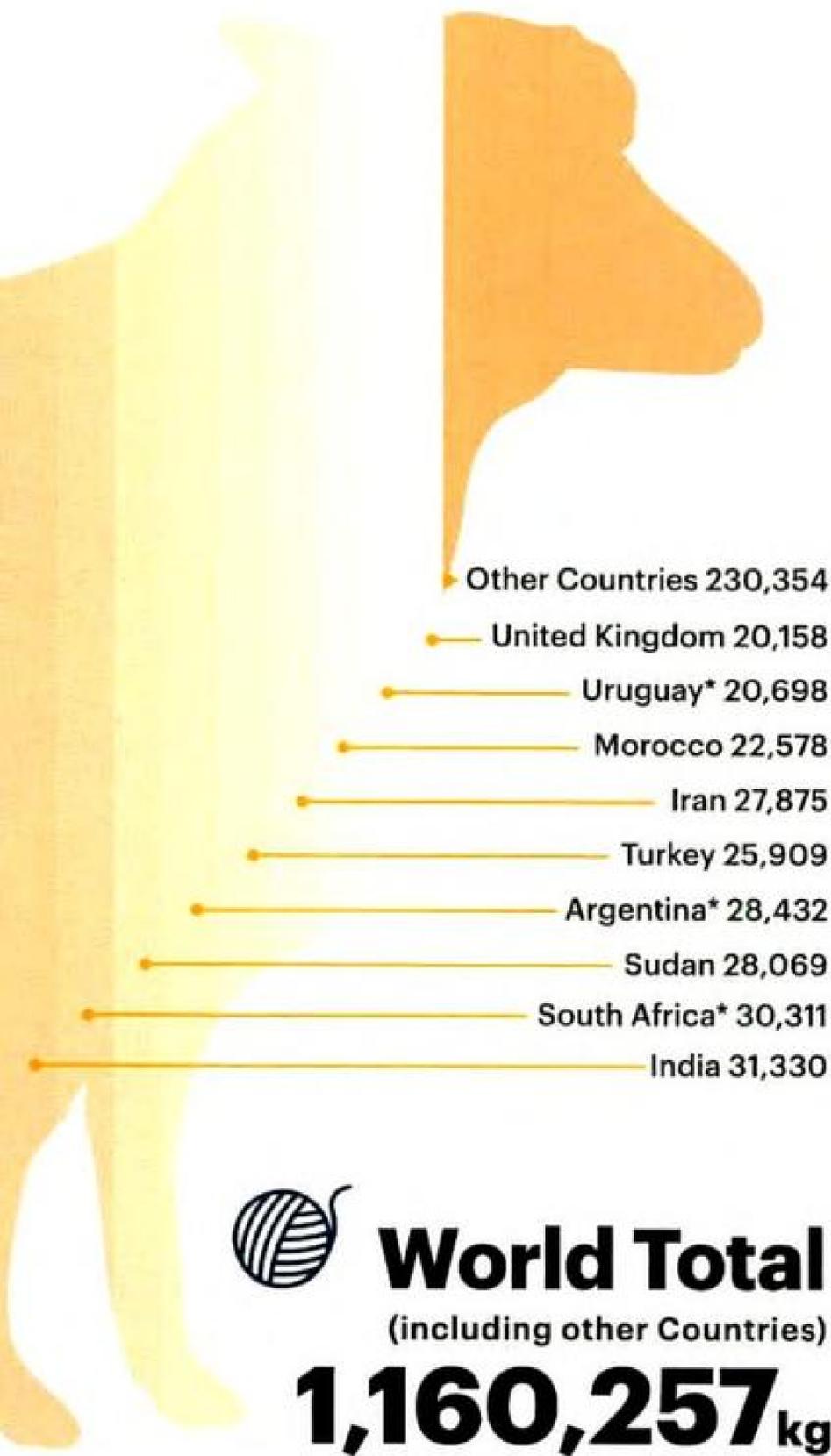
According to IWTO, in 2016 more than one million kilograms of clean raw wool was produced by more than one billion sheep around the world.¹

90%

Approximately 90% of the world's sheep produce wool.³



Though China is both the largest producer and buyer of wool, Australia dominates the quality wool market and is a leading producer of high-quality wool which is mostly from Merino sheep. In 2016, New Zealand became the third-largest producer of wool, and tops the charts for crossbred wool.²



✓ PROS

- ✓ Warm
- ✓ Lightweight
- ✓ Absorbent and dyes well
- ✓ Durable
- ✓ Tailorable
- ✓ Recyclable

✗ CONS

- ✗ Affected by moths
- ✗ Shrinks with heat and moisture
- ✗ Needs to be dry cleaned
- ✗ Absorbs odours
- ✗ Scratchy
- ✗ Weakens when wet
- ✗ Harmed by bleach and perspiration

CONTROVERSY OF WOOL

● Animal welfare

According to PETA, the practice whereby strips of skin and flesh is carved from around the breech of the sheep for a smoother skin surface, which is carried out without painkillers. It remains a common practice in Australia, particularly on merino sheep because of their large folds of wrinkly skin.

● Premature shearing

Sheep are sheared each spring after lambing, just before some breeds would naturally shed their winter coats. Timing is considered critical - shearing too late means a loss of wool. During the rush, many sheep die from **sun exposure** after premature shearing.

● Worker welfare

Shearers are usually paid by volume, not by the hour, which encourages **fast work** without regard for the sheep's welfare. Experienced shearers clip more than 350 sheep in one day, and that pace is maintained for up to four weeks.⁴

2-30
pounds



One sheep produces anywhere from 2 to 30 pounds of wool annually. The amount of wool that a sheep produces **depends on its breed, genetics, nutrition, and shearing interval.**³

3%



Wool is a freely traded international commodity, subject to global supply and demand. While wool represents only 3% of fiber production in the world, it is important to the economy and way of life of many people around the world.³

1/YR



Sheep are usually **shorn once a year** in the spring or summer months, although in some countries shearing may take place as many as three times a year.³

60%

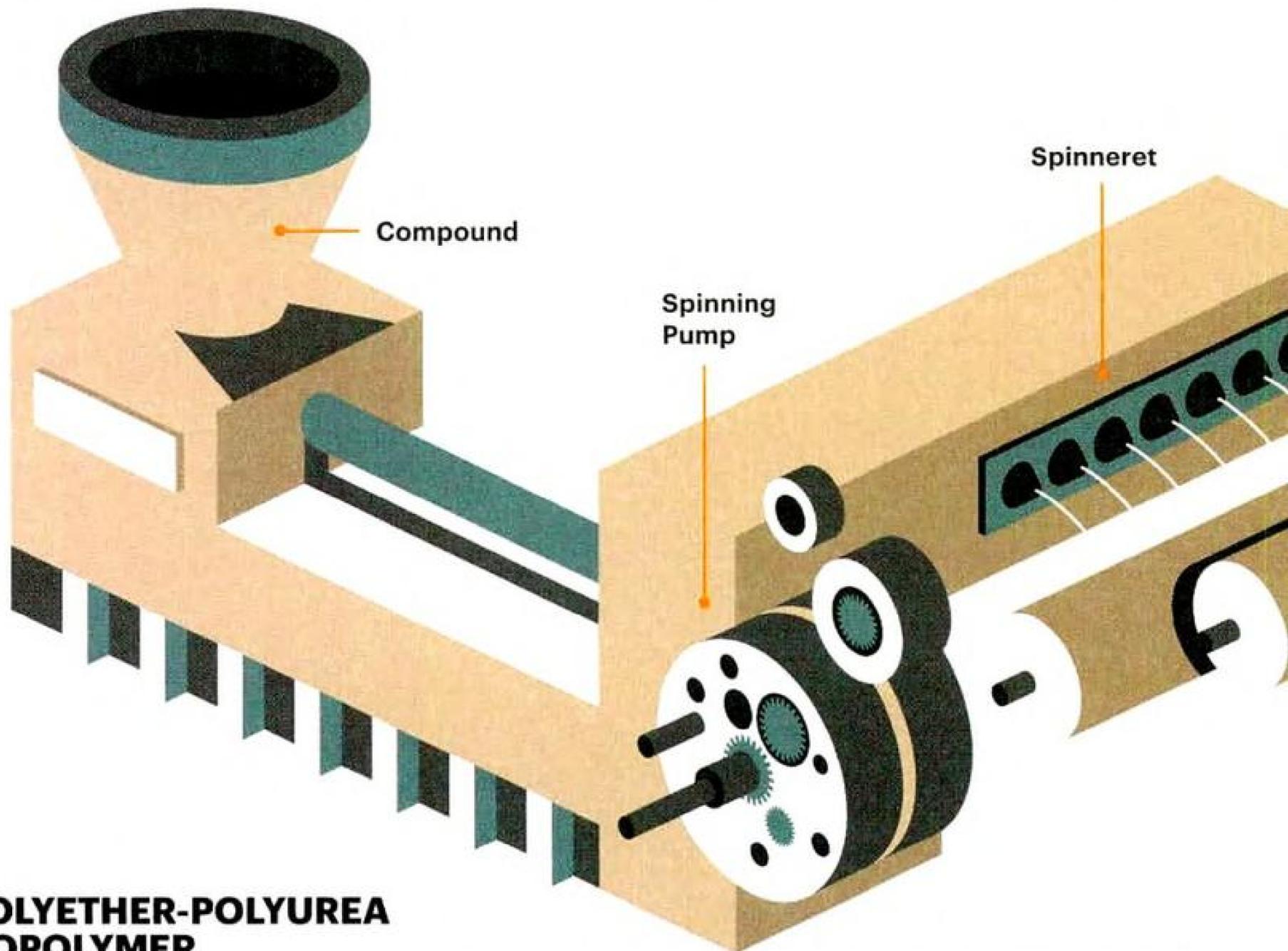


Global wool production is about 2 million tonnes per year, of which 60% goes to making apparel.³

Sources: 1. IWTO 2. WikiWand 3. Sheep 101 4. PETA

SYNTHETIC 101

Synthetic fabrics are man-made fabrics that were first created to mimic natural materials and drive down production costs. Rayon, a hugely popular synthetic fabric, was first created in the 1800s, when the first patent for artificial silk was granted. Today, synthetic fabrics are a popular choice in fashion.

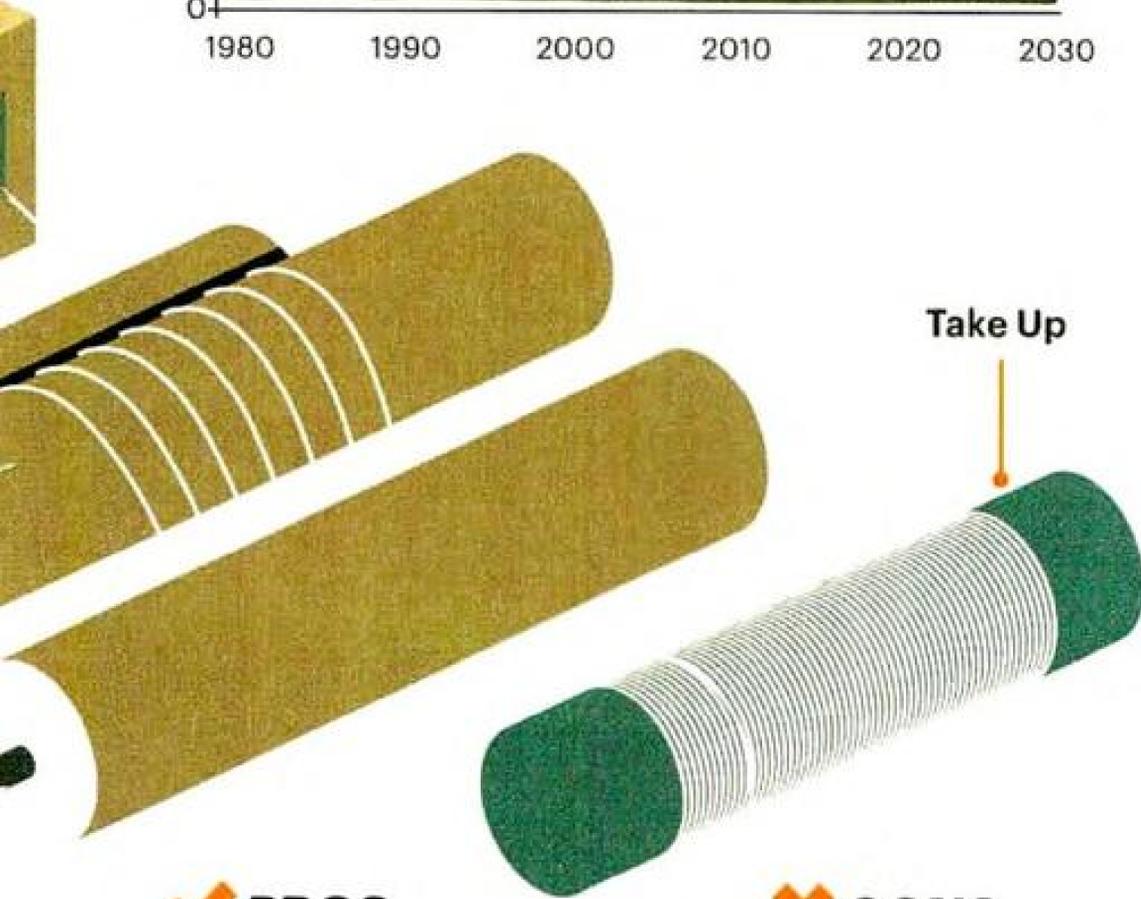
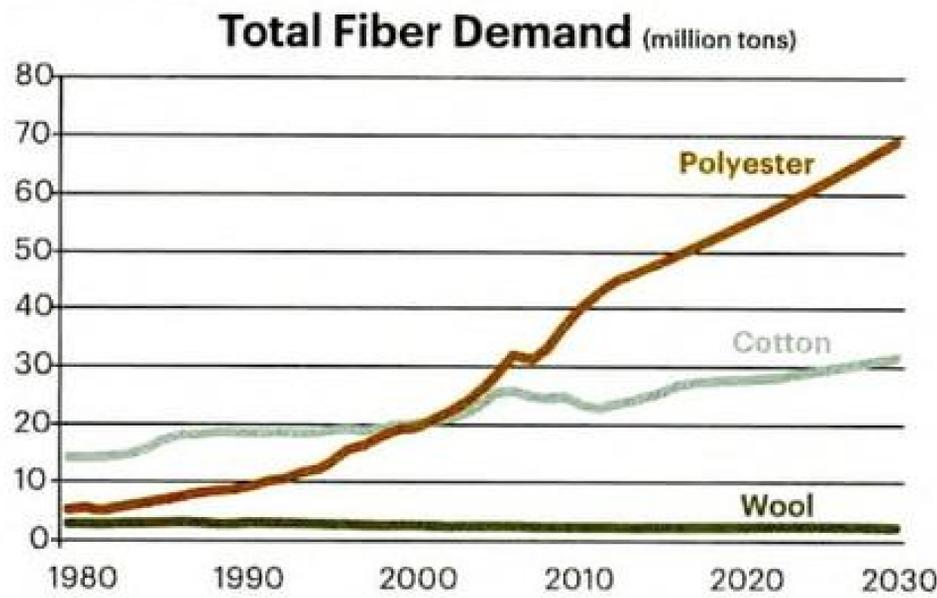


POLYETHER-POLYUREA COPOLYMER

	Nylon	Polyester	Acrylic	Spandex/ Lycra/ Elastane*
Uses	<ul style="list-style-type: none"> ● Lingerie ● Tights ● Raincoats ● Swimwear 	<ul style="list-style-type: none"> ● Shirts ● Dresses ● Trousers ● Sleepwear ● Carpets ● Drapes ● Bedding 	<ul style="list-style-type: none"> ● Scarves ● Hats ● Sweaters ● Socks ● Knitwear 	<ul style="list-style-type: none"> ● Activewear ● Bra straps ● Cycling shorts ● Swimwear ● Gloves ● Hosiery ● Body suits ● Skinny jeans ● Socks and tights
Attributes	<ul style="list-style-type: none"> ● Lustrous ● Available in a wide range of colors 	<ul style="list-style-type: none"> ● Wide range of colors, slightly slick 	<ul style="list-style-type: none"> ● Lightweight ● Warm ● Soft ● Wool-like texture 	<ul style="list-style-type: none"> ● Stretchy ● Strong
UV resistance	● Slightly	● Very	● Very	● Slightly
Environment impact	<ul style="list-style-type: none"> ● Non-biodegradable ● Release greenhouse gas during production 	<ul style="list-style-type: none"> ● Non-biodegradable ● Can be recycled ● Petroleum based 	<ul style="list-style-type: none"> ● Non-biodegradable ● Not easily recycled ● Made with highly toxic substances 	<ul style="list-style-type: none"> ● Non-biodegradable ● Short lifespan ● Petroleum based

*Often mix with different fabrics

TIMELINE OF COMMON SYNTHETIC FIBERS¹



✓ PROS

- ✔ Production is not affected by changing climates or weather conditions
- ✔ Can be produced for different advantages, such as being:
 - Wrinkle-free
 - Flame-resistant
 - Water-resistant
 - Stain-resistant
 - Moth-repellent

✗ CONS

- ✘ Not as breathable or comfortable as natural materials
- ✘ May cause allergic reactions
- ✘ Prone to heat damage
- ✘ Cannot be easily dyed

CONTROVERSY

● Harmful to environment

The **process and chemicals** used in creating synthetic fabrics can make them harmful to the environment, wildlife, and both the health of factory workers and people.

● Non-biodegradable

Often non-biodegradable, when discarded synthetic fabrics **don't break down in soil** like natural fibers.

Did you know?

Nylon was the first commercially successful synthetic fabric. Created by Wallace Carothers in 1931, the fabric is still used extensively today.



TIMELINE OF COMMON SYNTHETIC FIBERS

- 1931 - Nylon
- 1949 - Modacrylic
- 1949 - Olefin
- 1950 - Acrylic
- 1953 - Polyester

TOP 5 TYPES OF SYNTHETIC FABRICS

Gore-TEX[®]

Gore-Tex

A waterproof, breathable fabric, more commonly known as its generic trademark Teflon.



Nike Dri-FIT

A high-performance, microfiber, polyester fabric that removes sweat from the body and absorbs it into the fabric, where it evaporates.



Uniqlo Heattech

A blend of acrylic, rayon, polyurethane and polyester, the textile warms the body while absorbing moisture and staying comfortable against the skin.



ThermoLite

Made by Invista and originally used as an insulator, the material keeps the wearer warm when wet, and dries quickly.



Thinsulate

Described as "heating without heavy insulation", it's considered the warmest and thinnest insulation material in today's market.

Source: 1. Textile World

LEATHER 101

Leather is one of humanity's earliest and most useful discoveries. It remains a popular material in fashion today, with roughly half of all leather produced used to make footwear, and a quarter used to make clothing.

3 TYPES OF COMMON LEATHERS



Cowhide, calf and cattle



Pig



Sheep and lamb

4 TYPES OF LUXURY LEATHERS



Snake



Alligator



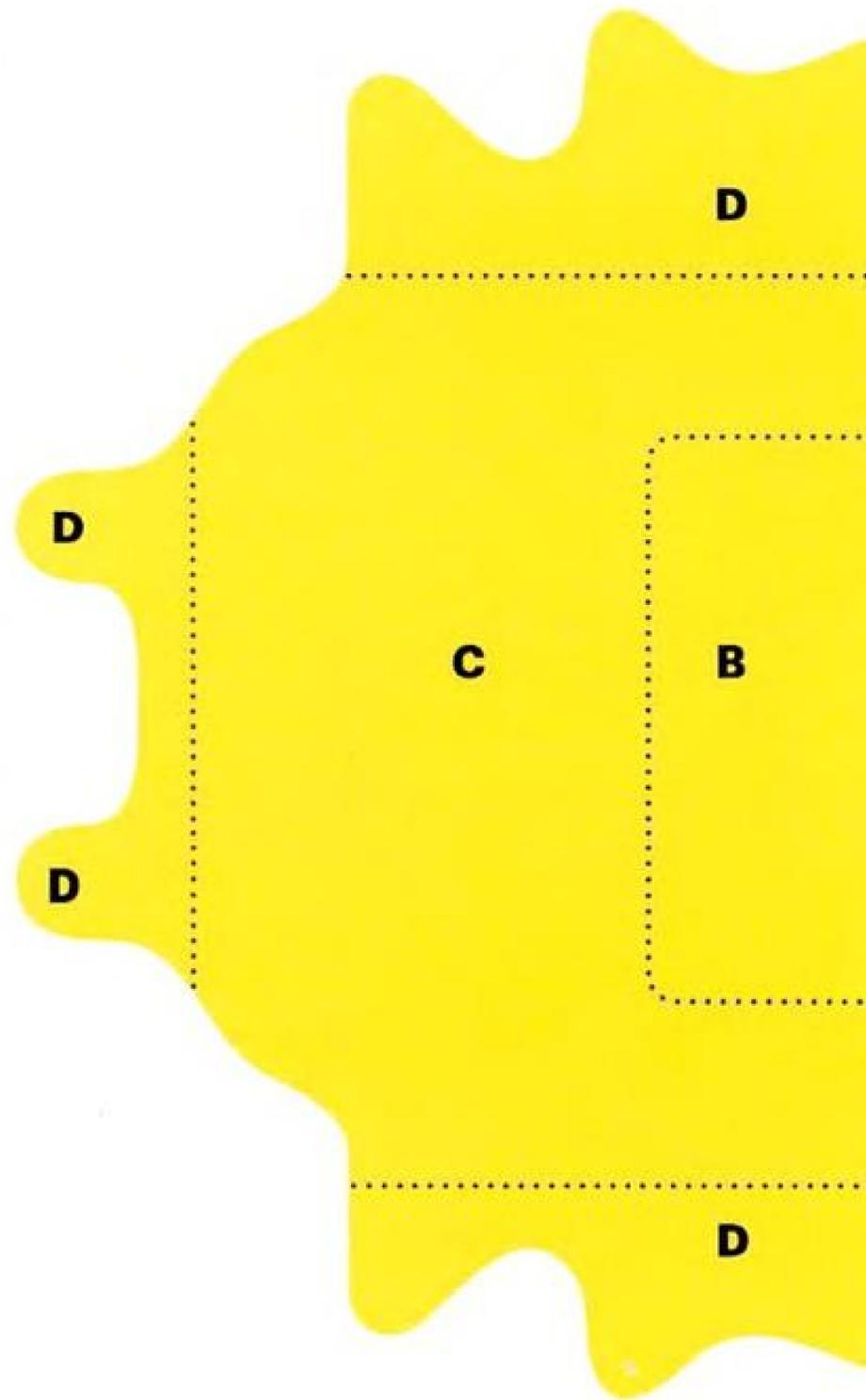
Fish



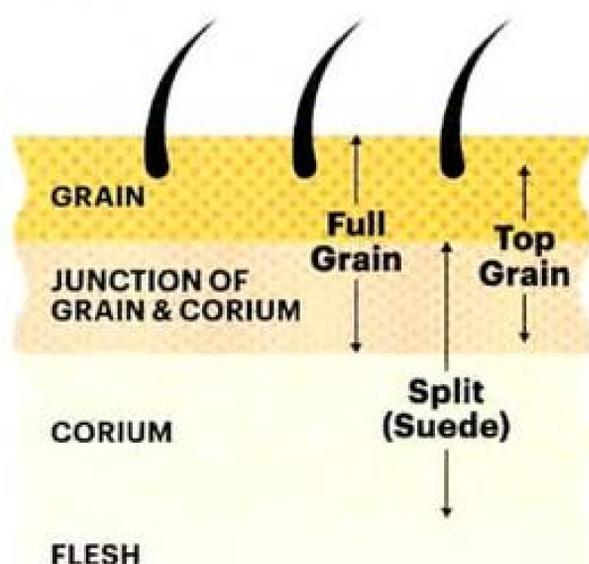
Ostrich

FAUX VS REAL

Quality and durability are important considerations when comparing faux and real leathers. With new technological breakthroughs, faux leather is a lot thinner and much more lightweight than real leather. While there is controversy regarding animal welfare, **real leather is much more long-lasting than faux leather.** Faux leather is also claimed to be more detrimental to the environment.



ANATOMY OF SKIN



GRADING

Top Grade

Full Grain – Hide that has not been sanded, buffed or snuffed.

2nd Best Grade

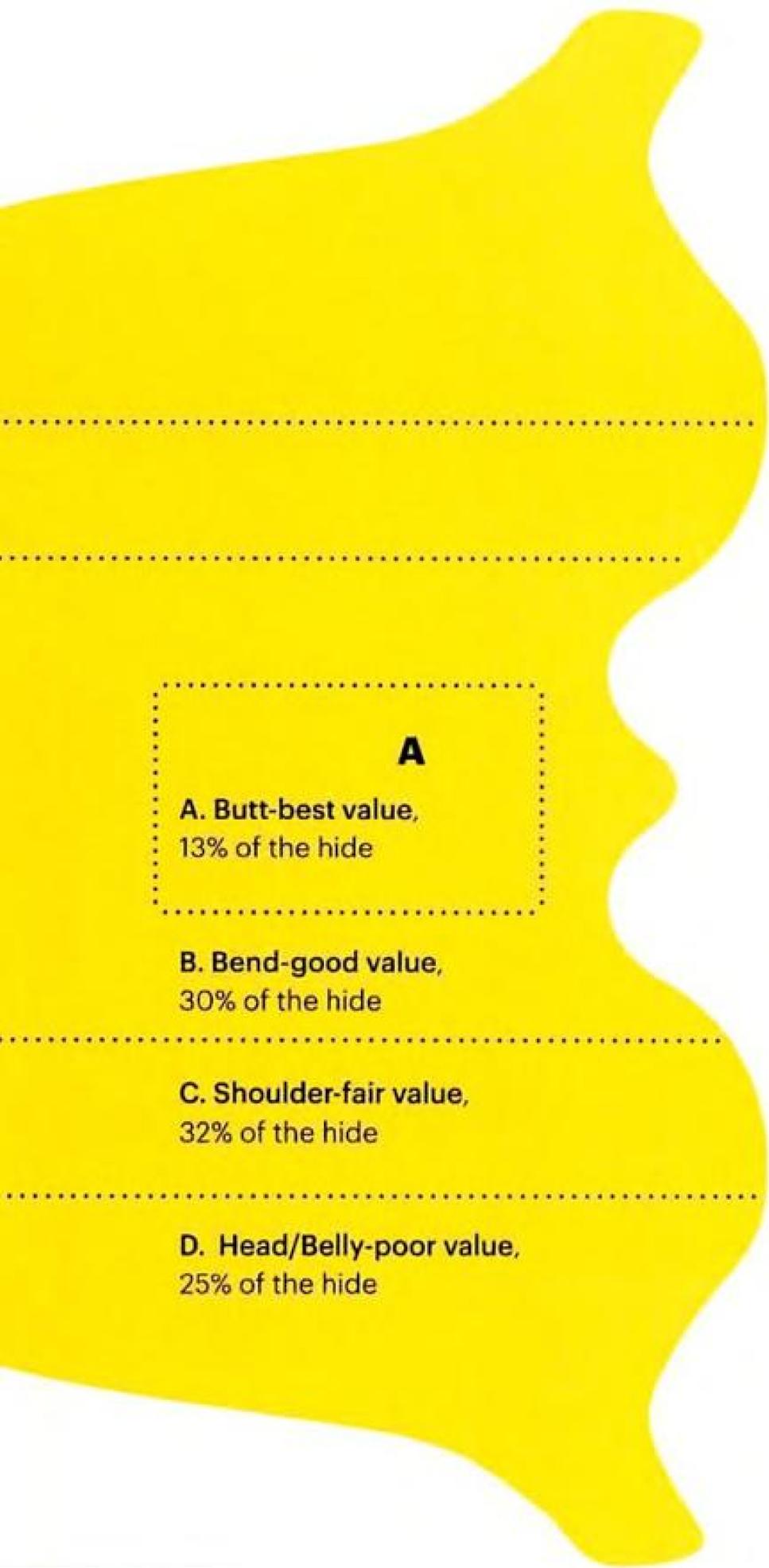
Top Grain – Most common high-end leather, sanded surface.

Medium Grade

Corrected Grain – Sanded surface, artificial grain impressed into the surface.



Pigskin can rarely be found in Muslim countries, as pigs are considered impure.



A

A. Butt-best value,
13% of the hide

B. Bend-good value,
30% of the hide

C. Shoulder-fair value,
32% of the hide

D. Head/Belly-poor value,
25% of the hide

TANNING METHOD

- **CHROME-TANNING** (“wet blue”) is the **most common tanning method** because it’s both the **cheapest and fastest**. It is also more supple, pliable and doesn’t discolor or lose its shape in water. Plus, it can be dyed in a larger array of colors.
- **VEGETABLE-TANNING** uses tannins and other ingredients found in different vegetables, such as tree bark prepared in bark mills, woods, leaves, fruits and roots.
- **ALDEHYDE-TANNING** (“wet white”) is one of the main types of **chrome-free** leather. This type of leather is often seen in cars and shoes for infants.



HARMFUL CHROME

While chrome tanning is the most popular choice as it’s the **cheapest and fastest** to produce, it is more harmful to the environment than vegetable and aldehyde tanning

✓ PROS

- ✓ Aura of luxury and prestige
- ✓ Unique
- ✓ Durable
- ✓ Comfortable, only becoming softer over time
- ✓ Strong and hard-wearing
- ✓ Can be treated to prevent stains
- ✓ Easy maintenance

✗ CONS

- ✗ Expensive
- ✗ Fades if constantly in direct sunlight
- ✗ Porous and absorbent, stains easily if not treated

CONTROVERSY OF LEATHER

- **Animal cruelty**
According to PETA, animals are trucked for days at a time in extreme weather conditions, and many cows are mutilated through castration, tail-docking and dehorning without pain relief.

Low Grade

Split –
Created from the fibrous part split from top grain. Can be further split into multiple layers.

Lowest Grade

Reconstituted –
Leather scraps bonded together with latex binders to create similar looks as genuine leather.

FUR 101

As soon as humans picked up a spear and went hunting, animal fur and pelts became the first materials for clothing. Today, fur is most commonly used in luxurious garments and trimmings, either dyed in bright colors and patterns mimicking exotic animal pelts or kept natural.

THE FACTS OF FUR FARMING

Fur farming is the practice of breeding or raising certain types of animals for their fur, as opposed to wild fur from animals caught in the wilderness.



The European Union produces **most of the farmed furs** in the world, accounting for 63% of global mink production and 70% of fox production.



The United States is a runner-up in supplying the world with top-quality fur, with China coming in third, with less reliable quality.



China is the **largest importer** of fur pelts and the **largest exporter** of finished fur products.



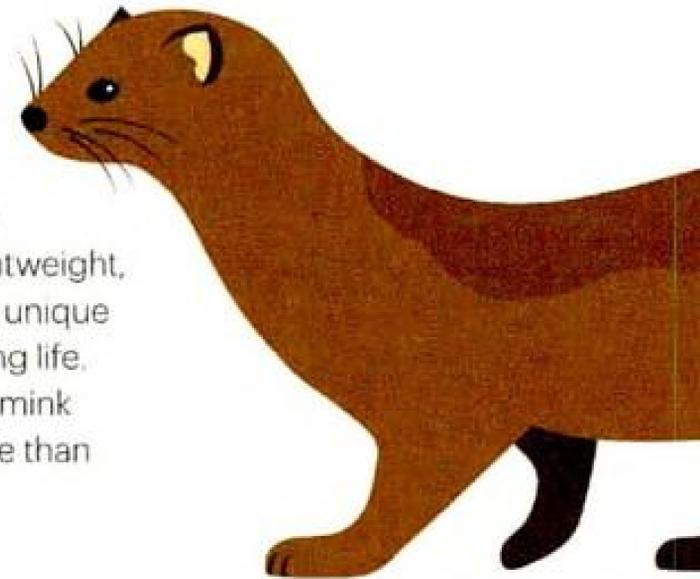
Fur farming is banned in Austria, Croatia, and the United Kingdom.

TOP 9 TYPES OF FUR

Usage of fur can be different in fur and fashion business.

1 Mink

The **highest selling fur** worldwide due to its lightweight, decadently soft texture, unique sheen and incredibly long life. **Did you know?** Female mink pelts are more expensive than male ones.



5 Raccoon

Raccoon fur is sturdy, warm and well-priced with plenty of guard hair and heavy underfur. If plucked or sheared, the texture becomes silky.

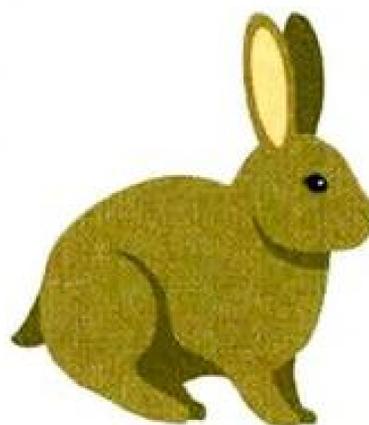
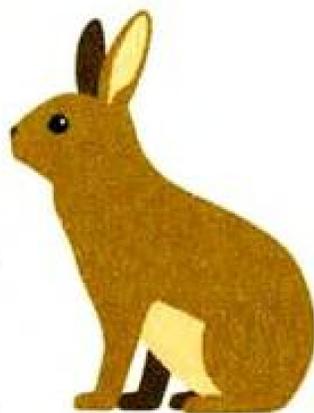


2 Fox

Long hair and distinctive in coloring, fox fur needs regular cleaning and care to keep it fluffy, soft and supple.

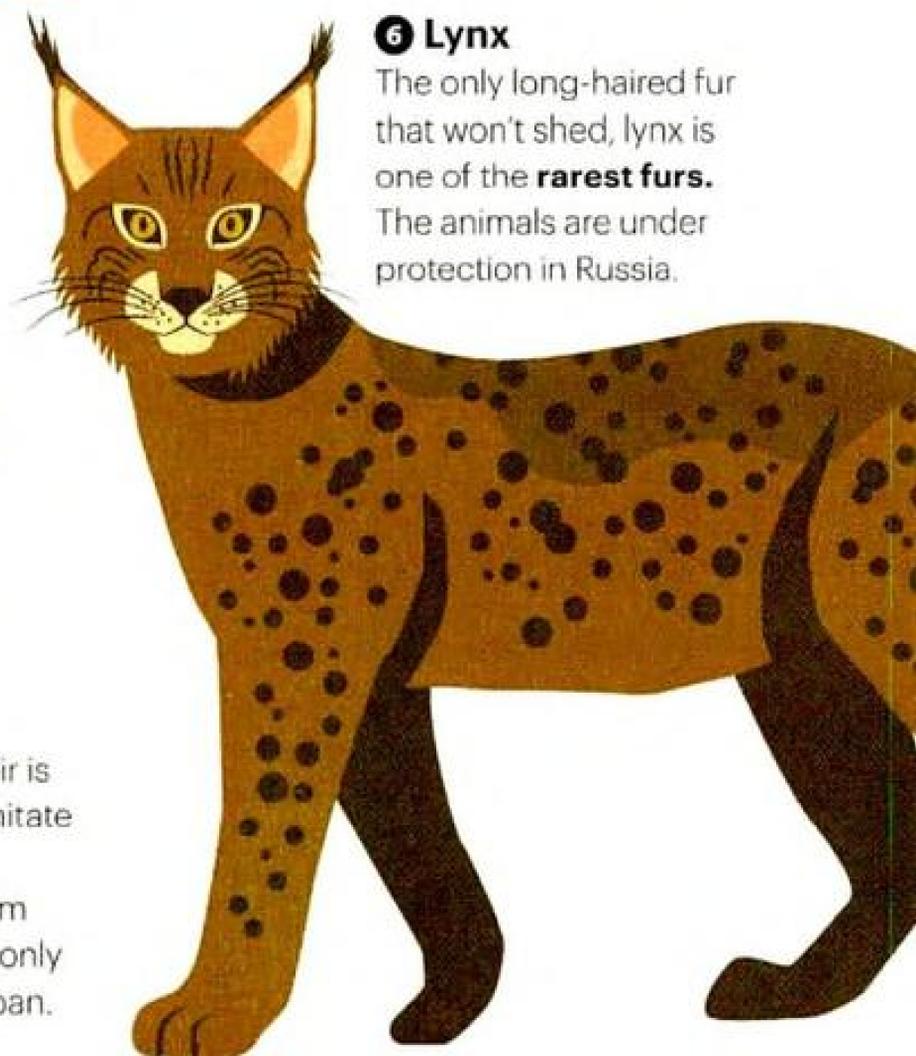
3 Rex rabbit

A **cross breed of chinchilla and rabbit**, it has no guard hair but more silky and dense underfur. It has chinchilla furs' appearance and softness with a 5 to 10-year lifespan.



4 Rabbit

Inexpensive rabbit hair is commonly used to imitate more luxurious furs. Featuring silky medium length hair, rabbit fur only has a 3 to 5 year lifespan.



6 Lynx

The only long-haired fur that won't shed, lynx is one of the **rarest furs**. The animals are under protection in Russia.

✓ PROS

- ✔ Warm
- ✔ Soft and comfortable
- ✔ Timeless
- ✔ Naturally durable
- ✔ Luxurious
- ✔ Lightweight and versatile due to technology

✗ CONS

- ✗ Color will change over time
- ✗ Skin easily stretches
- ✗ High maintenance; special washing required
- ✗ Expensive
- ✗ Create waste as not every piece of fur can be used due to imperfect nature



FASHION FUR

Fur used by fashion brands is normally cheaper than the fur used in proper fur clothing. Rabbit and lamb furs are the most common choices for fashion brands.



7 Chinchilla

In a glamorous slate blue-gray color, it's **incredibly lightweight**. The softest and warmest fur with the highest hair density of all animals.



8 Sable

One of the most **coveted** furs on earth, it is warm and light, and the pelt retains smooth and silky regardless the direction it's stroked.



9 Lamb

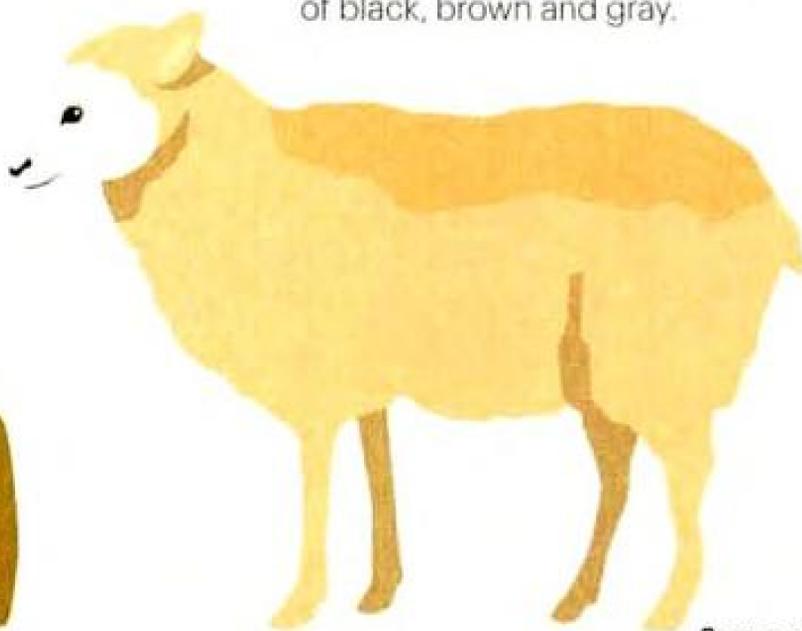
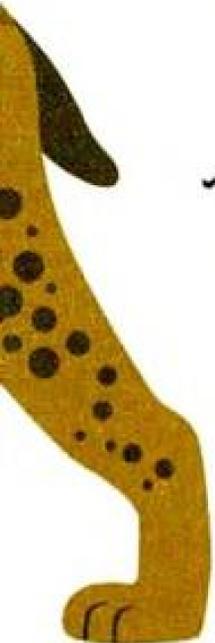
There are many varieties of lamb furs:

Broadtail: Sleek, light, shiny, with a slight wave like fine moiré fabric.

Mongolian: Extroverted fur that is both long and curly.

Mouton: Usually sheared closely for a soft, thick flat fur.

Persian lamb: Soft, wavy curls of black, brown and gray.



CONTROVERSY OF FUR

● Animal Welfare

Animal suffering is the main reason why fur continues to be so controversial. There are widespread reports of animals being killed in horrifying ways.

Did you know? Controversy aside, fur sales are still increasing. This is due to a range of factors including developed technologies that have made fur suitable for warmer climates, the trend in using fur trims in everyday apparel, the rise of fur in menswear fashion, and the preference of fur among celebrities.

REAL AND FAUX

While faux fur is significantly less expensive than the real thing, there is an environmental argument that favors real fur over fake fur. **Faux fur is claimed to be more detrimental to the environment due to its disposable, fast-fashion nature.**

FUR APPLICATION METHODS

As fur is expensive, designers tend to apply methods that reduce the amount of the material used in their garments. Some of these methods include:

Let out: Creates more seams which results in a more durable product. The seams also work as multiple mini joints that give the garment added flexibility.

Leather insert: Cutting skin into strips or rectangular shapes, and stitching them together with leather.

Tricot: Cutting skin into strips and knitting onto a net material.

Strips: Cutting fur into fine strips and sewing them onto another fabric.

Sources: 1. Textile World 2. WikiWand 3. Investopedia 4. Business of Fashion

THE CORRECT FLAT DRAWINGS

Unlike illustrations, the purpose of flat drawings is to show your design requirements to a factory for production. It's crucial to show every detail of the garment, so the factory can clearly understand the appearance and function of each garment. Flat drawings are sometimes referred to as technical drawings.

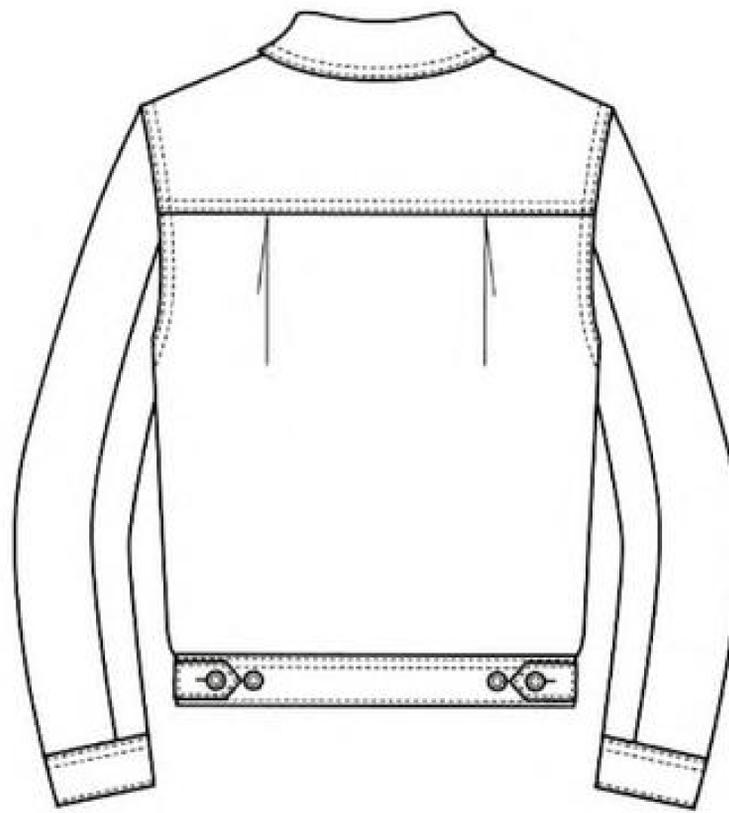
1 INCLUDE ALL DETAILS

- Darts, seams, stitch lines, vents, gathers etc.
- Seam line —————
- Stitch - - - - -

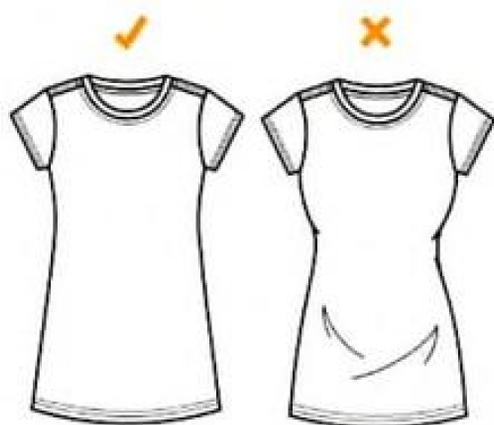


2 MULTIPLE VIEWS

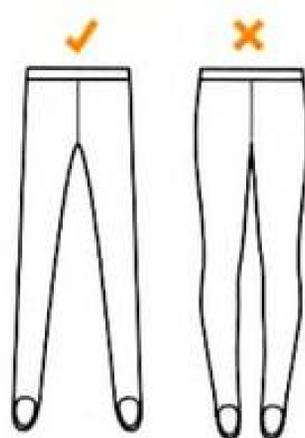
- Draw multiple views to show details of the whole garment.
- Usually there are both front and back views.



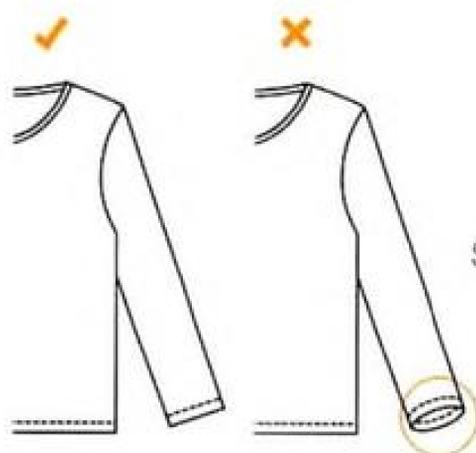
3 MAKE IT FLAT



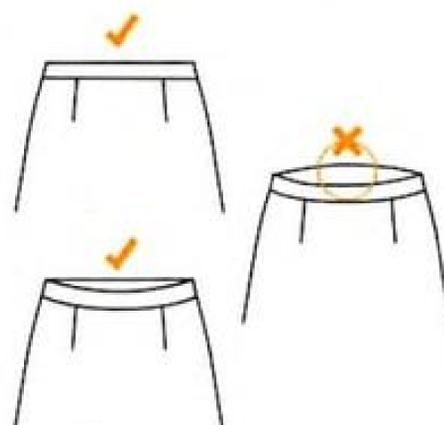
No volumetric and artistic effects.



Stretched fabric must be depicted the way it is plainly flattened on a desk, not the way it fits the body.

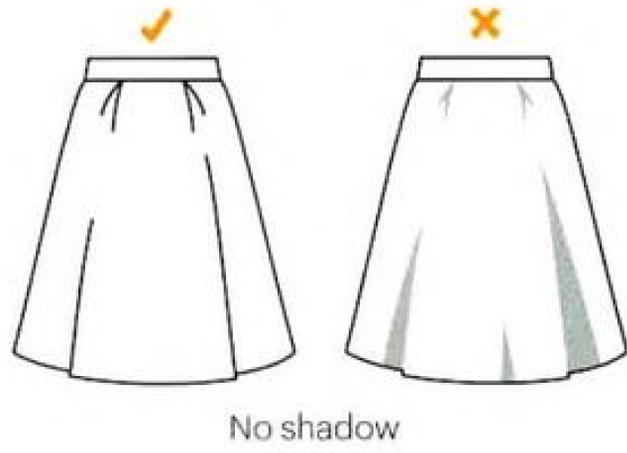
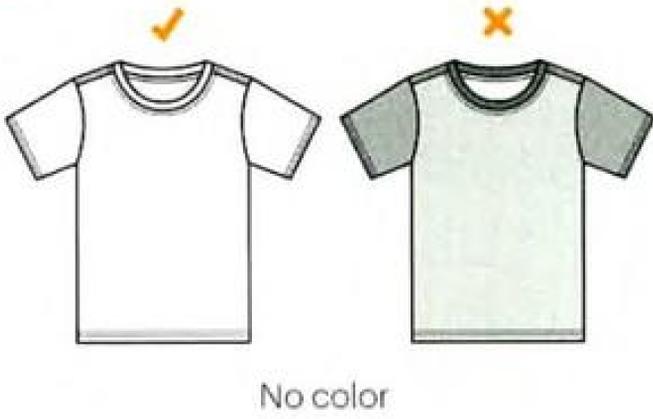


Sleeves

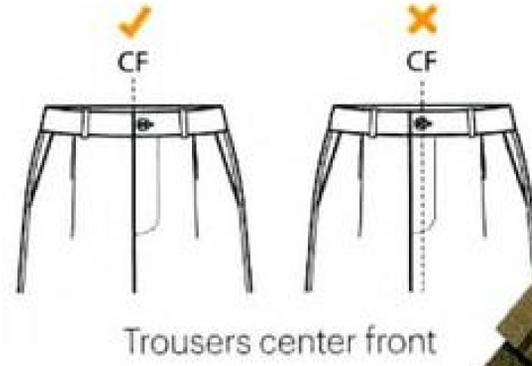
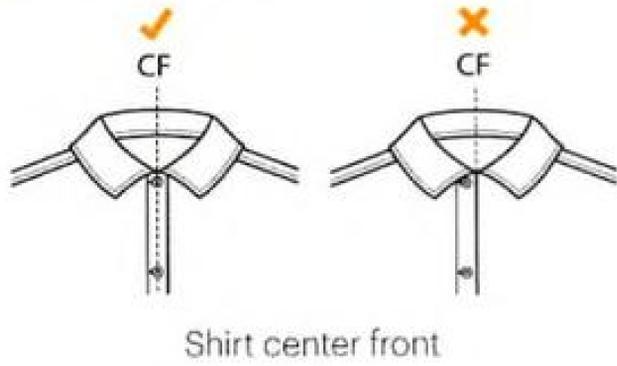


Waist band

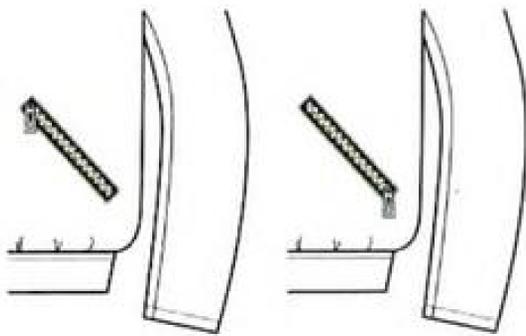
4 SHADING AND COLOR



5 PAY ATTENTION TO CENTER FRONT



6 TRIM DETAILS

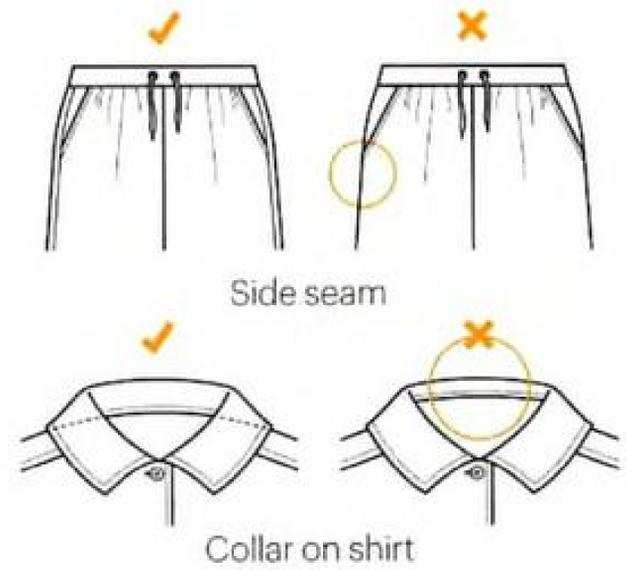
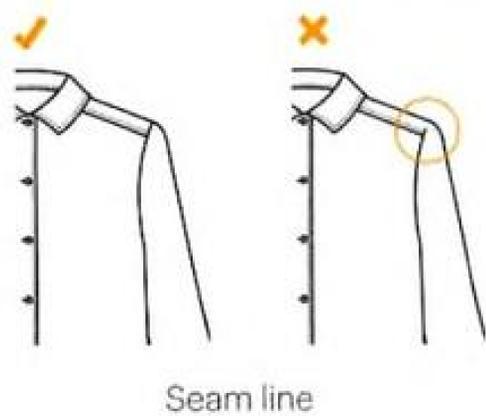


Make sure the zipper directions are the same as your design

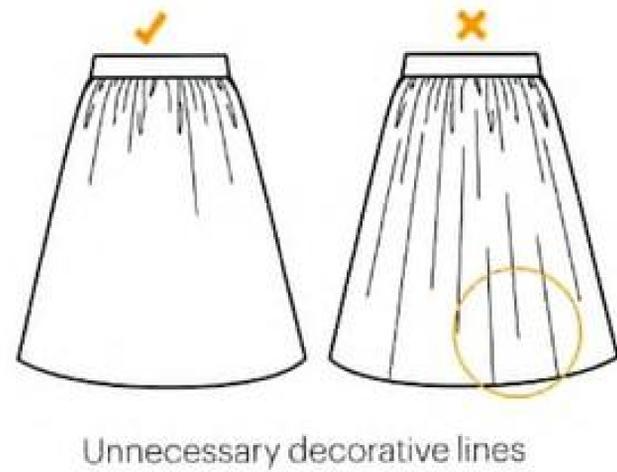


Make sure the buttonholes are the same as your design

7 SEAMS & STITCHES



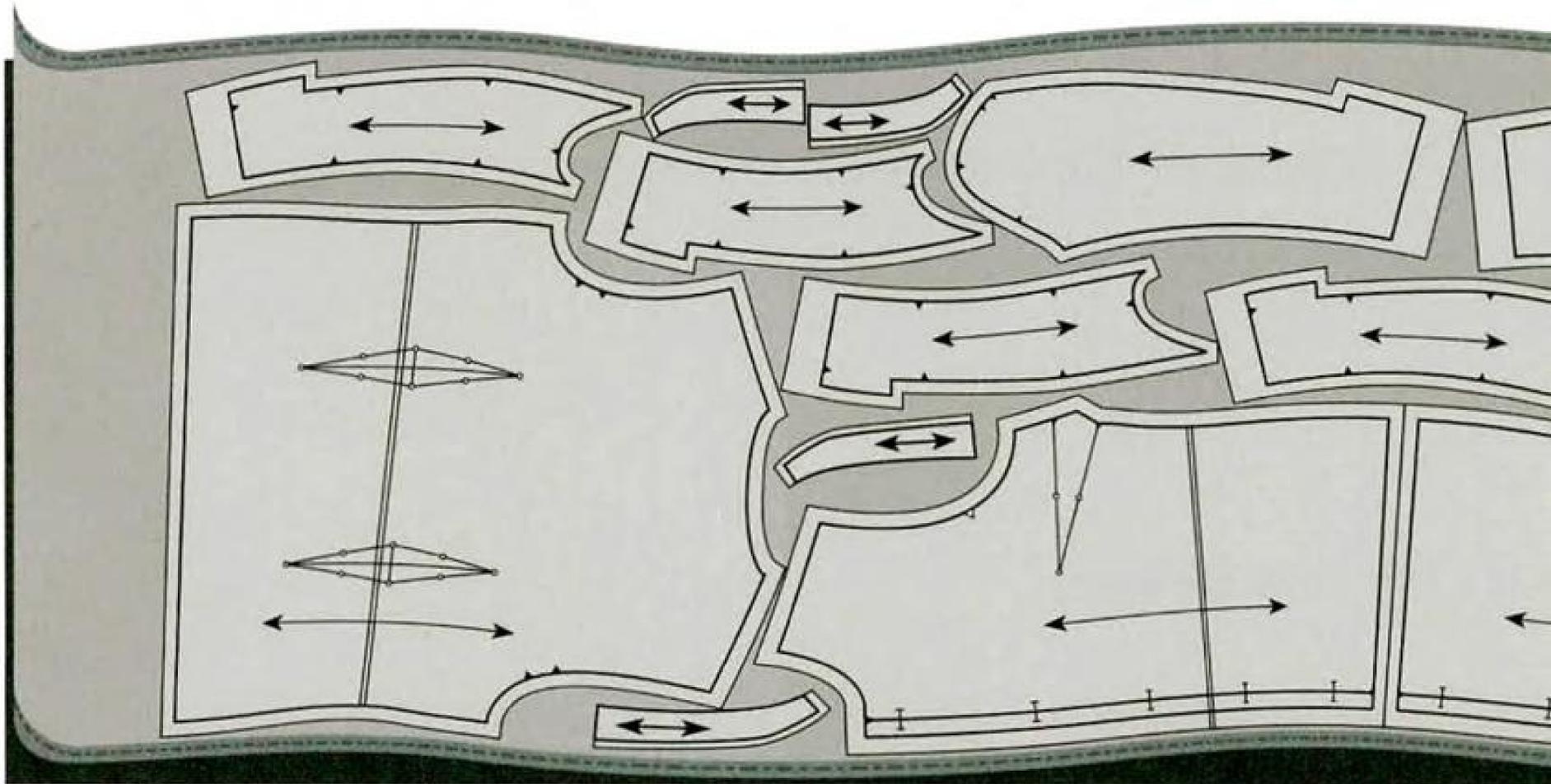
8 NO EXTRA LINES



FABRIC USAGE FOR COMMON GARMENTS

Understanding how much fabric is needed to produce a garment is important when it comes to estimating costs, and preventing going over budget. Use this quick, rough guide to help gauge the amount of fabric you will need for different garments.

Reference size: US 10-14, UK 12-16, EU 40-44.



Width

**Pants,
Full length**

**Shorts,
Bermuda length**

**Skirt,
A-line**

**Skirt,
Straight**

35-36"
88-90cm

3¼ yd / 2.97m

2½ yd / 2.29m

2¼ yd / 2.06m

2 yd / 1.83m

44-46"
110-115cm

2⅝ yd / 2.4m

2⅞ yd / 1.94m

1¾ yd / 1.6m

1⅝ yd / 1.49m

50"
125cm

2⅝ yd / 2.4m

1⅞ yd / 1.7m

1⅝ yd / 1.49m

1½ yd / 1.37m

52-54"
130-135cm

2¼ yd / 2.06m

1¾ yd / 1.6m

1½ yd / 1.37m

1⅜ yd / 1.26m

58-60"
145-150cm

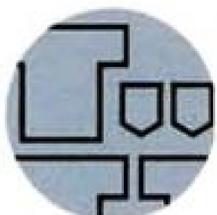
2¼ yd / 2.06m

1¼ yd / 1.14m

1⅜ yd / 1.26m

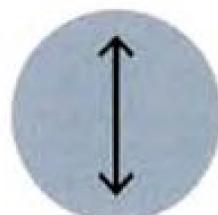
1¼ yd / 1.14m

WHAT ELSE CAN CHANGE FABRIC USAGE ?



Size Mixing

Factories and manufacturers often mix different sized garments together when cutting fabrics to optimize the materials usage.



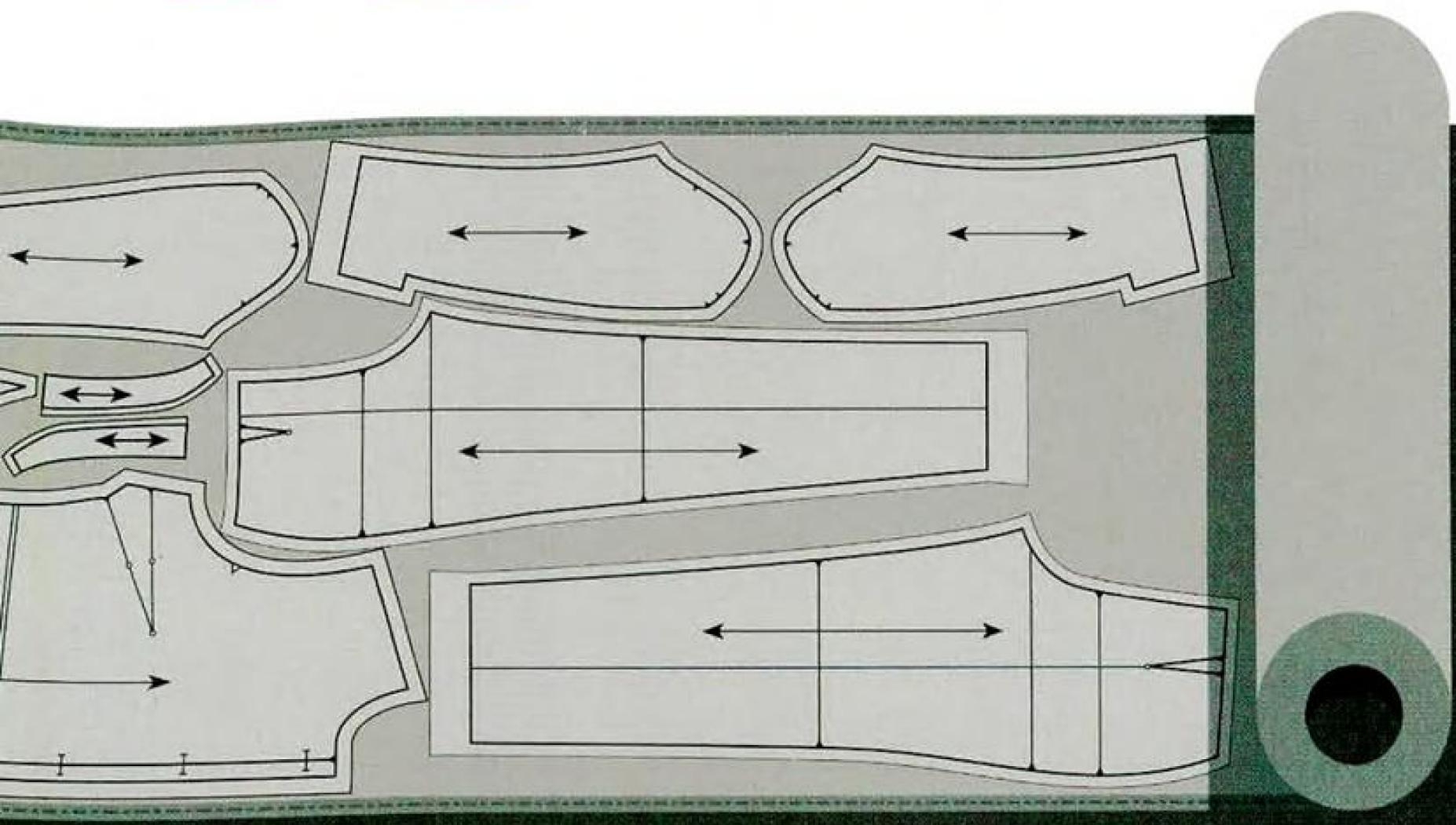
Grain Line

Pattern pieces need to follow the grain line, making it impossible to cut into fabrics simply because the shape fits.



SAMPLE VS BULK

Fabric used per garment in bulk production should be less than the amount of fabric used in sampling. This is because marker planning in bulk production will help lower the amount of fabric being used.



Shirt, Long sleeves

2½ yd / 2.29m

2⅝ yd / 1.94m

1¾ yd / 1.6m

1¾ yd / 1.6m

1⅝ yd / 1.49m



Shirt, Short sleeves

2 yd / 1.83m

1⅝ yd / 1.49m

1½ yd / 1.37m

1⅜ yd / 1.26m

1¼ yd / 1.49m



Dress, Long sleeves

5 yd / 4.57m

3⅝ yd / 3.31m

3¼ yd / 2.97m

3⅞ yd / 2.86m

3 yd / 2.74m



Dress, Short sleeves

4¼ yd / 3.89m

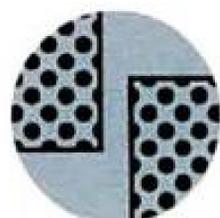
3⅜ yd / 2.86m

2¾ yd / 2.51m

2⅝ yd / 2.4m

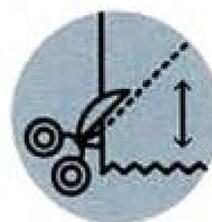
2⅜ yd / 2.17m

Sources: 1. Dummies 2. Fashion Freaks



Matching Pattern

Make sure the pattern matches the fabric when cutting a garment. Sometimes, you might require a little more fabric than expected.



Bias Cut

Bias cut designs use more fabric than other garments, so be sure to plan for this in your fabric order.

THE TECH PACKS GUIDE

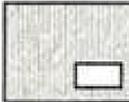
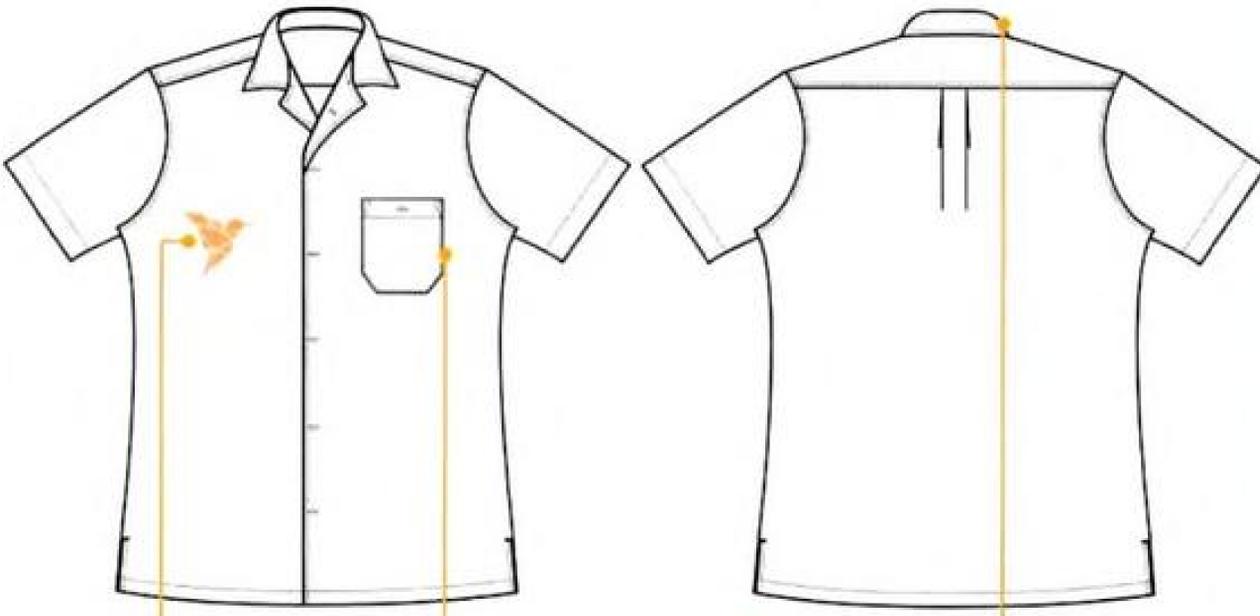
A tech pack is a guideline provided by designers to factories. It explains the method of how to turn your idea into a physical product. It is important to be both clear and accurate or you may lose time and money if it's incorrect. That said, there are no set standards or defined layouts for a tech pack and it can be flexible depending on different needs.

1 SKETCH

- Illustration, flat drawing, photo or another interpretation of your design. The image should be big so it is **easy to see**.
- Construction details with **front and back views** and side views if needed. This should also include less obvious specific requirements and special effects.
- In color, **ideally with fabric** and other additional references.

Be as detailed as possible in describing the garment.

State which fabric the color in flat drawing represent.
Main fabric: White
Second fabric: Gray

FBM	Style no.: SS18ACH001		Sample size: US 4	Fabric reference:	
	Description: Hawaii embroidery shirt with pocket and side vent				
	Designer: John Doe	Date: 01/12/20XX	Page 1 of 6		
Material					
Factory					
Thread					
Cuff					
Buttons					

Should cover the information that is not obvious or cannot be drawn.

If the embellishment is too big or needs to be more prominent, explain in the artwork sheet. Please refer to ④

Show construction details. Please refer to ③

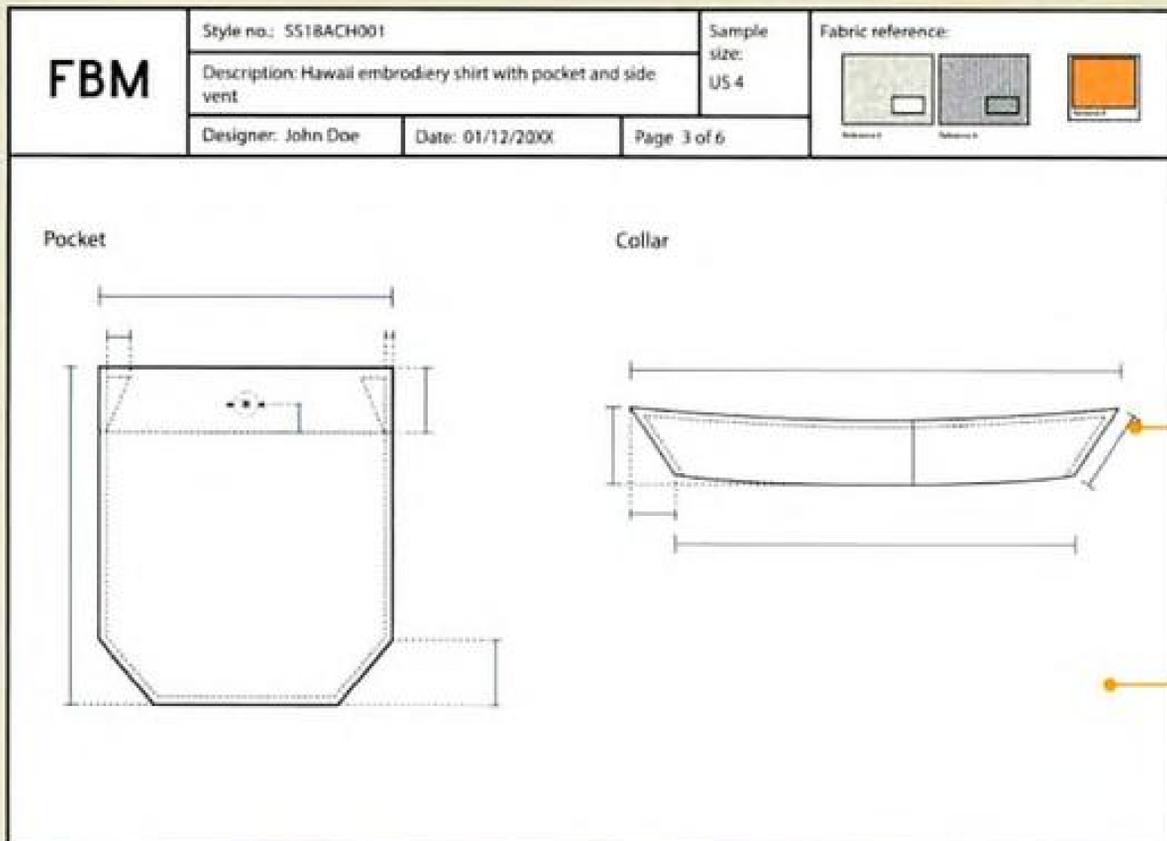
Can be in color.

Enlarge the view on the majority of details. Please refer to ③

MORE OF THE TECH PACKS GUIDE

3 DETAILS

- Enlarged special construction details.
- Measurements reference.

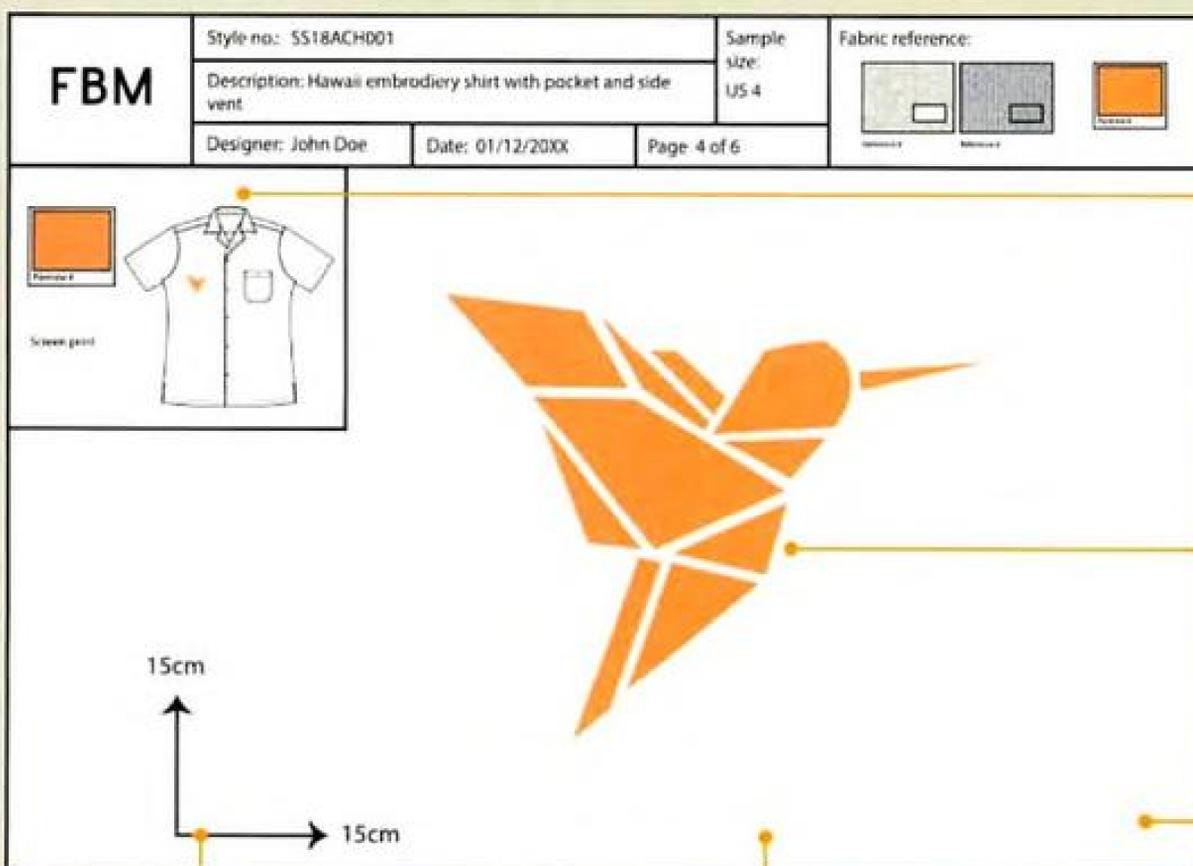


Enlarge details with measurements.

Can be in color.

4 ARTWORK

- Artwork drawings or images with **color and material** references.
- Clear instructions, e.g. flocking print.
- A small image of design to help the factory identify the artwork quicker.
- Exact sizes, color, proportions details.
- Ideally with fabric and other additional references.



A small image of your design may help the factory identify your artwork quicker if the pages are lost.

Artwork sizes and details have to be exactly right as factories use your images directly to create artwork.

Can be in color.

Either actual size, if it fits, or to scale.

Use artwork sheet to customize your requirement.

5 TRIMS AND LABEL

- Drawings or images of trims and label details for reference.
- Clear instructions, e.g. tape along the neckline.
- **Ideally in color, with materials** and other additional references.

FBM	Style no.: SS18ACH001		Sample size: US 4	Fabric reference:	
	Description: Hawaii embroidery shirt with pocket and side vent				
	Designer: John Doe	Date: 01/12/20XX	Page 5 of 6		

Trims

Description	Color	Size	Supplier	Quantity	Price

Label placement

Brand label

Hangtag

Can be in color.

Show trims and other material details with samples attached.

Show correct details, layout, color and attachment methods.

Can be in color.

6 COLORWAYS

- Color and fabric references of garment including the color of threads and trims.
- Swatches and color should be in corresponding order.
- Color and fabric references for different combos.

FBM	Style no.: SS18ACH001		Sample size: US 4	Fabric reference:	
	Description: Hawaii embroidery shirt with pocket and side vent				
	Designer: John Doe	Date: 01/12/20XX	Page 6 of 6		

Reference #1

Reference #2

Reference #1

Reference #2

Reference #1

Reference #2

Can be in color.

Swatches and color should be in corresponding order.

Color and fabric references for any changes in garment, thread line, label or others.

Can be in color.

Swatches and color should be in corresponding order.

Color and fabric references for any changes in garment, thread line, label or others.

LETTERED OR NUMBERED SIZING

Although some companies take a one-size-fits-all approach, the chances are you'll also need to offer a broader scope of sizes for some garments. Initially, you'll have to decide on a sizing method before production begins. As your brand develops you'll learn more about your customers and their sizes, and can adjust production accordingly.



NUMERIC SIZING

Number sizes run with a numeric range, for example, 2, 4, 6, 8, 10. Different countries have different numeric ranges, meaning customers might wear **different sizes in different countries**.

- **Fitted garment**

Numeric sizing is typically used for formal wear or fitted garments.

- **Higher cost**

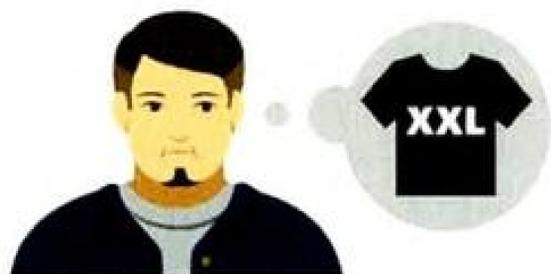
The cost of developing number sizing is very high, as a full number size range can have at least 8-10 different sizes. More resources will need to be spent on labels, hangtags.

- **Lower coverage for size**

Each size fits a smaller range of customers, which may increase the risk of having leftovers for each size.

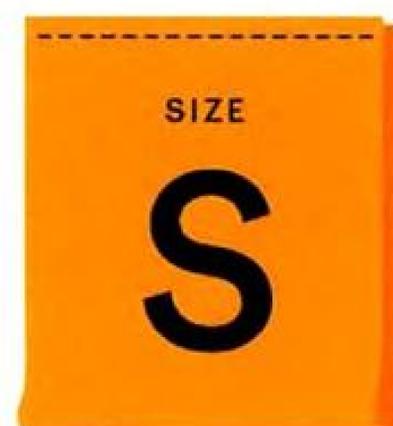
- **Formal image**

A variety of sizes means a higher fit standard.



WHY DON'T MORE MANUFACTURERS PRODUCE XXL?

There is a smaller amount of plus-size customers purchasing plus-size clothing. Additionally, the costs to create plus-size clothing is higher as it requires a plus-size apparel specialist and maybe a different pattern.



LETTER SIZING

Letter sizes run with a range of letters, for example XS, S, M, L, XL. It is universal and easy to understand. Customers can **normally stick with one letter size** as it tends to cover a wider range of body types. For example, both size 0 and 2 customers can wear XS size.

- **Relaxed fit garment**

Letter sizing is typically used for relaxed fit or stretchable garments.

- **Lower cost**

When compared to a full-size range, this is a cheaper option as less resources will be needed for fewer sizes.

- **Higher coverage for each size**

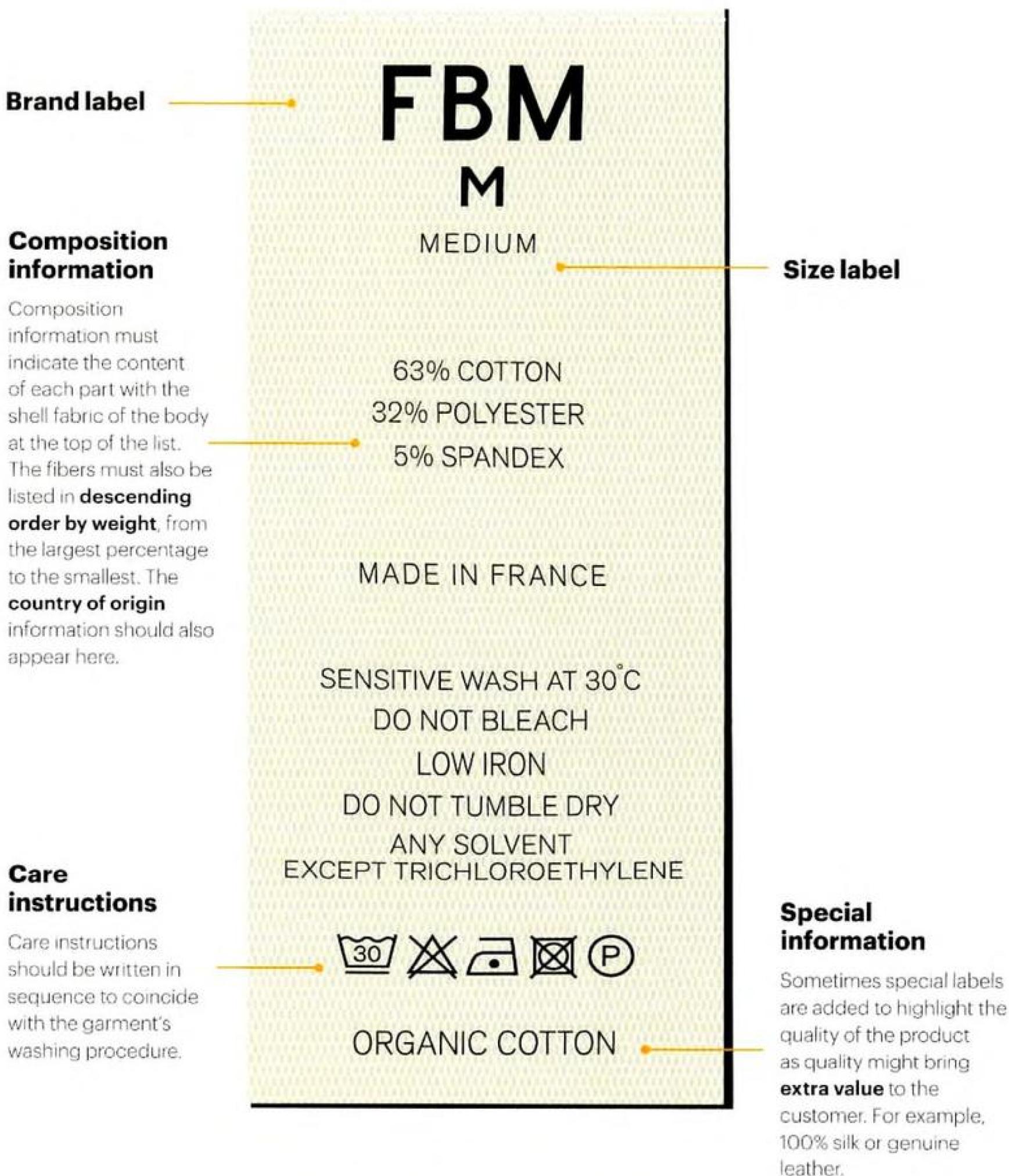
One letter size can cover more body shapes as the grading difference is larger but it may not fit well compared to numeric sized garments.

- **Casual image**

Letter sizing lacks an attention to detail that numeric size offers.

THE LABELS GUIDE

A label draws a customer's attention to the garment by describing what the product is. There are many different types of garment labels, and the information provided on each may differ between brands or products. This label is a general example that includes most of the necessary information.



MAKE SURE TO MEET THE REQUIREMENTS



Approved

The information on the label must strictly follow the guidelines of the importing countries or your products might not be sellable. **Check before your production begins!**



DID YOU KNOW?

In the United States, metallic threads are not allowed to be used on the label for the country of origin, the fabric content, care instructions and the importer's identification number. These descriptions must be legible.

STYLE OF LABEL



Manhattan fold



Straight cut / no fold



Ends fold



Centerfold



Miter fold



Heat transfer



Hand stitching

THE PRICE TAGS GUIDE

While information on a hanging price tag can seem like a minor detail, it's actually very necessary. It is where buyers, manufacturers and your staff find everything they need to know about your garment.

WOMEN
CASHMERE
TURTLE NECK
SWEATER

100% CASHMERE

S

BLACK

Y3-S18-000-012
COL BLACK
SIZE FREE



DOUBLE
MÉLANGE
WOOL GARL

COL CASHMERE
RDIGA

Logo / Brand name

FBM

Description

Ladies Vintage
Resin Button Long Trench Coat

Fabric composition

Outer: 100% Cotton
Lining: 100% Cotton
WTC01AW181902-7

US 9 / UK 7

Size

SAND

Color

MADE IN USA

Country of Origin

Stock Keeping Unit (SKU) is a code that identifies the **size and color** of each garment style. It is used for communicating with buyers, manufacturers, and internally within your company. It helps identifying product and obtaining product information **without a barcode scanner**.

Format: A SKU typically includes the garment's **color, size, season and manufacturer**.

Created by: You or your company's staff. **Buyers might generate a separate SKU code of their own.**

Style number is a number that makes it **easier to identify garments** when communicating with buyers, manufacturers, and internally within your company.

Format: Every company has their **own format** for generating a style number. You may include gender, season, line, categories and anything else you consider key information.

Created by: You or your company's staff. **Buyer might generate a separate style number of their own.**

W-TC01-AW1819

W: Womenswear

TC: Trench coat

AW 1819: Autumn Winter 18/19

W-TC01-AW1819



Waterproof

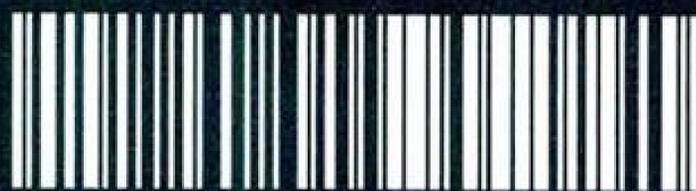


Windproof

Fabric feature icon

US\$ 200

Price



Universal Product Code (UPC) is a barcode number **uniquely assigned** to each SKU and cannot be changed. You'll find it on price tags and shipping cartons. It's not essential to have a UPC but retailers or distributors who use the UPC system may request a UPC from you. It will be recorded and **can be traced** every time the barcode has been scanned and change status, such as transactions.

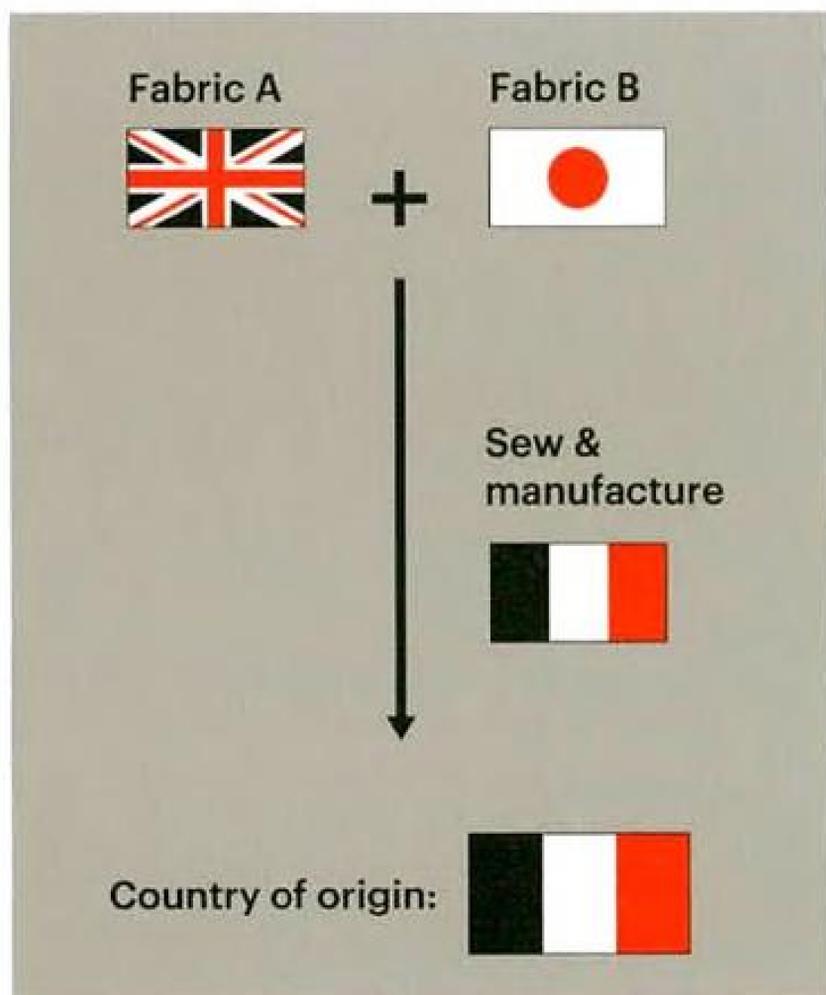
Format: A UPC is always a **barcode**.

Created by: This code can **only be assigned by GS1** (an international supply chain standard organization).

COUNTRY OF ORIGIN

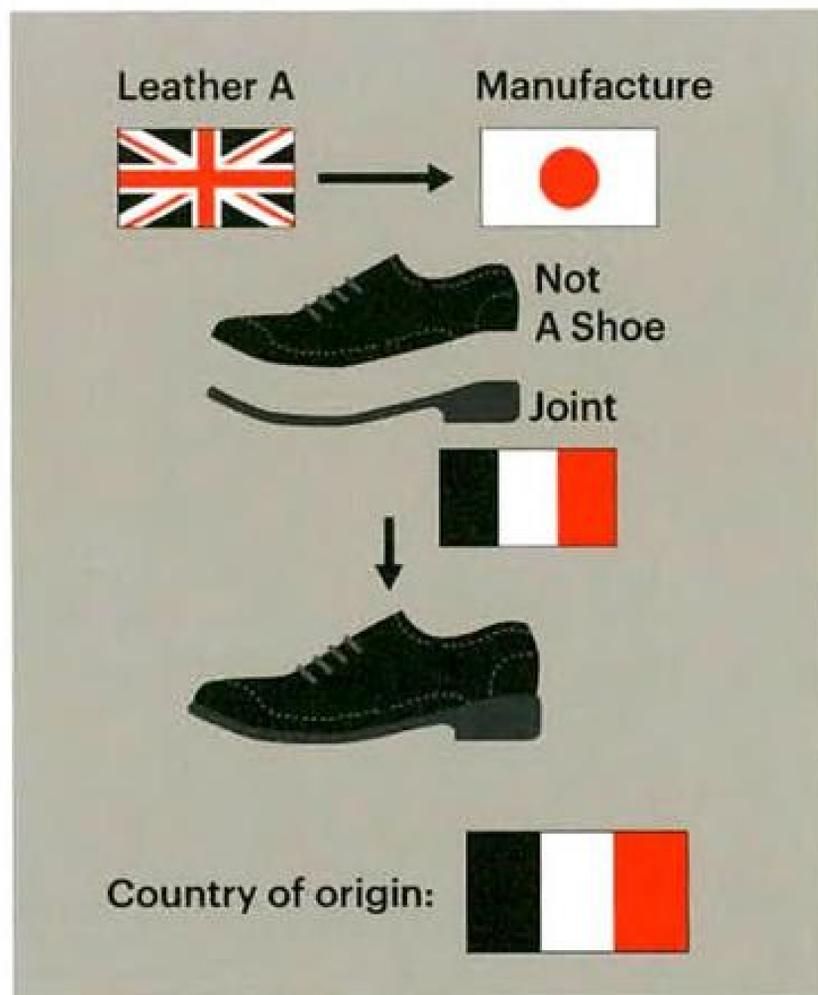
Country of origin refers to the country a product has been manufactured, produced or grown. Depending on the country, the country of origin (COO) can be defined under any one of the rules below:

1 SUBSTANTIAL TRANSFORMATION



The place the product or material undergoes a **major transformation**, which results in changing of character or usage.

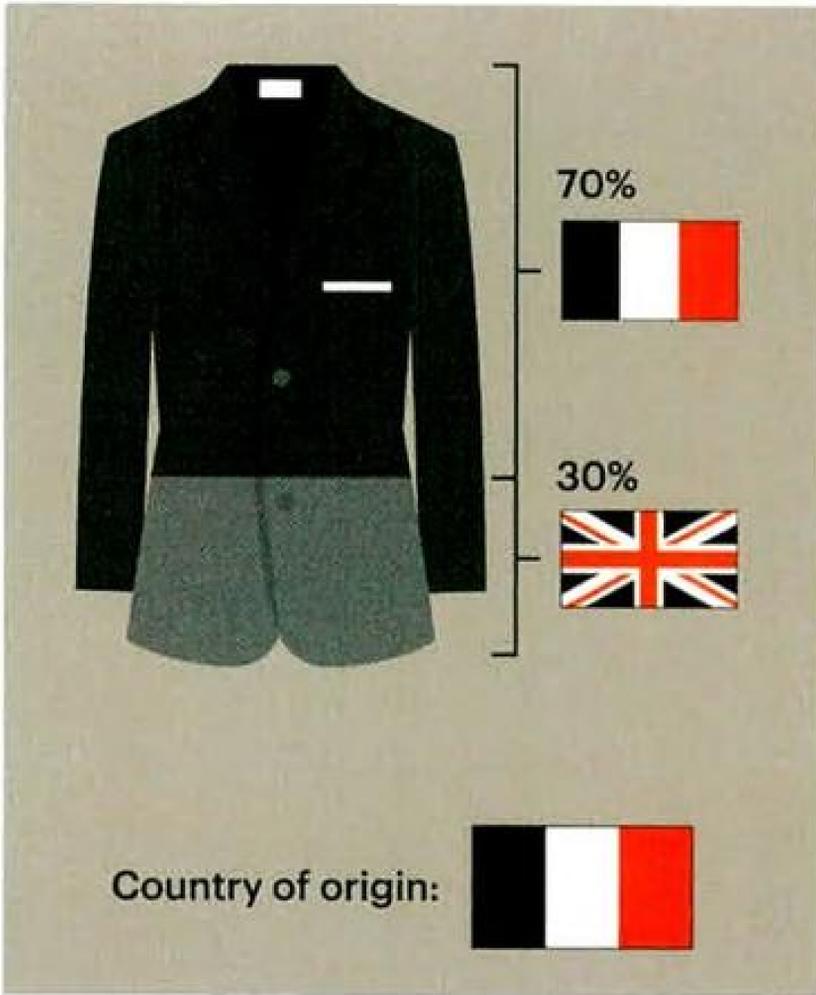
2 SPECIFIC CHANGE IN TARIFF CLASSIFICATION



A tariff classification refers to categorizing all goods under an international standardized system called Harmonized System, for declaration purposes. If the transformation process results in **changing the tariff classification**, then it may be possible to claim the country of origin as the country where the transformation take place.



3 ADDITIONAL VALUE



If the **value percentage of domestic material**, or cost of creating goods, has reached a certain minimum requirement, or the value of imported material or cost of creating goods is within a certain maximum range, the country of origin does not need to change. The percentage requirements vary with different countries and their calculation methods.

COUNTRY OF ORIGIN MAY AFFECT

- **Trading policy**

Your product's country of origin will affect the **name, category or tariff code of the product in different countries**. As countries have their own trading policy with different countries, changing country of origin means there might be **different trading terms**, such as duty rate and special duty.

- **Customers' preferences**

Country of origin also affects **customers' preferences towards products**, as customers form opinions about a product's quality, performance, or specific product attributes based on where it's from.

WHAT IF YOU NEED TO PROVE YOUR COUNTRY OF ORIGIN?



Certificate of origin (form A)

The certificate of origin is a document used in **international trade**. It is completed by an exporter and certified by a recognized issuing body. Not all importing

countries need a certificate of origin. Check with local customs authority and request your supplier to apply it if needed.



CONSULT LOCAL AUTHORITIES

These rules are general and don't apply to all countries. Some might follow the first rule and the others follow the second or third rule. You might want to consult local authorities or a lawyer for the differences.

HOW TO CONTROL QUALITY

Quality control is an important part of the production process. Make sure to work with factories that produce quality products, and only ship those products if they pass your quality control test.

TYPES OF INSPECTION

On-line, or in-line, inspection is a quality test done during the production process.

- Reduces defect numbers of final products.
- Easier to repair defects.
- Saves costs.

Table, or final, inspection is an inspection conducted after the production process to check for visual or any other remaining defects.

- Minimizes the chances of defective products going on shelves.
- Picks up on anything that might have been missed during the on-line inspection.

WHAT ABOUT MASS PRODUCTION?

Some brands with larger quantity production will apply an **Accepted Quality Level (AQL)** inspection. AQL determines the **maximum percentage of defective items** within a specified batch that could be accepted during random sampling inspection.

AQL TABLE

Lot or Batch size	Sample Size	Acceptable Quality Level		
		2.5(tough)	4.0(less tough)	6.5(easier)
		Maximum number of defective allowed		
51-90	13	1	1	2
91-150	20	1	2	3
151-250	32	2	3	5
251-500	50	3	5	7
501-1200	80	5	7	10

SHOULD I INSPECT EVERY SINGLE PRODUCT?

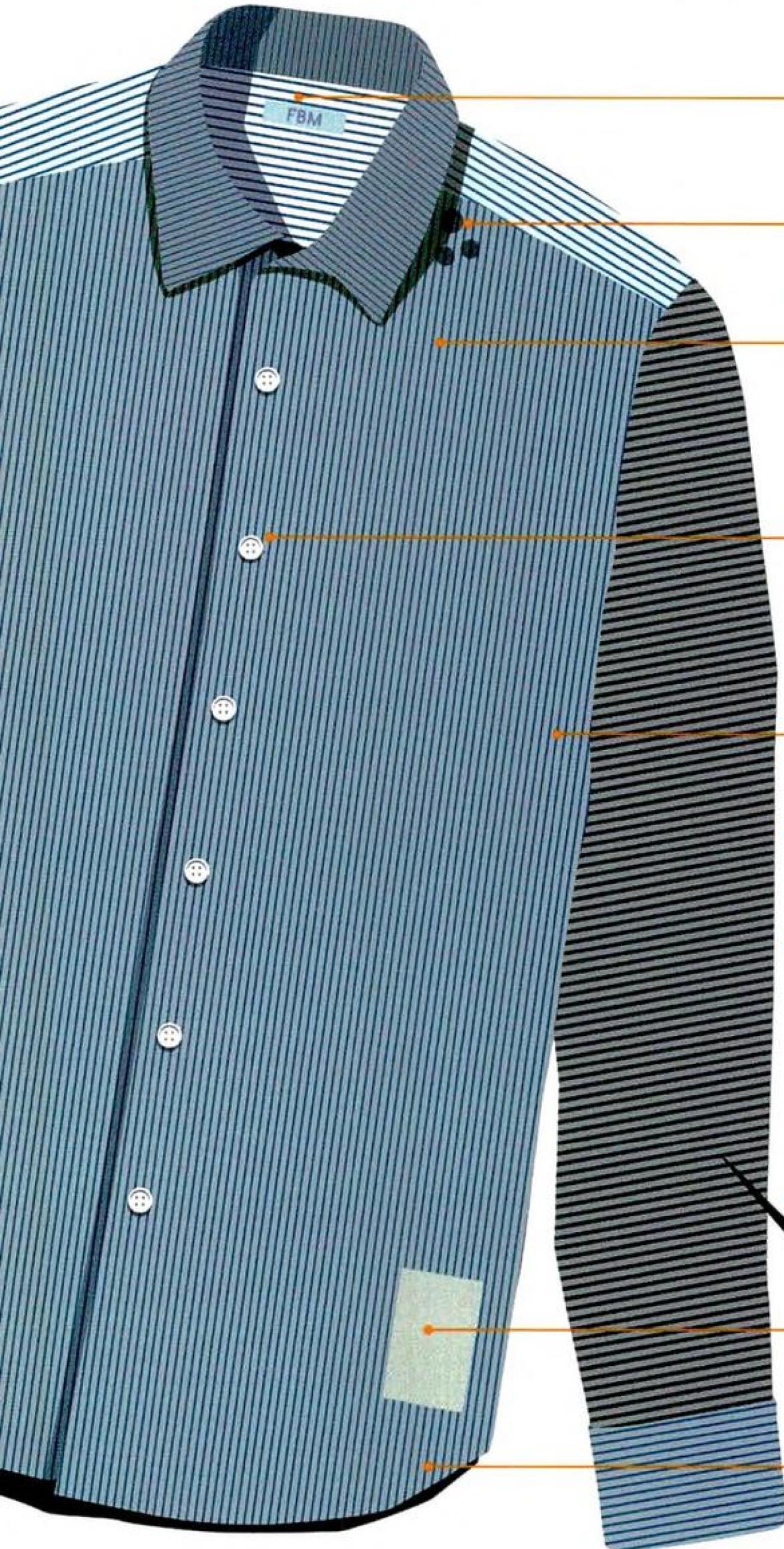
Brands with a small quantity production will apply **100% inspection on products** to make sure quality of each single product is up to standard.



WHEN DO PRODUCTS NEED TO UNDERGO A LAB TEST?

Lab tests are mainly focused on **fabric properties**, such as chemicals used during the production process or garment composition. Sometimes this is carried out based on buyers' requirements, and sometimes it is to help maintain **quality standards for fabrics** which consumers rely upon.

AREAS TO CHECK DURING QUALITY CONTROL



Sizing: Measurements mismatch with size chart.

Color: Dye spots, color fastness with dry or wet crocking test.

Fabric: Fabric weight, cuts or tears, slubs or holes.

Seams and stitching: Seam strength, stitch per inch, open seams, incorrect thread selection, skipped stitches, loose thread ends.

Appearance: Marks, unfinished edges.

Fitting: Fit isn't the same as approved samples.

Smell: Unpleasant odors from dyes or other chemicals.

Safety: Metal detectors for pins, needles and staples.

Packaging and labeling: Top and bottom size label mismatch, missing labels, label information incorrect.

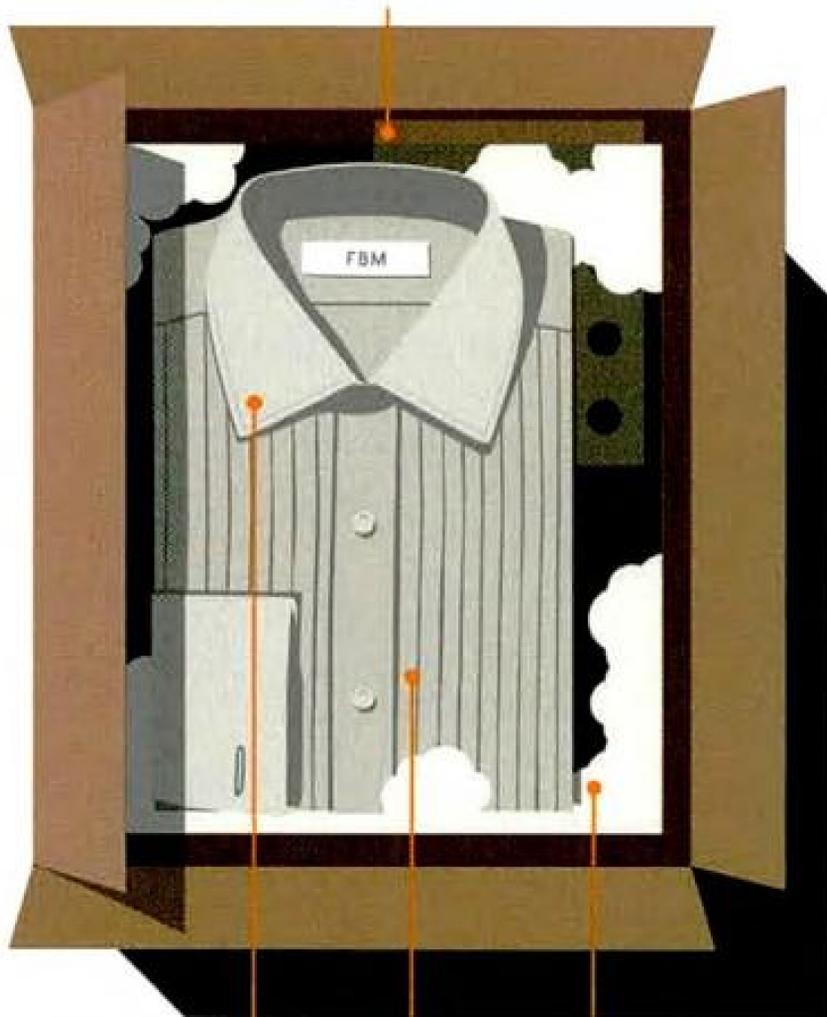
Pattern (Optional): Patterns or lines mismatch on different parts.

HOW TO PACK YOUR PRODUCTS

To avoid damaging products before they reach a store's shelf, properly packing your collection is vital. Determining your collection's final retail display is one of the most important factors when deciding how to pack products for shipping.

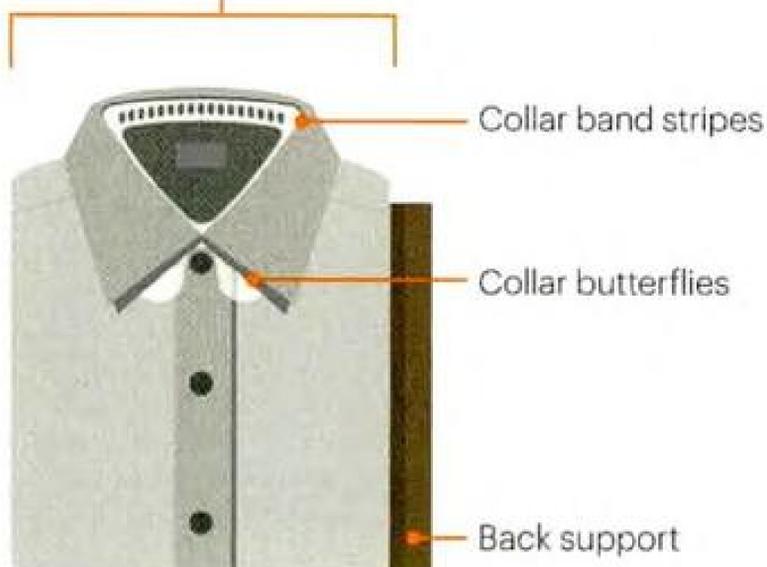
1 FLAT PACK

Poly bags with holes and a warning clause



Tissue paper

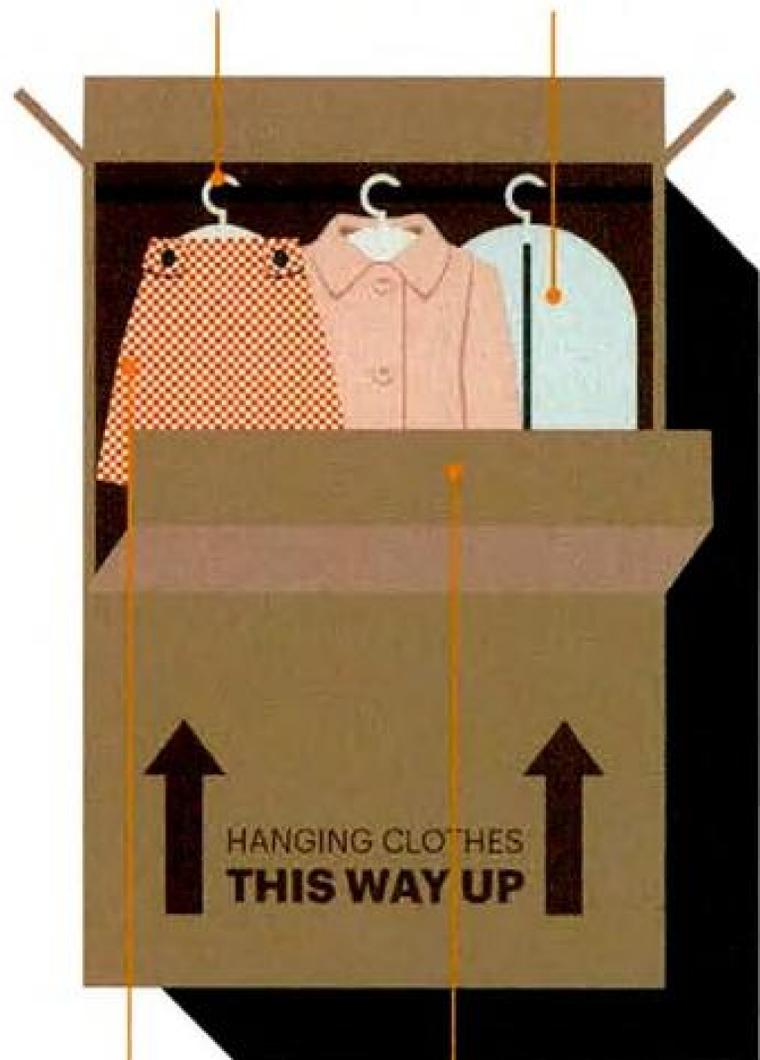
Bubble wrap or expanded polyethylene for garments that easily leave fold marks



2 HANGER PACK

Hanger

Cloth garment bag

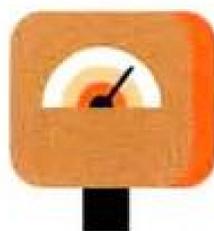


Plastic garment bag (optional)

Extra fabric for clipper hanger to avoid clip marks being left on the garment

An alternative method for packing garments when using hangers is to stack each hanger in an alternative direction, which creates more space.





RESTRICTIONS

Safety standards typically specify that the weight of a shipping carton can't exceed 20kg. Special requirements from importers or retailers may also require a specific size and weight for cartons.

3 BAG

Dust bag Foam wrap Expanded polyethylene



Stuffing Plastic bag (optional) Tissue paper

4 SHOES

Shoe bag Plastic bag (optional)



Tissue paper Shoe form Stuffing



Protective film on metal objects to prevent scratch marks.



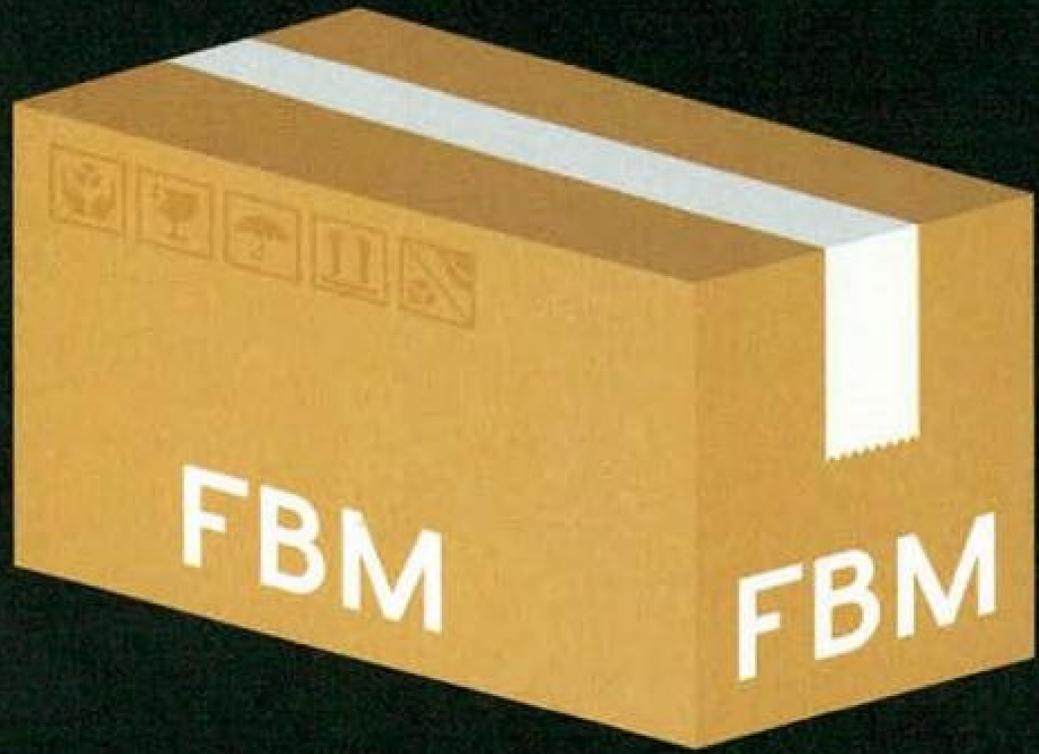
Tissue paper to cover easily damaged parts, such as embroidery and jewelry.



Bubble wrap or tissue paper to entirely wrap expensive products.



Silica gel to pack garments and prevent molding, particularly in humid environments.



3

Wholesaling

82 Joining a showroom

84 Joining a trade show

86 Get your pricing just right

88 How to negotiate sales terms

90 10 ways to get paid quicker

92 Selling big and small

94 Distribution, license and franchise

JOINING A SHOWROOM

With the help of sales representatives in showrooms, designers can concentrate on creating their designs and developing their business without worrying about the sales process. The right connections with the right showroom agents can help increase your sales and save time.

WHAT ARE SHOWROOMS?

- A team of people who present your collection to department stores or boutiques **on your behalf**.
- There are mainly two types of showrooms: Showrooms housing **long-term collections** with a permanent office address, and showrooms housing **short-term collections** that only show for a few days around market week time.
- Usually an **appointment** must be made with the representative to view a collection at a showroom, and only if you are a **buyer or press agent**.

✓ PROS

- ✓ **Focus on the creative side** and development of your business.
- ✓ **Easier to reach new customers** with their exclusive contacts.
- ✓ **Higher chances to achieve sales**, as sales representatives are trained to negotiate with buyers.
- ✓ **Receive coaching** as the showroom team will advise on how to improve your marketing materials, and provide continuous feedback from buyers.

✗ CONS

- ✗ **Retainer fee** for renting space and rack.
- ✗ **Commission** of around 10-15% when sales are made.
- ✗ **Results are not immediate**; it usually takes 3-6 months to educate buyers and start seeing sales.
- ✗ **May lose rights** to make certain decisions when contracting with big showrooms.
- ✗ **Exclusive rights** might be given to the agent for showcasing your brand.



TOOLKIT TO IMPRESS SHOWROOM REPRESENTATIVES

- **Product samples** to illustrate the full spectrum of your line, and to allow the representative to interact with your products.
- **Wholesale materials**, such as line sheets, catalogs and price lists, to show that your products are ready to move.
- **Copies of any press coverage** you've received, such as blog reviews and local media clippings, to show you are actively marketing your product.
- **Press kit** to share with buyers, and show your ability to market your brand.
- **List of your stockists**, which shows retailers' interest in your brand.
- **Story of your brand** or your story as a designer. A memorable story stays in the representative's mind longer and makes you more remarkable.

CONSIDERING THE RIGHT SHOWROOM

THE CONTRACT

- 1 **How much does the whole showroom package cost, and when is the payment due?** You'll need to pay a retainer fee. Additionally, showrooms will expect to be paid a commission either in advance, once the product has been shipped, or after you have received the payment from retailers.
- 2 **How long is the duration of the contract?** Some showrooms offer test period of one season before committing to a general contract, which is usually 1-3 years.
- 3 **What territories do they cover?** Some agencies require exclusive rights to sell your line in territories they cover. You might need multiple showrooms if one does not cover all the areas you are targeting.

THE CONNECTIONS

- 4 **How many years have they been in business, and who are their past clients?** A good showroom can adjust to changing trends and develop relationships with clients.
- 5 **What retailers do they sell to?** It's important that the showroom is already working with, and have good relationships with your target stores. Ask specifically about the retailers you want to sell to and see how the agent responds.
- 6 **What other brands do they represent?** Ask for references of retailers the agent currently does business with, and see whether their direction fits yours.

THE SERVICES

- 7 **Is there a certain number of clients, or a certain amount of sales, guaranteed?** Otherwise you could be paying a monthly retainer fee with no return.
- 8 **What services do they offer?** Check whether they offer logistics, customer services, PR, accounting and product development advice.
- 9 **What is their sales structure?** Ask whether a dedicated salesperson or the whole team will be selling your line. It's important to know who you'll be directly dealing with.
- 10 **What trade shows are they exhibiting in?** Discuss which shows you want to participate in and what the additional costs will be. Agents may get discount on booth fees when their other clients also participate in the show.



JOINING A TRADE SHOW

Should you join trade shows, or should you not? The answer lies in the individual needs and budget of your brand. A trade show can be a great opportunity to display your collections and receive orders from buyers, but it can also be costly and time-consuming.



✓ PROS

- ✓ **Make connections** with people from different areas of the industry such as manufacturers.
- ✓ **Direct feedback** from buyers and industry people to help you improve your brand image and collections.
- ✓ **Good chance of direct sales** as buyers go to do business so closing a deal will be slightly easier than normal.
- ✓ **Study competitors' activities** and learn from them.
- ✓ **Discover new fabrics** for collection if the trade show contains textiles suppliers.
- ✓ **Putting your name out there**, so while buyers might not put in an order with you this time, at least you'll have been on their radar and there is more chance for next season.

✗ CONS

- ✗ **Operational costs** such as travel, accommodation, food, participation fee, shopping, booth display – can add up very quickly.
- ✗ **No control in sales**, and it's possible you won't have any sales from attending a trade show.
- ✗ **No control over the exhibitors** next to you, and they might be competitors who affect your sales.
- ✗ **Trend of sales spreading out all over the year instead of two seasons a year** might impact the effectiveness of the trade show model.



GIVE THEM TIME

Attending trade shows will let buyers know your name but most of the time they will wait and observe a few seasons before they decide to spend money on you or not



WHAT YOU NEED TO CONSIDER IN ADVANCE

- **Booth size** you will need. Sales representatives from the trade show might be able to suggest the best size.
- **Decorations** of your booth can hugely affect your brand image. A production house can help with these.
- **Advertisement** to increase visibility. The sponsorship packages are sometimes listed in the manual, if not, a trade show representative can help.
- **Refreshments** are great way to draw people to your stand.
- **Assistant** who can communicate effectively on behalf of your brand, so you're prepared during busy periods.
- **Delivery** of product, directly to the show site or carry it in your suitcases.
- **'Elevator speech'** to use with potential buyers, which communicates your brand in 5 seconds. For more information, refer to page 178-179.

TRADE SHOW TOOLKIT

- Business cards
- Collection samples
- Line sheets
- Digital and printed copy lookbooks
- Clothing racks and hangers
- Business profile, in the form of a booklet that includes information such as your target market and retail locations.
- Laptop or tablet - and don't forget the charger!
- Extension cords
- Email sign up forms
- Stationery, including paper clips, folders, pens, pen holders, scissors, staplers, note pads.
- Gifts or takeaways to help buyers remember you, such as postcards or gift bags.

GET YOUR PRICING JUST RIGHT

Pricing your products is tricky. While customers will not buy products that are priced too high, your company will not be able to make profit when products are priced too low. Different pricing strategies can be used when pricing different products to maximize your profits.

1 COST-BASED PRICING

One of the most logical ways to price your products is by cost-based pricing. It's a method that involves calculating the total costs of a product, including **both direct and indirect costs**, and then marking up a certain percentage to decide the retail or wholesale price.

Quick math

**Wholesale price =
cost price × markup rate**

**Retail price =
wholesale price ×
markup rate**

US\$ 6.0 Materials

+

US\$ 6.7 Labor cost

US\$ 0.5 General and
administrative costs
(e.g. utilities and stationery)

US\$ 2.0 Design and
development cost
(e.g. tax and marketing)

US\$ 1.3 Overhead

TOTAL COST

↓
×2.8

**WHOLESALE
PRICE**

↓
×2.8

**RETAIL
PRICE**



Keep in mind:
The typical markup rate
of fashion products are
approximately 2.2 -2.8.



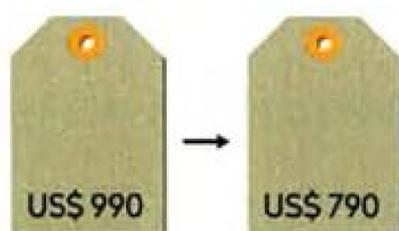
2 PERCEIVED VALUE PRICING

Everyone has a perceived value in mind for products. Rather than focusing on cost-based pricing, you can consider pricing your products based on **brand image or psychological factors**, such as making your products appear more luxurious.



- **Premium pricing.** Premium pricing refers to pricing items high above the average market price, mostly applicable to luxury brands.

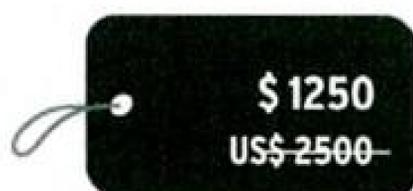
Target: Customers who are loyal to a brand image, or would be willing to pay more for excellent add-on services.



3 months later

- **Skimming pricing.** This strategy involves starting with a high product price during your product's introductory period. Then, overtime, the product's price will be lowered to a standard price.

Target: Early adopters who are willing to pay higher prices either because they are less sensitive to price, or are eager to get their hands on the product first.



- **High-Low pricing.** This is a strategy where products start with a higher price-point, which is lowered later to discount or clearance prices after popularity has passed.

Target: Customers who believe discounted sales equals better value.



- **Bundle pricing.** This strategy incentivizes customers to buy more products by offering lower prices for higher quantities.

Target: Customers who are sensitive to price, as it offers them extra value.



- **Limited Edition pricing.** This strategy involves offering a limited quantity of products which tap into a higher price range. This tactic presents a perfect opportunity to create a sense of urgency around limited supplies.

Target: Customers who are more likely to pay extra to have something exclusive.



Research the price range of competitors with a similar brand image to establish a general guide for your own price range. Remember SWOT?

3 REMINDERS FOR PRICING

- 1 **Leave enough margin.** Start off by selling to customers and move into selling to wholesalers might not be profitable if you don't **factor in the wholesale markup** into your initial pricing.
- 2 **Consider your whole assortment** when you price your products. While each product will have a different cost price, **different markup rates** should be applied to different categories. Your goal is to have prices that all stay within a range - without jeopardizing any profits.
- 3 **Never underprice your products** just to fit into certain stores. It's unlikely you'll be able to adjust your prices later.
- 4 **Stay updated on industry standards.** Regularly carry out **market research** to ensure the prices of your products stay within ranges of competitors.

HOW TO NEGOTIATE SALES TERMS

When negotiating with buyers in the hope of stocking your own products, make sure you do not miss out any important information and always leave a good impression so the retailer wants to work with you again.

THINGS TO CONSIDER WHEN SIGNING A CONTRACT

1 Product selection

The store's product selection could **make or break your products selling**. Some buyers know exactly what looks good in their store and more importantly, who will buy – and some may not. It's also your responsibility to **ensure your products are well-presented**.

2 Trading arrangement

This varies between different retailers, and can vary between different brands stocking within the same retailer, too. The two most common types of trading arrangements are:

Firm Sales: Retailers **pay for all products ordered**.

Consignment: Retailers **only pay if your product sells**. Any unsold products will be returned to you. It is common for new designers, it's common for buyers to offer you a consignment package, to **trial how well your products sell** with minimum risk involved.

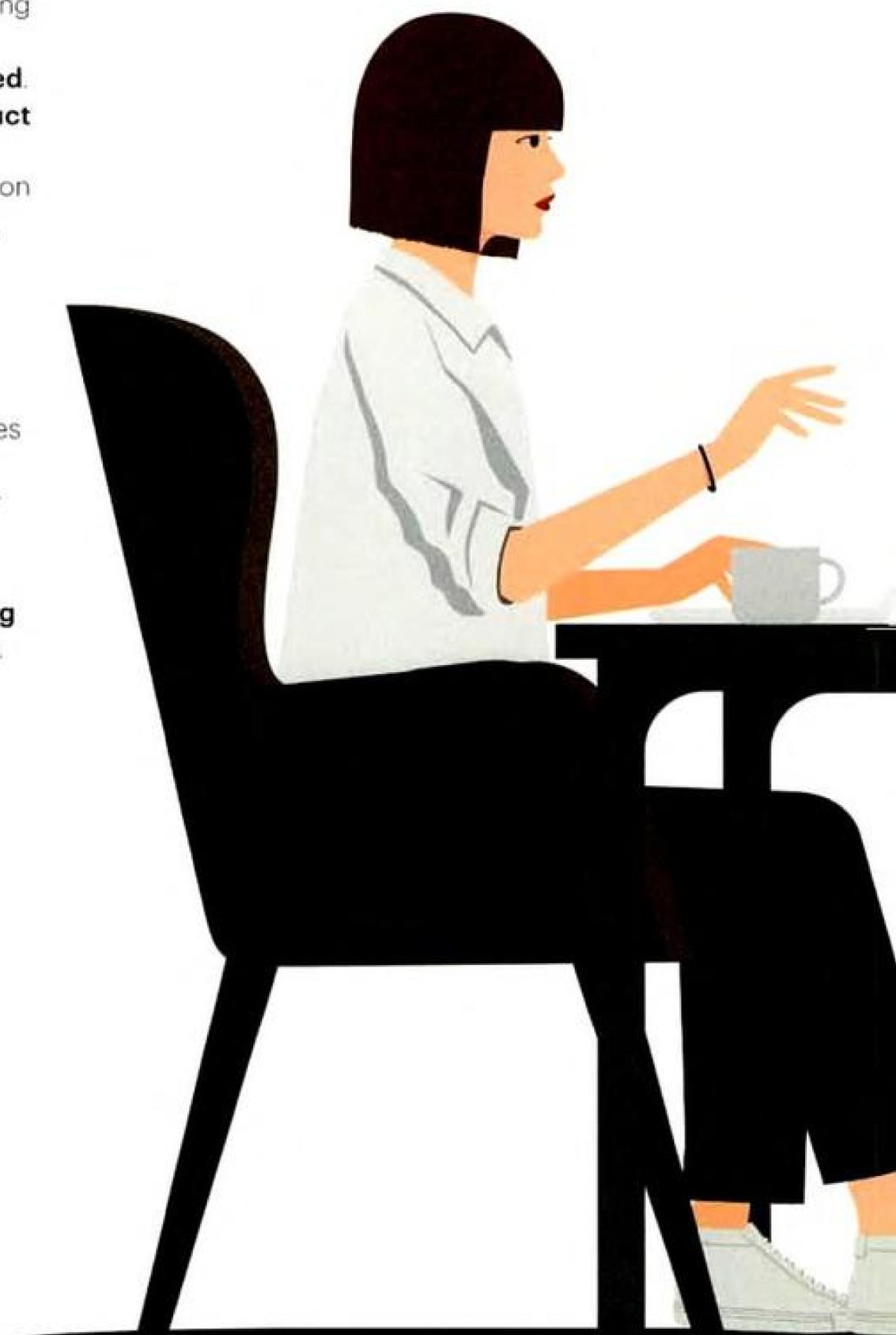
3 Volume of orders

Big retailers can potentially order large quantities of stock which give you economy of scale and lower your production cost, but make sure your production line can support before taking the order. Orders that are too small might not be profitable, so make sure to **consider combining orders from different retailers** where needed.

4 Discounts

Discount between **3% to 15%** is a common request **from buyers** from big retailers that place bigger orders. Make sure to **leave some bargaining room for yourself**, and ensure that if you offer a discount you will still be profitable.

 **Tip:** Some designers factor this discount price into the cost price of their products.



5 Payment terms

Carefully consider your payment terms before signing an agreement. The credit terms are commonly **NET 30/60/90**, which refers to the **number of days the buyer has to pay upon receiving receipt of your products**. **Cash on delivery** is one alternative to speeding up receiving a payment.

6 Delivery terms

Make sure to review your delivery terms carefully and always **try to negotiate not to be responsible for paying the packaging and delivery fee**. Buyers might require you to send your products according to different product category schedules, some might prefer all the products in one go. Failing to follow might lead to chargebacks.

7 Delivery dates

It's important to stick to the delivery dates agreed upon during negotiations. **If your delivery is late, buyers might cancel the whole order** and may not work with you again. Be crystal clear about deadlines and the consequences of delivering late.

8 Special requirements

It's important to clearly understand all special requirements from buyers, which might include **strict or unique requests** regarding quality standards and appropriate packaging. If you fail to meet these requirements, you might be **liable for chargebacks** which can make your order completely unprofitable and leave a **bad impression**.

9 Unsold items

Big retailers tend to overbuy and may significantly markdown your products during sales period, or return them to you at the end of the season. Make sure you **check the terms agreed upon regarding unsold stock**, and ensure you can handle any losses.

10 Exclusive rights

Buyers might ask for exclusive rights. This could refer to an **exclusive style, the sole exclusive rights to retailing your products, or the rights to selling your products** before they hit stores anywhere else. Make sure your production line can support exclusive products, and always request a higher upfront deposit for exclusive styles or retail rights.



10 WAYS TO GET PAID QUICKER

You have to receive your money on time to increase profit, which means managing receivables is essential, particularly for a new business. To get paid as soon as possible, planning and consideration are needed.



TURNING SLOW PAYING ACCOUNTS INTO FAST PAYING ACCOUNTS

- 1 Invoice as soon as possible**

The sooner the client receives an invoice the sooner they will make the payment. Make sure you send the invoice when your work is still fresh in their mind.
- 2 Breakdown an invoice into smaller invoices**

Progressive invoicing can **lower the risk of not getting paid at all**. Ask for a deposit with the order and then charge the rest of the payment at later dates. Keep in mind that the longer you remain out of contact with customers, the less likely you are to recover the amount owed.
- 3 Ask for a deposit or cash on delivery**

Asking customers for a deposit is a good way to secure some money up front, while **cash on delivery (COD)** is also an useful option to make sure slow paying customers pay on time, as they will only receive the products once money is exchanged.
- 4 Keep talking to clients**

Send reminders, statements and phone calls, when things become overdue. It **helps remind your client** you are serious about receiving the payment.
- 5 Set clear payment terms before you start**

Terms should be set up front, to avoid any confusion down the track.

Debt collection agencies might be your last choice when all other methods of collecting payment have failed. Just make sure to choose a reputable agency.



6 Add overdue fees

Agree on additional charges for overdue payment prior to the start of project with clients and make sure it is clearly stated on the invoice. Charge your clients interest in the form of overdue fees.

7 Address the invoice to the person paying

Make sure the invoice goes straight to the person who makes payment to avoid it getting lost.

8 Discount for early payment

Offer discounts to customers who pay their bills quickly. While it may impact your profit margin, it encourages your customers to pay earlier than the typical billing cycle. This means you'll **lower your chances of a cash crunch**.

9 Reward and recognize clients

Give clients a handwritten note or quarterly gift to thank them for their business. This is not bribing them to pay invoices, but letting them know how much you appreciate their business, which can in turn prompt payment.

10 Be flexible with payment types

While some clients want to pay by check, credit card or an online payment system, others prefer direct deposit. **Allowing different payment options gives clients more reasons to pay on time.**

SELLING BIG AND SMALL

It's best to have multiple retailers selling your products, even if some aren't taking large orders. There is always a risk of order cancellation, especially in chain stores or department stores, and relying on them heavily for business can put your company at risk.

BOUTIQUES AND SPECIALTY STORES

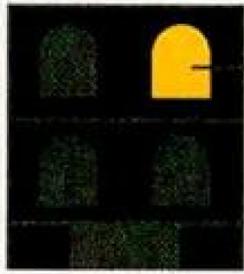
✓ PROS

- ✓ **Tighter and more focused assortment** of brands and products, which allows the store to reach their target market and make a noise about a brand or product more easily.
- ✓ **More personable customer experience** and unique atmosphere, which in turn creates a more loyal customer group.
- ✓ **Potentially more leverage** when it comes to terms such as shipping and payment, as smaller retailers tend to be more lenient.

✗ CONS

- ✗ **Smaller orders** of products from smaller store.
- ✗ **Time consuming when dealing individually** with multiple small stores.
- ✗ **Less financially stable typically**, it's possible the store could go out of business before paying you in full.





Your Store

CONCESSION

Consider a concession agreement within a department store. You can keep control of your brand and its selling space, including décor and staff while enjoying the benefits of being sold within an established retailer. On the downside, you will need to pay commission and rent which can be expensive.

DEPARTMENT STORES AND CHAIN STORES

✓ PROS

- ✓ **More brand visibility** towards potential customers and other retailers.
- ✓ **Strengthen brand positioning** by being sold next to other luxury or popular brands.
- ✓ **Established customer base** and regular store traffic.
- ✓ **Higher volume of sales** potentially.

✗ CONS

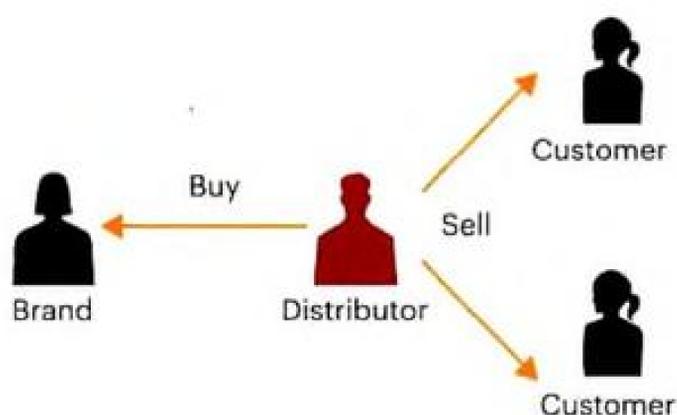
- ✗ **More competition** from other brands, making it difficult to stand out.
- ✗ **Large orders but always overbuying** that leads to chargebacks or order cancellation.
- ✗ **Lower margins**, as buyers often require extra discount (3% to 15%) in exchange for ordering larger quantities.
- ✗ **Stricter requirements** regarding packaging, labeling, shipping documents and returns, which can lead to significant profit-harming chargebacks.
- ✗ **Less willing to negotiate** terms, meaning more risk will be placed on the brand.



DISTRIBUTION, LICENSE AND FRANCHISE

Your brand has been going from strength-to-strength and you're ready to take the next step to grow your business. Let's explore the 4 most effective channels of business expansion to find out which one best suits your brand.

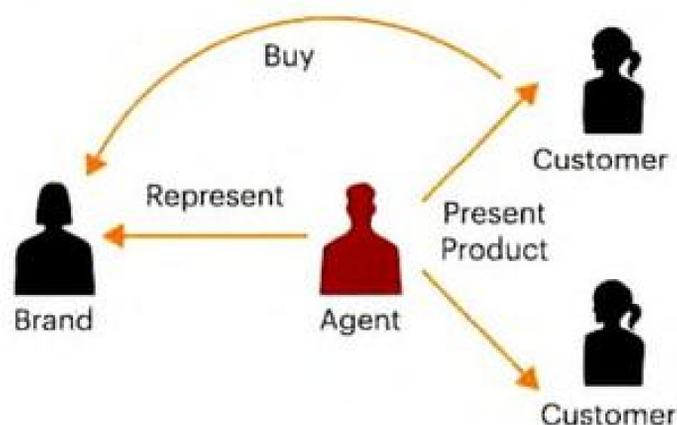
WHAT ARE DISTRIBUTORS?



Distributors **buy products from you with a bulk discount and resell the products** to retailers or end customers. Distributors handle every aspect of the selling process including marketing, inventory and after-sales services.

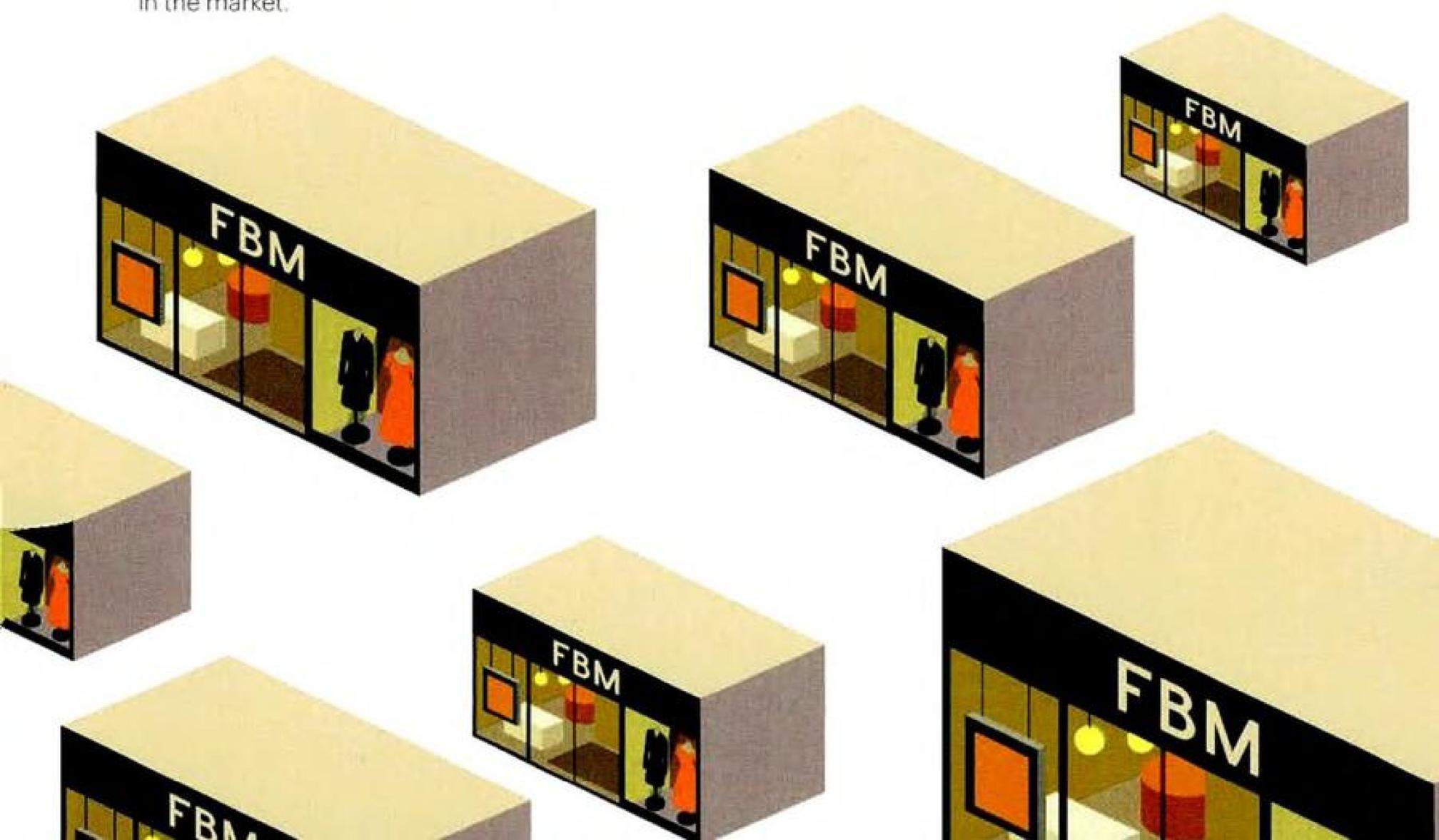
- Have **ownership** of your products.
- **Right to make decisions** regarding how to sell and promote your products.
- **Sell products under their own trademarks**, meaning you will not have involvement in sales decisions.
- **Decide product margins**, meaning you have no control over the final price of your products in the market.

WHAT ARE DISTRIBUTING AGENCIES?



Distributing agents **represent your brand within a market and help expand your sales channel**. Agents **present** your brand to different distributors and receive commission after distributors buy from you. Some agencies will also handle marketing and after-sales services.

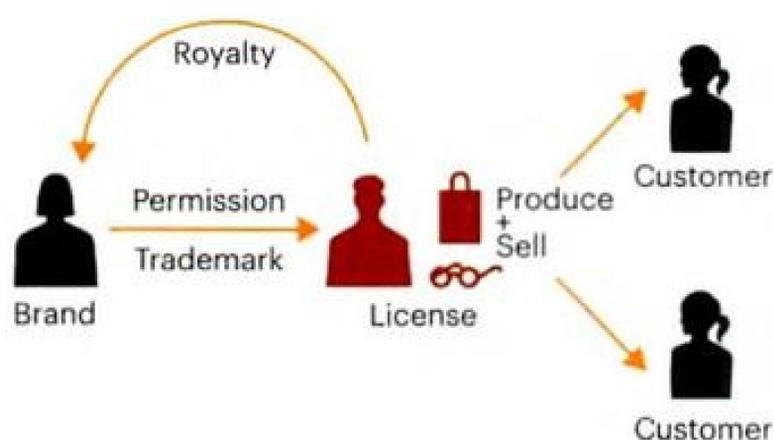
- Have **no ownership** of your products.
- **No right to make decisions** regarding how to sell your products.
- **Present products on your behalf**, meaning you have the right to make decisions regarding selling terms including product prices.





Licensing is a commonly used method in brand collaborations as well as among fashion brands. It can help expand your product range into new categories, such as fragrances and sunglasses.

WHAT ARE LICENSEES?



Licensees **pay royalties to obtain rights to use your brand's intellectual property**, such as your brand name and logo. Using their expertise, they can expand your manufacturing and sales channels. They might also handle production, marketing, inventory, distribution of goods and after-sales services.

- Have **ownership** of your products mentioned in the contract.
- **Sell products under your trademark**, and have the right to be involved in sales decisions.
- **Right to create new products**, and may decide how to sell products and how to promote them depending on contract terms.
- **Decide the margins of products**, you may have less control over the final price depending on the contract.
- **Follow strict guidelines and agreements** about business and marketing processes.
- **Risk of getting into competition with your own brand** as both are under the same trademark.

WHAT ARE FRANCHISEES?



Franchisees **pay royalties and an initial joining fee to open a store under your trademark to expand your product sales, point-of-sales, manufacturing and sometimes even designing**. Franchisees handle the entire process, from the production to the operation of a store.

- Have **ownership** of your products under your trademark.
- **Right to make decisions** regarding how to sell products under the guidance of your company.
- **Right to create products** depending on contract terms.
- **Sell products under your trademark**, meaning you have the right to be involved in sales decisions.
- **Follow strict guidelines and agreements** about your brand's product margins and processes.
- **Receive training**, know-how and other support and resources from you.
- **Apply own local market knowledge** to lower the difficulties of entering a new market.





FBM

fw

FALL WINTER WOMEN COLLECTION

WEDNESDAY 26 SEPTEMBER

4

Marketing

- 98** Putting on a show
- 100** Working with models
- 102** Selecting a PR agency
- 104** How to write a professional press release
- 106** Creating a lookbook
- 108** The art and science of copywriting
- 110** The basics of SEO
- 112** How to market to different generations
- 114** Working with influencers
- 116** Key promotional dates
- 118** Headline ideas
- 120** 10 tips for better email marketing
- 122** The best times to post on social media
- 124** Getting more shares
- 126** 8 things to remember when faced with a PR crisis
- 128** Be transparent with your customers

PUTTING ON A SHOW

Fashion shows are big business. Not just an event to show your collection to buyers, shows also attract major media coverage. Elements such as filling your front row seats with influencers, and tallying up 'likes' on social media, help make the costs worthwhile.

YOUR FASHION SHOW CHECKLIST

1 Production house

Organizing a fashion show is complicated and time-consuming, making experienced production houses the preferred route. They **bring every part of the show together** from choosing the location to creating a schedule for the show. This can save your time and minimize the chance of missing important details.

2 Venue

Scouting location is the first thing to think about. A **location with appropriate size** to fit a whole runway, audience seating and a large backstage that still **fits in with your brand's image** can be tricky to find.

3 Photographers

Hire an experienced catwalk photographer to take **high-quality photos you can send to press**. Catwalk photographers should know how to capture the perfect in motion action shots and detail shots of garments and accessories.

4 Lighting

The right lighting can **enhance the atmosphere of a show**. Make sure your runway is properly lit so that photographers can capture the best images.

Tip: The right light technicians can make your collection glow.

5 Seating plan and invitations

Buyers, celebrities and publications normally get the **front-row seats**, while a **platform for press photographers** will also need to be considered. **Send invitations early enough** to make sure people can make it to the show. Well-designed invitations can create buzz on social media as well!

6 Music

Build your brand story with the right music. Just make sure to triple check the **music's licensing rights**. You may need to pay a **music licensing fee** to play particular songs, or to have the DJ play a certain track.

7 Hair and makeup

The right beauty look on the runway can **lift the show's overall look and feel**. Plan enough time for the makeup and hair team to create the perfect looks. If you can afford to spend more, choose reputable beauty brands and hair and makeup artists to leverage off their exposure.





MAKING A RIGHT CHOICE: TO SHOW OR NOT?

Fashion shows can create buzz but are extremely costly. It can be hard to get the right people to attend. Showing in a showroom is a good alternative for designers who want to interact with customers and detailed collections which require a closer look.

8 Assistance

You will need a small army backstage to help run the show with you. You will need to **brief each of them** individually on outfits they are in charge of and explain special instructions. You'll also need someone to **look after the front of house** – a PR agent can sometimes help with this.

9 Models

Your models do not necessarily need to have the perfect figure, but try and pick models who have a **face and energy that fits your brand's style**. Hold a model casting to see how each model looks, and how they walk, in real life – a com card can't show you everything. Expect a **margin of tardiness on show day** as they may still run late from another show.

10 Rehearsal

A **full-dress rehearsal is ideal** for making sure you have a smooth show. If it's not possible, at the very least ask the models who've arrived at the show early enough to get out on the runway for a **practice run** in their own clothes.

11 Credit sheets and goodie bags

Place the **credit sheet with acknowledgments**, sponsors' logos and an at-show press release **with contact details** on each seat. If you can afford gift bags, they are a great way to make guests feel special.

12 Press and media

Send out your press release early to get press along to your show, which can generate buzz. Make sure your release has a great angle, and that you **update your marketing channels** with the news of your show as well. Finally, consider **live streaming** the show to engage a wider audience.

13 Sponsorship

Fashion shows are expensive, and not every brand can afford to put one on. Some companies host **competitions** that award designers their own sponsored show. Alternatively, some companies might agree to sponsor your show if they see potential in your proposal and you'll promote their own products in some way.



WORKING WITH MODELS

Models come in many forms and serve many different purposes. To find the right one for your brand's project, it's important to understand the types of models available, along with the ins and outs of working with a model agency.

TYPES OF FASHION MODELS



Runway models

Runway models display clothes on a runway, and travel between different cities for fashion shows. The standard height of female runway models is between 5ft 8 (173cm) and 5ft 11 (180cm). The standard height of male runway models is between 5ft 11 (180cm) and 6ft 2 (188cm). It is important for runway models to be able to **walk the runway with confidence**.



Editorial fashion models

Editorial models are photographed for fashion publications. These models require outstanding facial features, body shapes, and have a **particular strength when it comes to posing in front of a camera**.



Fit models

Fit models work as '**live mannequins**'. They require a similar body measurement to a brand's target customers, and help give designers and patternmakers **feedback on the fitting**, movement, feel and drape of garments. It's ideal for fit models to have basic knowledge in garments and their structure, so they can help give suggestions where needed.



Plus-size models

Plus-size models need **the same skills as editorial fashion models**, the only difference is they have larger body measurements.

Part models

Models who are employed for their **specific body parts**, such as hands, legs or lips.



Glamour models

Focused on sexuality and provocation, these models are most likely to be limited to modeling in men's magazines or for lingerie, swimwear and fetish brands. Lingerie, glamour or provocative models are often **more expensive to hire** than other types of models.



THINGS TO PAY ATTENTION TO WHEN BOOKING MODELS

- 1 **Model's pay rate:** Charged by day or hour.
- 2 **Preparation time:** Factor in makeup, hairstyling, dressing and rehearsal time, which will be charged at full fees.
- 3 **Agency service rate:** On top of the model's pay rate, agencies will charge a service fee.
- 4 **License fee:** A license fee will be charged if the images are used for commercial purposes.

You'll need to provide the following information:

- **Media:** Whether the images will be used for digital, advertising, publishing, editorial and/or packaging
 - **Period:** How long the photos will be used for
 - **Location:** Which regions the photos will be published in
- 5 **Exclusivity fee:** If you would prefer the model you photographed to avoid being used by your competitors, discuss this with the agency. Typically, they will charge an extra fee.
 - 6 **Overtime rate:** Extra fees will be charged if you wish to book a model **out of office hours or during public holidays**.
 - 7 **Type of model:** A model **not showing his or her face in the photo usually costs less than one who shows his or her face**. Commonly seen in catalogs, there is no need for hair styling or makeup.
 - 8 **Model appearance:** After the casting, remember to let the model's agency know if you expect the model to keep a part of their appearance the exact same for your photo shoot. A model's hair style is the perfect example.



Alternative models

Models in a niche market that doesn't conform to mainstream ideologies. For example, a model with a punk aesthetic and multiple piercings, tattoos or a shaved head. Typically, alternative models show **a strong personality and have unique or unusual features**.

SELECTING A PR AGENCY

A good PR agency can significantly help your brand's positioning and exposure. More and more fashion labels are investing in a public relations strategy before they've even launched their first collection.

WHAT IS A PR AGENCY?

A public relations agency can **create your communications strategy and promote your brand through their connections.**

A good PR agency will be able to help clients establish brand value, and help your brand reach its goals sooner.

ROLES OF PR AGENTS

- Pitch your brand to their media contacts in the hope of achieving press coverage.
- Press release, speech writing and copywriting services for print and web.
- Create and manage content for online, blogs and social media.
- Conduct market research.
- Crisis management.
- Expand business contacts through networking and sponsorship events.
- Some PR agencies also act as sales agents.

Investing in PR is a **long-term strategy** that usually won't translate into sales immediately. When you are starting out, PR is about raising your profile, generating brand awareness and positioning your brand in the industry.

When choosing an agency, make sure to pick one that **matches your brand's DNA.**



TO DETERMINE WHICH PR AGENCY IS BEST FOR YOU, CONSIDER THE FOLLOWING

THE CONTRACT

- **How much would all the services cost and how should payment be made?** It could be a monthly fee for longer, ongoing projects and promotions or a one-time project fee.
- **How long is your intended duration of the contract?** PR agents need at least 1 or 2 seasons to educate the fashion industry and customers about your brand. Goals can't be achieved in one day.
- **Which territories do they cover?** Some agencies only cover specific regions or cities, so you may need to hire multiple agencies to cover all the areas you are targeting. Some agencies might ask for exclusive rights to manage your PR in certain locations.

THE CONNECTIONS

- **How long have they been in the industry?** PR agencies that have been in business for longer tend to have better networks and well-established relationships with press and retailers.
- **What other clients are they currently representing and have previously represented?** You want to make sure some of these brands are targeting similar publications and customers as you.
- **What have they achieved for other clients?** Ask to see a list of media the PR agency has relationships with, and samples of clippings from past coverage.

THE SERVICES

- **Who is going to be in charge of your brand's PR?** Determine whether it's a designated person who'll be handling PR on a day-to-day basis or a team of people.
- **What services do they offer?** Some PR agents act as sales agents and will provide sales related services as well. Make sure you are clear about the fees of these services.
- **Do they guarantee a certain amount of PR deliverables?** Determine whether there is an estimated amount of press coverage and social media traffic you will receive during your contract.
- **How are they going to promote your brand?** Ask for a proposed social media strategy over the course of your retainer.

HOW TO WRITE A PROFESSIONAL PRESS RELEASE

A press release is a piece of written communication directed at members of the news media for the purpose of announcing something newsworthy. A well-written press release can help your story be picked up by the media, and in turn drive both online and offline traffic to your brand.

- 1** Let them know who you are with a **clear name and logo**.

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 - 2** The **headline should grab the editor's attention immediately** with a clear, catchy summary of the story. You've got 3 seconds to get noticed!

3 The **sub-headline can help tell the story or emphasize one notable point**. It's optional and used to clarify the main headline without repeating the same information.

4 The **dateline should always include the full date and city or country from which you are sending out this press release**.
For example, January 1, 20XX, Rio de Janeiro.
 - 5** The **first paragraph should be right to the point and summarize the whole release**. It should answer the 5Ws: who, what, when, where and why. Depending on the press release's topic, this might include information about the brand, its creator and collection.
- For immediate release:**
- Alice Heard's Debut FBM Collection Show at Paris Fashion Week**
- The up-and-coming designer impresses with a collection that perfectly fuses vintage and modern elements**
- March 20, 20XX- New York, NY -
Fashion designer Alice Heard presented her debut FBM womenswear collection on the 10th of March at 3:00pm at The Carrousel in Paris.
- 'Experiment of juxtaposition. An opportunity to show the power and strength of women. This is the mixture of history and modernism that contemporary women are after.' shares Heard.
- The Collection
The debut collection featured a selection of accessories and garments inspired by the 1920s and finished with an elevated, modern twist. Combining a thoughtful mix of vintage fabrics and voluminous, feminine silhouettes, the collection reflected the designer's love of experimenting with contrasting aesthetics, and her signature knack for intricate detailing.



7 Before sending out your press release, **attach a "hero shot"**. This is a visually dynamic high-resolution image that's 2MB in size and a link to additional content such as high and low-resolution images for both print and online usage. Quality video and audio content can also help your chances of being published and shared, depending on the platform.

8 After 'ending' the press release, insert a **formal summary of the background of your company**.

9 Include the **details of a media contact**, including their full name, title (only if applicable to media relations), their direct telephone number and email as well as your company URL and social media pages. There should be at minimum one designated contact person and no more than three.

Paris Fashion Week is a part of the global "Big 4" fashion weeks, with multiple luxury and contemporary fashion brands and designers presenting their ready-to-wear and haute couture collections to the public.

-END-

About Alice Heard

Heard was born in New York and grew up in London. Her love for fashion began at the age of 9 when she learnt how to use her mother's sewing machine. After graduating from the Fashion Institute of Technology in 20XX, she was acknowledged as a top three finalist in the Nordic Fashion Competition and won the BEA Fashion Award the following year. Tipped to be 'one to watch' by industry insiders, Heard went on to launch her namesake womenswear and accessories label in November 20XX.

For press inquiries, please contact:

FBM. Ltd
press@fbm.com
www.fbm.com

6 The **rest of the body should provide additional information to support each of the points**, starting with the purpose of your release, background information on your brand and the timeliness of this news.

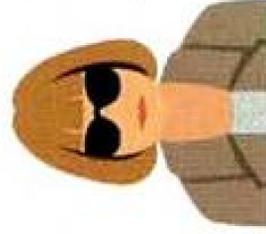


Optional: Press Kit

You can slot your press release into a virtual or physical press kit – a folder that contains other information about your brand that might be relevant for the media. This could include your lookbook, collection summary, timeline, past press, biography and a press gift

10 Keep it short.
A press release should be one or two pages at most!

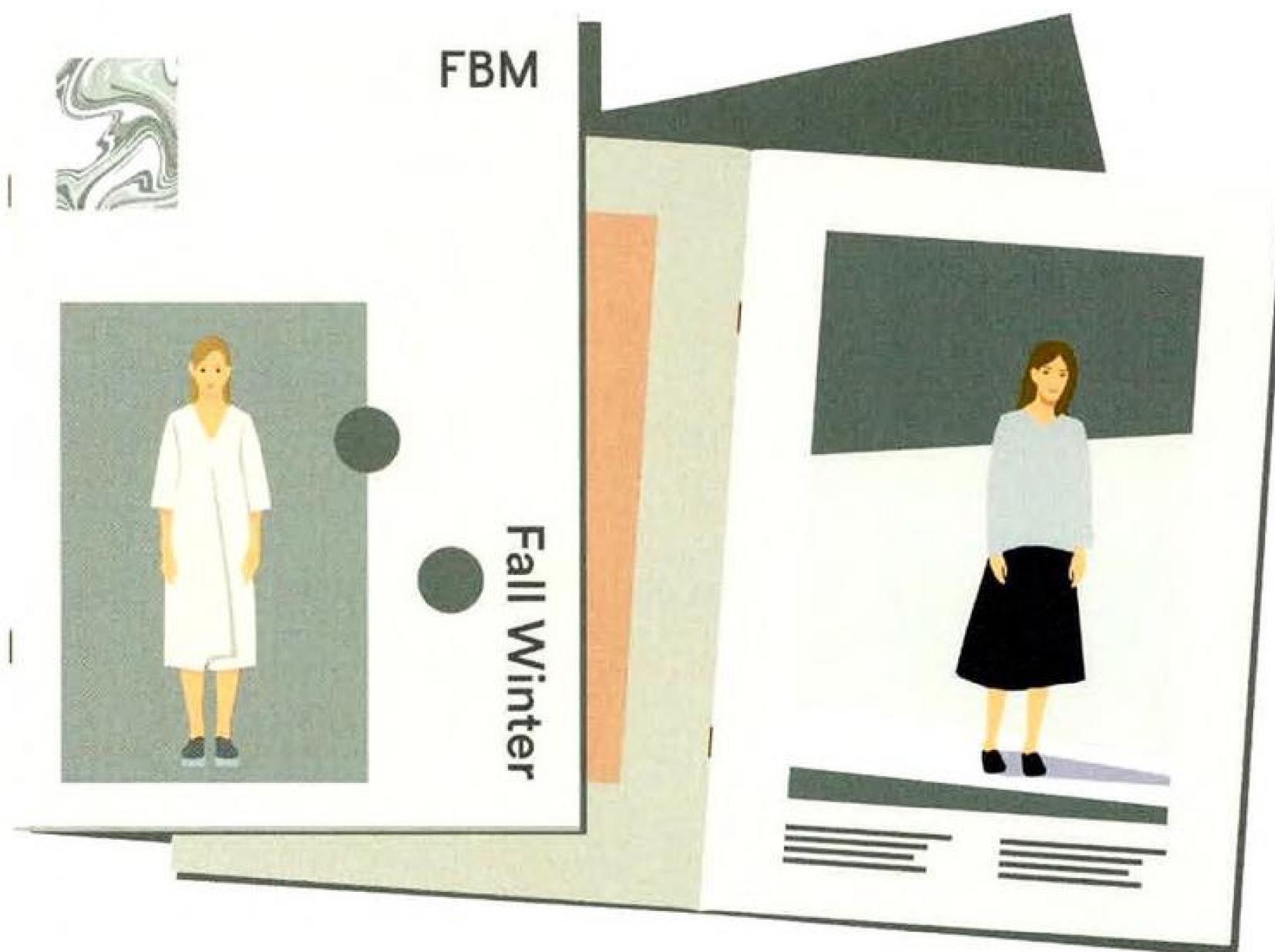
11 If you're pitching the media via email, **always paste the press release directly into the body of the email.**



Throughout the press release, be mindful of grammar and spelling, and keep the tone formal by writing in the third person.

CREATING A LOOKBOOK

A lookbook should show off your brand's character and collection. The right lookbook can leave a great impression in a viewer's mind. Choosing the right binding method for your brand's style can make the lookbook more attractive and stand out.



MAKING AN IMPRESSIVE LOOKBOOK

1 Keep it in your brand's own style

From logo to font style, your lookbook is representing your brand. Make sure it fits your branding materials and overall brand visuals.

2 Use strong images

Strong images are essential in a lookbook when it comes to helping people get a feel for your brand's aesthetic.

3 Check your usage rights

Double confirm the duration of usage of your images with your photographers and models and make sure they are usable for your campaign period. You will not want to break any photo-usage agreements.

4 Include key information

Tell people who you are and **where they can find you** in your lookbook. This includes making sure to add stockists and press contacts.

5 Align with different channels

Update your images across different channels when you publish your lookbook. Avoid people being impressed by your lookbook images, and then feeling disappointed when they see old campaign images in-store and online.

PRINT OR DIGITAL?

While it's popular to only send lookbooks via PDF files these days, having a physical copy of your

lookbook in your store or your booth is an opportunity to reach people who aren't in your online mailing list.



FOLDS



1 French fold



2 Accordion fold



3 Roll fold



4 Tri-fold



5 Z-fold



6 Gatefold

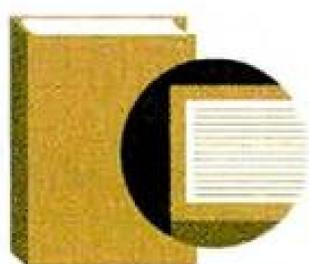


7 Double gate fold



8 Double parallel fold

SINGLE-LEAF BINDING



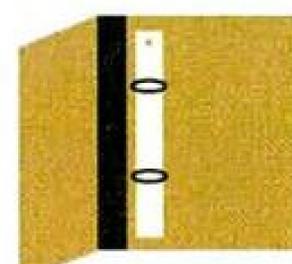
1 Perfect binding



2 Spiral binding
(single loop)



3 Plastic comb



4 Ring binding



5 Velo binding



6 Screw and post

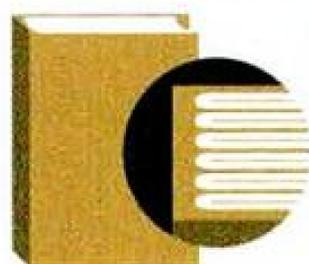


7 Plastic grip



8 Rivet

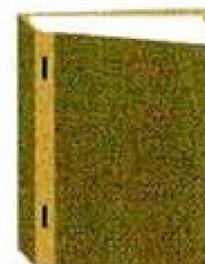
FOLD BINDING



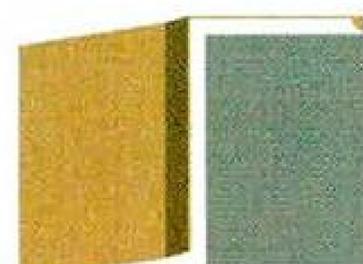
1 Burst binding



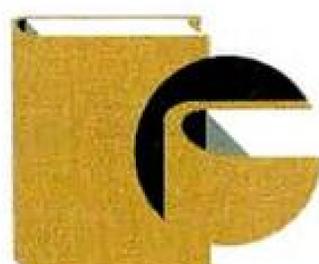
2 Saddle binding



3 Side stitch binding



4 Swiss brochure



5 Pocket mod



6 Loop stitch



7 Link stitch



8 Side sew

THE ART AND SCIENCE OF COPYWRITING

A sales agent contacts customers one at a time; a copywriter reaches all of them at once through communication channels including billboards, magazine ads, sales letters and blog posts. Invest in a good copywriter, and your story will touch the masses.



WHAT MAKES GREAT COPY

- 1 It is about the customers**

Consumers are mostly concerned about **what you can provide them**. Everything you write should include something that appeals to them and shows them how you can meet their needs.
- 2 Benefits over features**

People tend to write about features instead of benefits. When the goal is to persuade customers to buy, it's best to tell them **what's in it for them**. Hence, emphasize the benefits of your products first, and then list the features.
- 3 Make it easy to understand**

Use simple language to make sure your copy isn't too technical or too complicated. Customers may not understand your copy and give up on reading it.
- 4 Keep paragraphs to the point**

Long paragraphs are acceptable for print but are not so great for online. Only write what you need and never more - **every word counts**. Go straight to your point, and make sure your point leads to sales.

 **Tip: Active voice sentences** are shorter and more effective than passive voice sentences.



COPY IS PART OF YOUR BRAND IMAGE

In order to effectively present your company and communicate with your target customers, your language should always align to your brand's personality.



5 One idea per sentence

The simplest way to keep customers reading is to have only one idea per sentence; **keep sentences to 15-25 words**. Always have your reader in mind and consider how they would respond to what you are writing.

6 Target emotions

Selling a product is not just about making a list of why customers need what you're selling. It's **creating a scenario** that tells people about your collection, your brand, and ultimately your inspiration. People are swayed by a good story that captures their emotions and helps them connect to your brand.

7 Get a copywriter

It's nearly impossible for you to find every mistake in your own copy. Being so close to your brand, you might also be writing in a biased way. Hire a copywriter to double check your copy to **ensure that it's error-free, and objective**. This helps your brand look professional and competent.

THE BASICS OF SEO

You've probably heard of the computing term SEO, but you might not know what it means. The acronym SEO is short for search engine optimization, which is the process of improving your website's visibility and maximizing visitors.

4 NEED-TO-KNOW SEO TERMS

Keywords

Words or phrases user enters into the search engine.

Backlink

External domains that point back to your domain.

Internal link

Links that leads to other pages within the same website.

Anchor text

The clickable text of a hyperlink. For example, [click here](#) is an anchor text and www.example.com is the link.

THEN VS NOW

The rules for SEO in the past were simple. You could make things up to get your site rank higher in a search engine. However, Google has developed a more complex system nowadays. Any unusual behavior or content could raise a red flag and risk being removed from search results.



1 HIGH QUALITY CONTENT

Google appreciates **original user-oriented content**, which helps solving customers' questions or provides useful information.

● Useful and informative

If you are running an e-commerce store, you could include content such as expert interviews, trends and styling tips, to **provide additional advice and information** to your customers.

● More valuable than other sites

Pick topics that are **interesting to your customers**, and ensure the content provides more value or a different perspective from other websites. Craftsmanship or background on your materials can be good examples.

● Credible

Boost the trustworthiness and reputation of your site by including a biography and real customers reviews and testimonials.

● Unique and specific

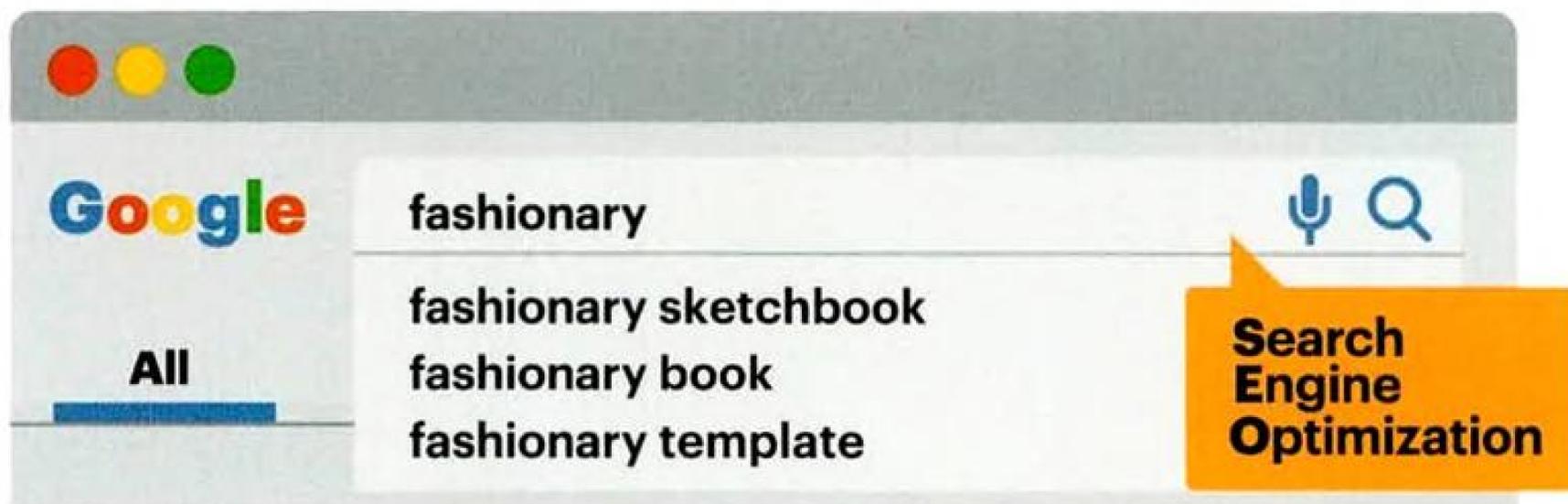
The content should not be seen on a large number of other sites. It should always aim to provide a good user experience, rather than just to rank well in search engines.

● Engaging

Bring color and life to your site by adding eye-catching images of your products. Bear in mind, an excessive amount of ads can be distracting to visitors, so can spelling, stylistic and factual errors.

● Strong website activities

Frequent updates, reviews and comments from customers can highlight strong website activity.



2 USER-FRIENDLY WEBSITE

The user experience of your website is a key element in making your website rank higher. Try to **make browsing your website as easy as possible**. Remember, customers have little tolerance to poorly designed websites.

● Mobile friendly

Websites today should adapt for different size gadget screens. Failing to have a fully responsive website will hurt your Google ranking significantly.

● Navigation

A thoughtful site structure helps both your visitors and Google navigate your site. Try to **avoid more than three clicks** for accessing specific content and make browsing as easy as possible. Using breadcrumbs in your website can also help simplify browsing.

Home > Top > Shirt

● Fixing your broken links

Links that are no longer valid make your site less credible. Check your links using online software to make sure they are working.

● Readable URL

Set an easy-to-read URL link to help both Google and people viewing the page understand what it is about just from looking at your link.

✓ <http://fashionary.org/books>

✗ <http://fashionary.org/35ydhg?=ag.asp>

3 GETTING MORE WEBSITE TO LINK TO YOURS

Google believes in **referrals**, and your site will get a ranking boost if you are mentioned by different sites. Here are four ways to get more links.

● Approach popular like-minded sites

A popular site's mention can help your ranking - but this doesn't mean that you can bombard them. When approaching, **explain why your content might be of interest to their readers**, think on their side and why you think they should link to your website.

● Sharing friendly

Include sharing options on your website using a widget.

● Link with social platforms

Submit your website to online communities like curator sites or online forums. Constantly referring back to your website content can help too.



● Don't buy links

It is against Google's policy and a sudden increase of links will set off an alarm. Build links naturally and evenly over time.

Enlist an SEO expert for help. Just remember that quality content is the key to success.



HOW TO MARKET TO DIFFERENT GENERATIONS

One size doesn't fit all. Different demographics are born into different social environments which shape their way of viewing and interacting with the world. Be clear on who you want to target and adapt your marketing strategies for each demographic.



BABY BOOMERS

1946-1964

This group will constantly tell you about "the good old days", but don't get the wrong impression - baby boomers are still digitally connected.

- **Desktop computers** marketing strategy for e-commerce, as over 80% of baby boomers consistently spend time browsing and shopping online.¹
- **Traditional media**, such as newspapers, magazines and television are also marketing channels that works for baby boomers.
- **Facebook** target ads.
- **Videos that are slower in pace** and packed with useful information, but avoid live videos, GIFs or blaring, high-intensity music.
- **Discounts** or **cash coupons** through direct mail, as this generation was brought up to value every cent.

GEN X

1965-1980

Gen X was first to adopt technology by using a pager, mobile phone and desktop and laptop computers at home. Gen X is often overlooked despite accounting for 25% of the population. They are less impulsive and research thoroughly before buying. **Research online, purchase offline (ROPO)** is a common shopping behavior of Gen X.²

- **Email** is the best way to reach Gen X.
- **Digital videos** work best with this group since they grew up during the defining time of music videos, and VHS videotapes and DVDs made personalized entertainment possible.
- **Emphasize selling points** such as luxurious, exclusive and high quality when talking about your products, because Gen X is willing to spend more for better products.
- **Easy-to-use loyalty program** emphasizing savings can keep Gen X loyal.



GEN Y / MILLENNIALS

1981-1995

Gen Y is plugged in and globally connected. They check their phones approximately 150 times a day and are constantly using social media networks. They are conscious about brand identity and are willing to stay loyal to brands. Their motto is: If you like it, buy it!³

- **Social media for mobile devices** and update your platforms frequently.
- **Appealing visuals** and straight to the point as millennials have a short attention span and respond favorably to infographics.
- **Reviews from other users** and customers, encourage your customers to post photos and feedback on your product.
- **Sponsor influencers** to give feedback through social media, as over half of the millennials are more influenced by what their peers' post.
- **Reply to their comments** no matter whether they are positive or negative, because this group wants instant recognition.

GEN Z / CENTENNIALS

1996-present

Online identity is vital to Gen Z. Time is ticking when you try to reach out to these digitally savvy teens. In fact, Gen Z has an attention span of a mere eight seconds!⁴

- **Real people**, or social media influencers, to share **real-life experiences** and new products with viewers on YouTube.
- **Real-time news and live stream** them on YouTube, Vine, Snapchat and Instagram. Facebook is less favored by Gen Z.
- **Social influencers** act as a bridge between your marketing message and your audience.
- **Direct and simple** ads, as Gen Z has the shortest attention span of all generations.
- **Short delivery time** to fulfill their expectations of immediacy, such as same-day delivery.

Sources: 1. Business Insider 2. V12Data 3. Tapbuy 4. mediakix

WORKING WITH INFLUENCERS

A key opinion leader (KOL) or celebrity that aligns with your brand image, and has an engaged following of people that fit your target demographic, can sway certain target audiences to make purchasing decisions.

FBM fbm



♥ 12,323 likes

fbm SS18 The Summer Bag - Straw bag with pom pom
#Summer #vibe #FBMSS18

[View all 113 comments](#)

SET GUIDELINES FOR KOLS

Most of the time, KOLs have their **own style and way of presenting content**, so you don't hold complete control. However, there are things you can do to best **manage the process** and ensure you get the most out of your partnership.

1 Specify format and quantity requirements

For example, if you would like the KOL to post a single image, multiple images or a video.

2 Set the direction

Discuss the creative direction you envision the post to have, and share keywords for the copy. Sharing a **do's and don'ts list** or a **moodboard** is useful if you require specific visuals.

The Do's

- Emphasize summer and feeling relaxed.
- Feature an outdoor background with green, leafy plants.
- Style using summer clothing.

The Don'ts

- No only products & face shots.
- No compare or call out to other brands.
- Do not refer to price point.
- Avoid plain, modern backgrounds.

3 Request tags and hashtags

Ask the KOL to include related tags or hashtags, if you have any. Hashtags are a good way to compile certain posts, and tags are a great way to link back to your brand and increase followers.

#FBM #FBMevent

4 Share past examples

Sharing references you like from the KOL's past posts is an easy way to show what you want to achieve.

5 Set a posting date

This can be useful if you have an advertising campaign, product launch date, or other KOLs' posts to align with. The right timing can maximize the strength of a campaign or project by reinforcing a message through **multiple channels** in synergy.



CELEBRITY ENDORSEMENT

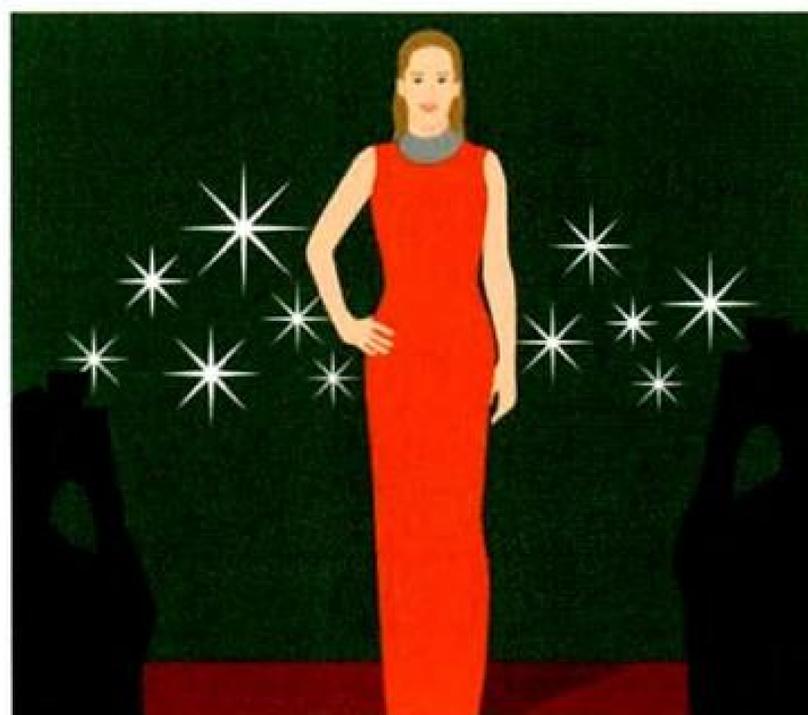
Celebrity endorsement is often used by luxury brands to create a connection between brands and customers. There are typically two ways celebrities are used.

1 The face of the brand

All advertising done for the brand or product will use the face of the celebrity, with the **celebrity acting as a muse**.

2 Celebrity sponsoring

Celebrities will endorse a certain product or collection, usually through a **prearranged agreement**. Sponsoring can **influence fans of the celebrity** to join your brand's community, or even better, make a purchase.



KEY PROMOTIONAL DATES

A strong promotional plan, coupled with the right timing, can boost your sales considerably. Use a retail calendar to help plan your course of action.

KEY DATES TO INSPIRE SALES PROMOTIONS

<h3>JAN 1</h3> <p>1st New Year's Day</p> <p>Whole Month Fall End of Season Sales</p>	<h3>FEB 2</h3> <p>14th Valentine's Day</p> <p>A changing series of dates in Jan / Feb Chinese New Year is celebrated in countries and territories with significant Chinese populations.</p> <p>Whole Month Fall End of Season Sales</p>
<h3>MAY 5</h3> <p>1st Labor Day is a day that honors the American labor movement in the United States. It's also a popular date for launching sales promotions in China.</p> <p>A changing series of dates in Mar / May Mother's Day is celebrated in countries including Australia, Canada, and the United States on the second Sunday of May. It's celebrated three weeks before Easter Sunday in the United Kingdom.</p>	<h3>JUN 6</h3> <p>Whole Month Summer End of Season Sales Marking the close of the Spring / Summer season, many retailers and brands offer enticing discounts during this period.</p> <p>A changing series of dates in Jun / Sep Father's Day is celebrated in Canada, the United States, and the United Kingdom on the third Sunday of June. It's celebrated on the first Sunday of September in Australia.</p>
<h3>NOV 11</h3> <p>11th Singles' Day is celebrating being single and proud, this date is one of the largest online shopping days in China. The day coincides with Veterans Day, Remembrance Day and Armistice Day.</p> <p>The 4th Thursday American Thanksgiving</p> <p>The day following Thanksgiving Black Friday is the first day after the last major holiday before Christmas, it marks the unofficial beginning of the Christmas shopping season.</p>	 <p>The day is called Black Friday because traditionally it was the first time during the year that retailers would turn a profit (turning from red to black).</p> <p>The Monday following Black Friday Cyber Monday is similar to Black Friday except Cyber Monday is focused on online businesses.</p>

MAR

3

14th White Day is celebrated mainly in Asian countries. White Day is a day in which men return the favor of Valentine's Day by buying gifts for women.

APR

4

A changing series of dates in Mar / Apr **Easter** is Christianity's most significant holiday. It's not as widely celebrated in most Asian countries.

JUL

7

4th Independence Day The National Day of the United States.

Whole Month Summer End of Season Sales

SEPT

9

OCT

10

1st-7th Golden Week is a semi-annual 7-day national holiday celebrated throughout China.

The 2nd Monday **Canadian Thanksgiving** is almost identical to the tradition of American Thanksgiving.

31st Halloween

AUG

8

A one-month period typically in Aug

Back to School August marks back to school month for the United States, Europe and Canada, while January marks the month for Australia.

DEC

12

The 2nd Monday **Green Monday** is popular in the United Kingdom, the United States and Canada. Green Monday is an online retail industry initiative, similar to Cyber Monday, that takes place on the best sales day in December.

12th Double12 is similar to Cyber Monday and Green Monday, Double12 offers large discounts and is exclusively run in China.

The 3rd Monday **Free Shipping Day** is a day when participating merchants and retailers offer free shipping and guarantee the delivery of orders placed this day arrive by Christmas.

25th Christmas Day is a popular promotion period in December for most of the countries.

26th Boxing Day is popular in the United Kingdom and Australia, the day after Christmas is an opportunity for retailers to clear leftover Christmas stock through promotions.

31st New Year's Eve

Whole Month Fall End of Season Sales

HEADLINE IDEAS

Attract customers in seconds by grabbing their attention with a strong, catchy headline. Here, we've broken down headline examples to inspire you.

NEWNESS-THEMED

1. New In
2. What's new
3. Introducing...
4. Shop our latest arrivals
5. Discover the latest arrivals
6. Join us to celebrate the arrival of our new womenswear...
7. New season now in store
8. Meet your new favorite dress
9. New items on the way
10. New season, new color
11. Hello, new style!
12. New outfits now boarding
13. Brand new items have hit the store
14. Looking for new outfits?
15. You haven't seen anything like...
16. New classics
17. Look at what's landed in the stores!
18. It's nearly here!
19. Get it while it lasts
20. The event of the season
21. Don't miss out!
22. Your new in selection is here
23. Big announcements from our event
24. You don't want to miss this
25. Best from the shows
26. Back in stock
27. Try something new
28. New trends just in

RECOMMENDATION-THEMED

1. Shop the look
2. Shop your style
3. Shop seasonal prints
4. Affordable gift ideas
5. Monthly favorites
6. Our favorite
7. We think you'll love...
8. Editor's pick
9. Most wanted
10. The best selling
11. Timeless essentials
12. Must-have items
13. Special picks, just for you
14. For him / her
15. Trend guide
16. Style guide
17. Last minute gift guide
18. The 'it' list
19. The lust list
20. The hot list
21. How to make this trend work for you
22. What to wear for your business meeting
23. Your ticket to great style
24. Runway looks for less
25. Check out our handpicked edit
26. Give your wardrobe a fresh update
27. Your closet needs this!
28. The modern way to layer

SEASONAL-THEMED

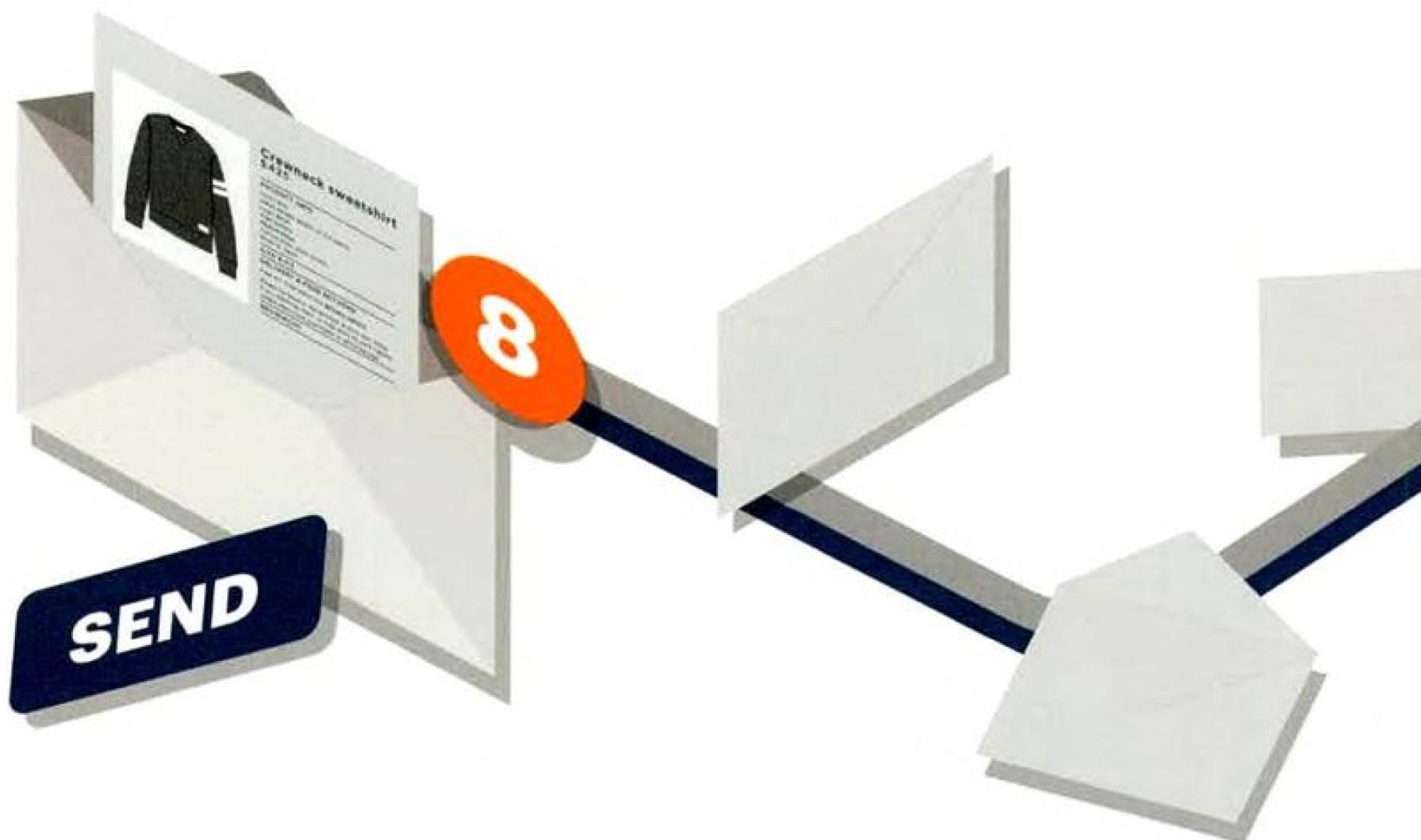
1. Weekend essentials
2. The best of September style
3. Festive specials
4. Dress up for the new season!
5. Season's hottest...
6. Everything you need for Spring
7. It's the season of shopping
8. It's getting warmer!
9. Stay warm
10. Sneak a peek at Fall/Winter collection
11. Summer's smartest spend
12. Summer's here!
13. 6 Summer essentials
14. Beat the heat in these Summer outfits
15. Be prepared for Summer
16. Top picks for Summer
17. New Summer color
18. More ideas for Summer
19. Spirit of Summer
20. Shop our limited-edition Summer edit
21. Effortless Summer dressing
22. Your Summer must-have list
23. Treat yourself for Christmas
24. Celebrate Christmas in style
25. Wishing you Merry Christmas
26. Explore Christmas offers
27. Discover Christmas gift sets
28. Spread the joy of Christmas

SALES-THEMED

1. Sale: New styles added
2. Early bird sale
3. Mid-season sale
4. Sample sale
5. Flash sale
6. Our VIP sale starts today!
7. Free shipping
8. Free gift with purchase
9. New markdowns
10. Further reductions!
11. More is less: Buy more and save more
12. Shop our favorites under \$100
13. Shop for sale items in your size
14. Shop now, save big
15. Open this email for a special treat
16. Yay! Take an extra 10% off sale items
17. Friends & family event - 50% Off all styles
18. Outlet! Up to 50% off
19. 50% off for everything
20. Ends Tonight!
21. Final call! Final chance to save
22. Last chance: Final hours before our sale is over
23. Last minute sale
24. Deal of the day!
25. Get Inspired: See what our sale has to offer
26. Exclusive offer just for you
27. Don't let them slip away!
28. Don't miss out on 50% off the full price

10 TIPS FOR BETTER EMAIL MARKETING

Email marketing is one of the most efficient ways to stay connected with your customers while stimulatingly promoting your business. It's a quick and easy way to reach target customers without the need for pricey advertising space.



IMPROVE YOUR EMAILS IN 10 SIMPLE WAYS

1 Address your customers by their names

Customers do not want to be seen as nameless faces, so engage them by finding out their names. It makes them much more interested in reading what you have to say.

2 Don't rely on automation

What you say matters, so take ownership of the emails you send out. Email automation can be helpful, but it should **never replace personalized answers to customers' queries**.

3 Don't repeat content

Don't send out the same old content by repeating your campaigns. It can annoy your customers which is never a good thing.

4 Include a strong subject line

Subject lines should grab attention and spark the reader's curiosity enough to get them to click inside the email.

5 Avoid your emails going into junk mail

You do not want your emails to wind up in junk mail where they'll never be read. Send an initial email thanking the customer for sharing their email address, and asking them to add you to their contact list.

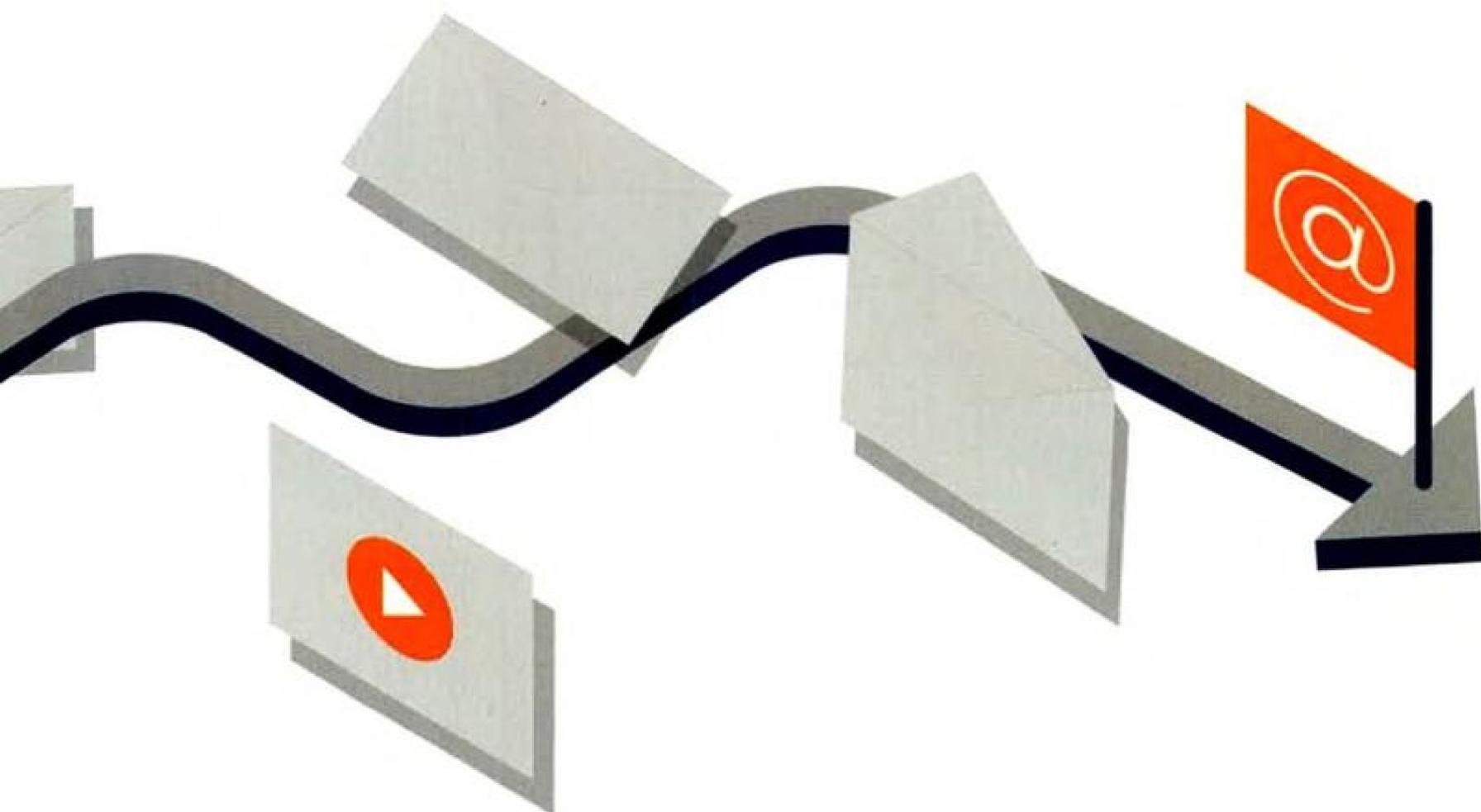
6 Optimize and retest your emails

Always optimize and test your email campaigns. Keep refining to increase the quality of the emails.



DON'T GIVE UP!

Avoid missing out on swaying decision makers who will normally say 'no' at least five times before they say 'yes'. Keep sending your emails, even if consumers aren't initially responding.'



7 Avoid customers unsubscribing with 'step back' options

Over half of the average person's inbox is filled with promotional emails, so there's no surprise that some might opt out from receiving your emails. Provide options for them to **reduce frequency of receiving your mails** instead of only giving them the option of unsubscribing.

8 Be mobile-friendly

All emails should be optimized for mobile phones, since a high percentage of people access the Internet exclusively through their mobile devices. Your email format should **automatically adjust to fit their screens**.

9 Good things come in small packages

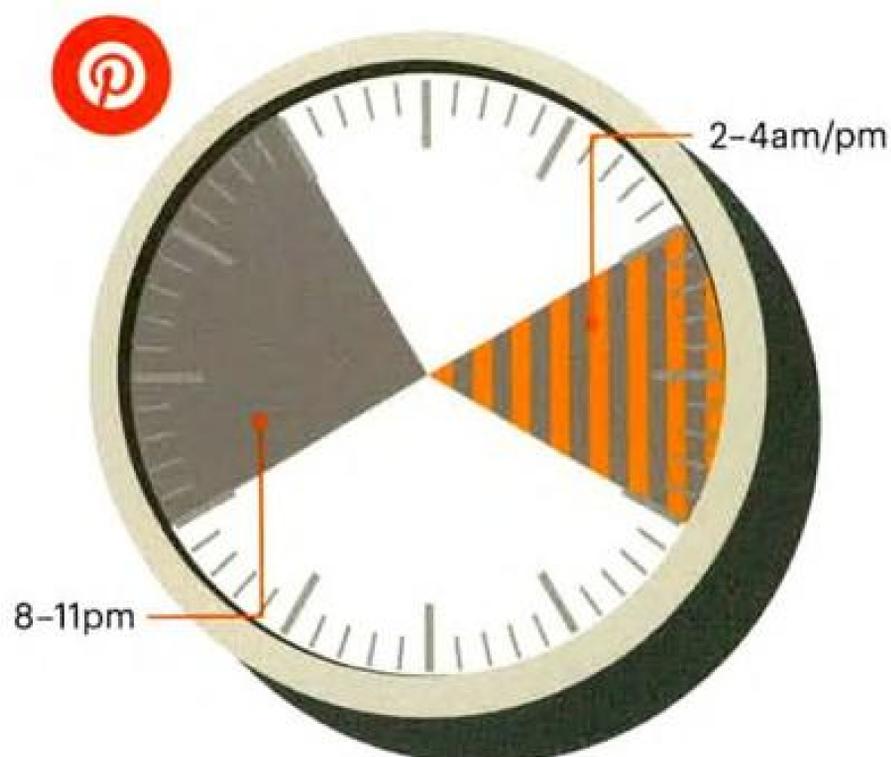
When sending an email, a large format might be blocked by some servers. To better your chances, **decrease your email size** by using smaller sized images, inserting links or embedding videos.

10 Provide different groups of clients with what they need

Every service provider gives **analytics** and email lists which can be segmented based on different criteria, such as individuals' likes and dislikes, spending habits, and duration of membership. Send emails **tailored for different types of customers** based on what you've learned about them, so it keeps them interested.

THE BEST TIMES TO POST ON SOCIAL MEDIA

You've got plenty of content, but you're wondering when and where to post it online to attract the most views. Here, discover the best times to post on social media. Don't forget the time should be the local time of your target audience.

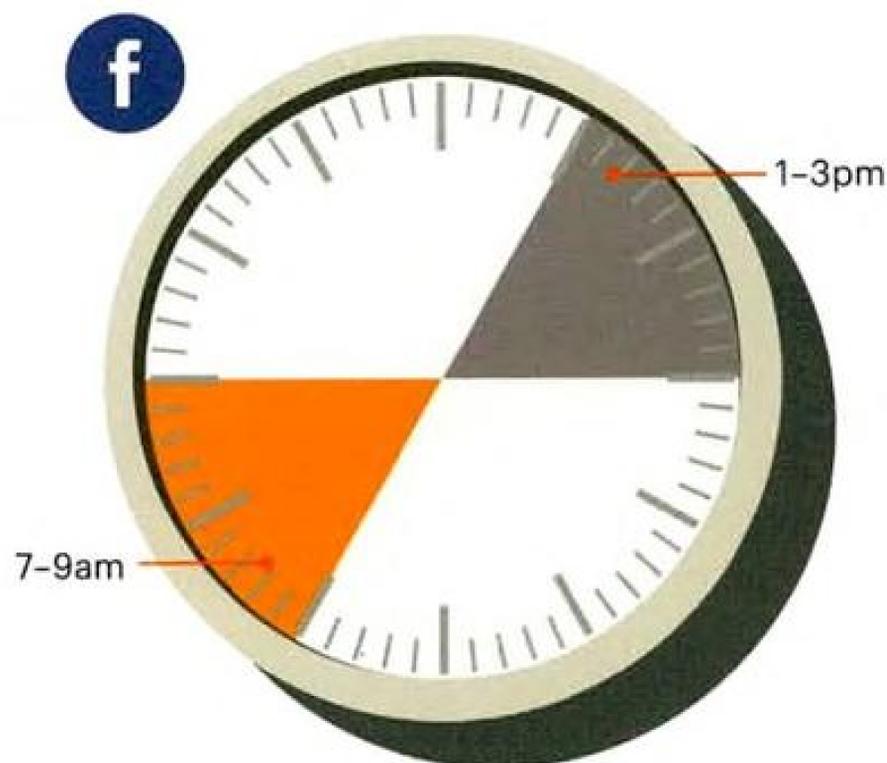


PINTEREST

Most commonly used as a sit-down pastime.

Peak: Saturday and Sunday

Good time: 8-11pm, 2-4am/pm¹

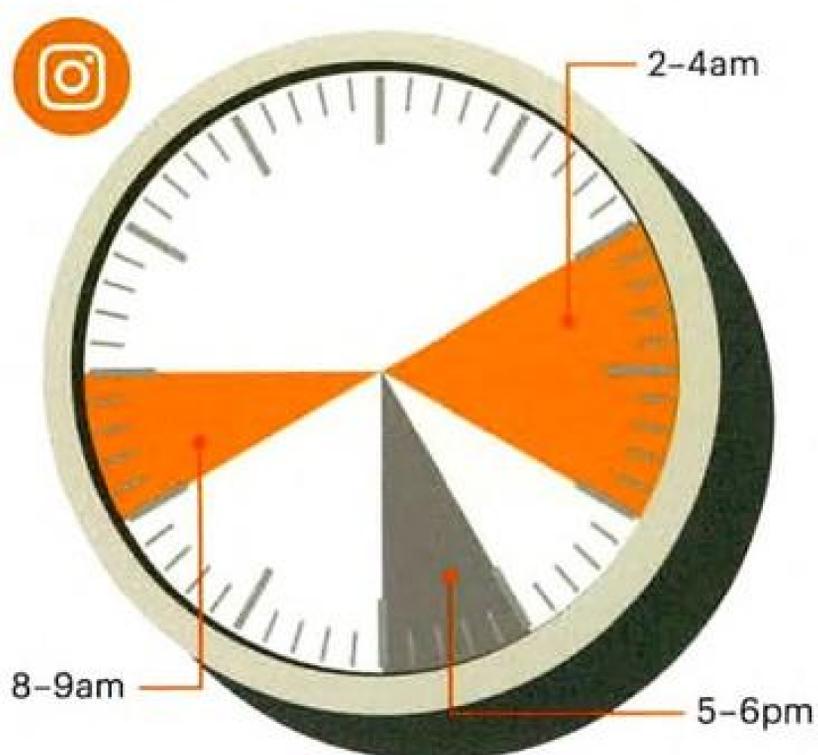


FACEBOOK

Most users log into their account daily and browse whenever they have a spare moment.

Peak: Saturday, Sunday, Thursday and Friday

Good time: 7-9am, 1-3pm¹

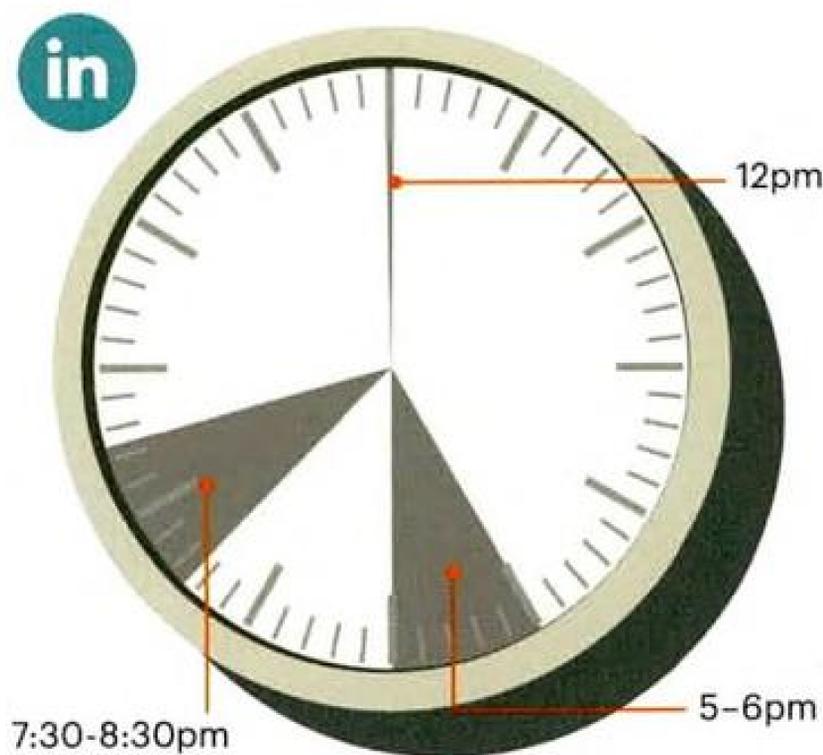


INSTAGRAM

This is a phone-friendly platform to be used all the time, anytime.

Peak: Monday, Tuesday, Wednesday and Thursday

Good time: 8-9am, 5-6pm, 2-4am¹

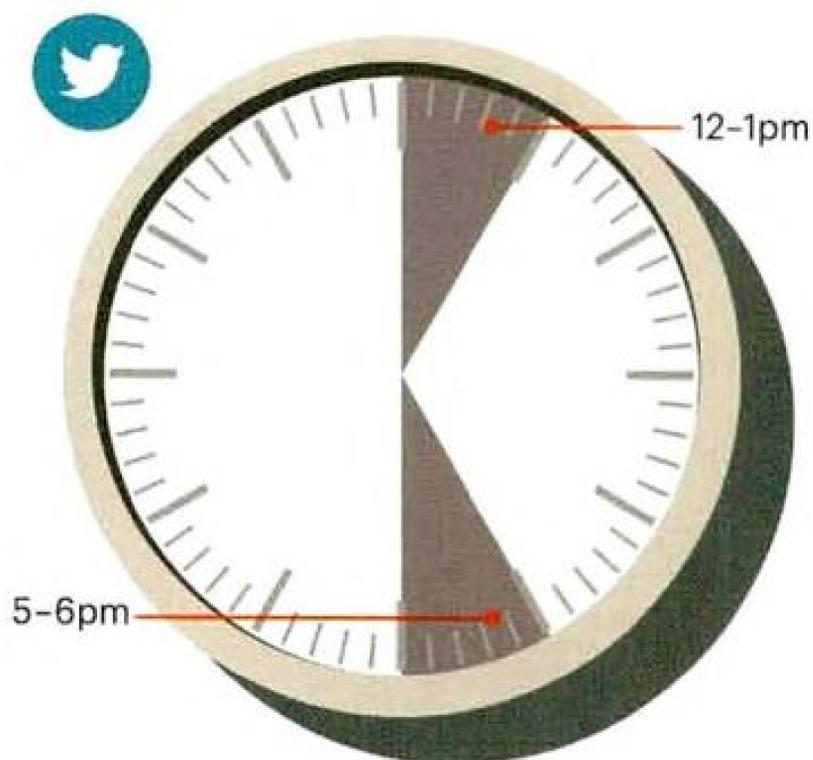


LINKEDIN

This popular professional platform is used to connect with business contacts.

Peak: Tuesday, Wednesday and Thursday

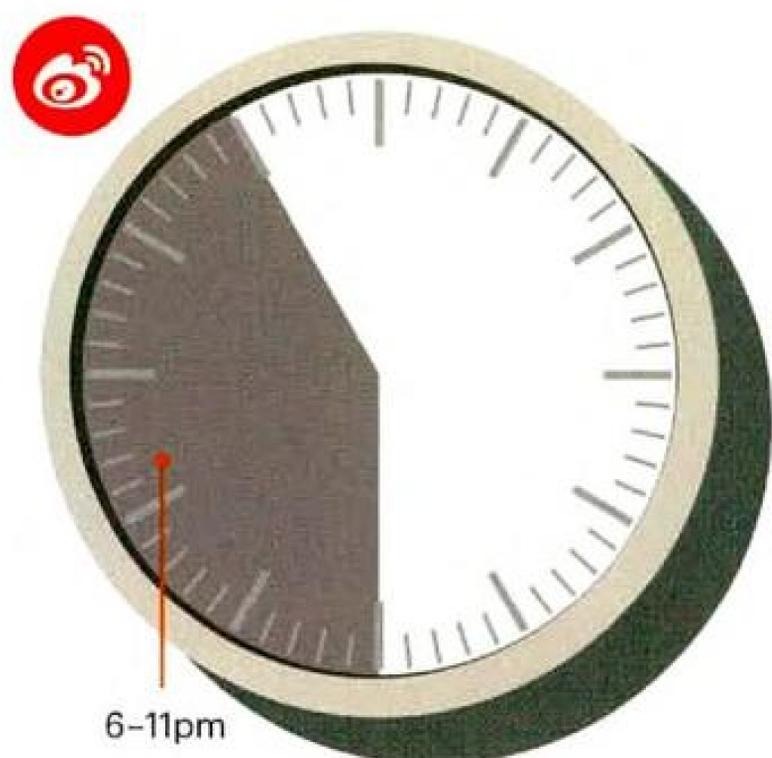
Good time: 12pm, 5-6pm, 7:30-8:30pm¹



TWITTER

A place to find updates on news and current events, and share thoughts.

Peak: Wednesday
Good time: 12-1pm, 5-6pm¹



WEIBO

Combining videos, photos and stories, this is the most popular platform in China.

Peak: Wednesday and Thursday
Good time: 6-11pm¹

While I'm busy every day, I still find time to stay connected. I check my social media when I'm commuting to and from the office, and during my lunch hour. I also check my social media in the evenings when I have more free time.



Gen X



Gen Z

Social media is my way of life. I'm connected all the time to many different platforms depending on my needs. I particularly like new outlets such as Snapchat, Vine and Weibo.

COMMON SOCIAL MEDIA ACROSS THE GLOBE

Make sure you pick the right social media channels for your marketing strategies and target customers. For example:



● **China:** Weibo and WeChat are major social media channels in China. **Western social media**, including Facebook and Instagram, are **banned**.



● **Japan:** Twitter and Instagram are the most popular social media platforms.



● **South Korea:** YouTube and Facebook attract loyal followings.



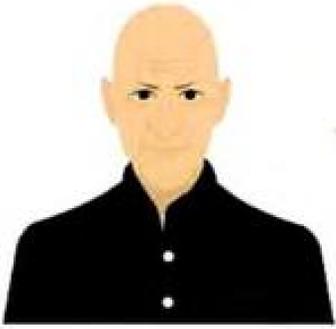
● **Russia:** VKontakte (Vk), Odnoklassniki (Ok) and Moy Mir are the most popular with Russians, though Facebook is also widely used.

Source: 1. CoSchedule

GETTING MORE SHARES

Getting a piece of your content to go viral is like hitting the social media lottery. It allows your message to reach thousands, or even millions, of people very quickly. Here are some different tactics for creating ultra-contagious online brand content.





Remember to carefully consider your brand positioning and personality when choosing media outlets for different tactics. Choosing the right channel will help you spread messages among the right customers.

10 Keep it **visual** by using images, videos, infographics or bold text.

11 Help your content be discovered by using **popular keywords and hashtags**.

15 **Repost your content** to allow it to gain more views, but not too often.

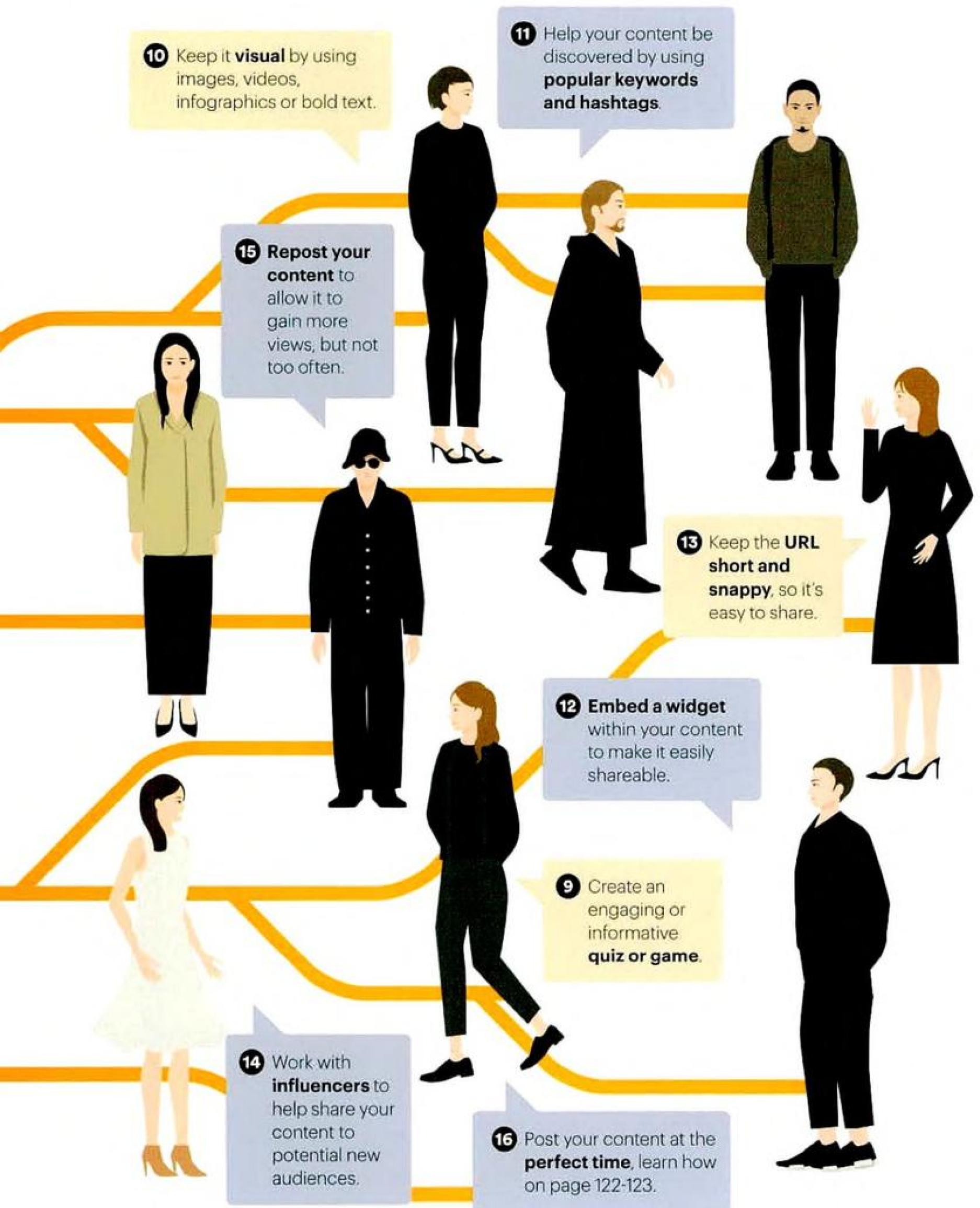
13 Keep the **URL short and snappy**, so it's easy to share.

12 **Embed a widget** within your content to make it easily shareable.

9 Create an engaging or informative **quiz or game**.

14 Work with **influencers** to help share your content to potential new audiences.

16 Post your content at the **perfect time**, learn how on page 122-123.



8 THINGS TO REMEMBER WHEN FACED WITH A PR CRISIS

Every organization is vulnerable to crises. The way you respond in times of difficulty can make or break your brand. Learn how to handle a crisis like a PR pro, and come out unscathed.



WHEN YOU RESPOND

- 1 React ASAP**

Assess the incident and act before customers lose faith in your brand. Just remember even when you act quickly, your first external communication needs to be well-thought-out.
- 2 Be human**

Think in your customer's shoes and express your heartfelt apology. Work on making things better immediately. There is a good chance the customer would feel your sincerity.
- 3 Be prepared**

Keep monitoring your channels of communication to reduce the chances of a PR crisis unfolding without you knowing. Have a **crisis plan** on hand to proactively respond.
- 4 Be transparent**

Let people know you are solving the problem and the course of action you plan on taking. Inform people even if you are still assessing the situation.
- 5 Be honest**

Do not try to cover anything up, it will only make things worse. Honesty is not only an ethical issue, but it's also a good business strategy.
- 6 Be ready for social media**

Even if a company is not active on social media, your customers might be. Check different platforms when something goes wrong and do not ignore any of them.



unfollow

7 Avoid arguing

Appearing defensive might be your knee-jerk reaction, but it can fuel the fire. Step back and avoid arguing.

8 Acknowledge it

Acknowledge the incident or failure and accept the responsibility for the error. Apologize if it's your fault.

CASES WE LOVE

When there's drama, turn the tide of public opinion by providing a prompt, well-thought-out game plan. Here are three good examples of how to handle a crisis.

Under Armour (2014)

Under Armour created high-performance speed skating suits for the US speed skating team to wear at the Winter Olympics. When the team started losing races, both skaters and critics began to publicly criticize the brand's sportswear. Top executives defended their product through press interviews and asked the US speed skating federation to admit that the suits weren't to blame. Under Armour also enlisted other endorsers, such as 18-time Olympic gold medalist swimmer Michael Phelps, to praise the brand on social media.

Gucci (2016)

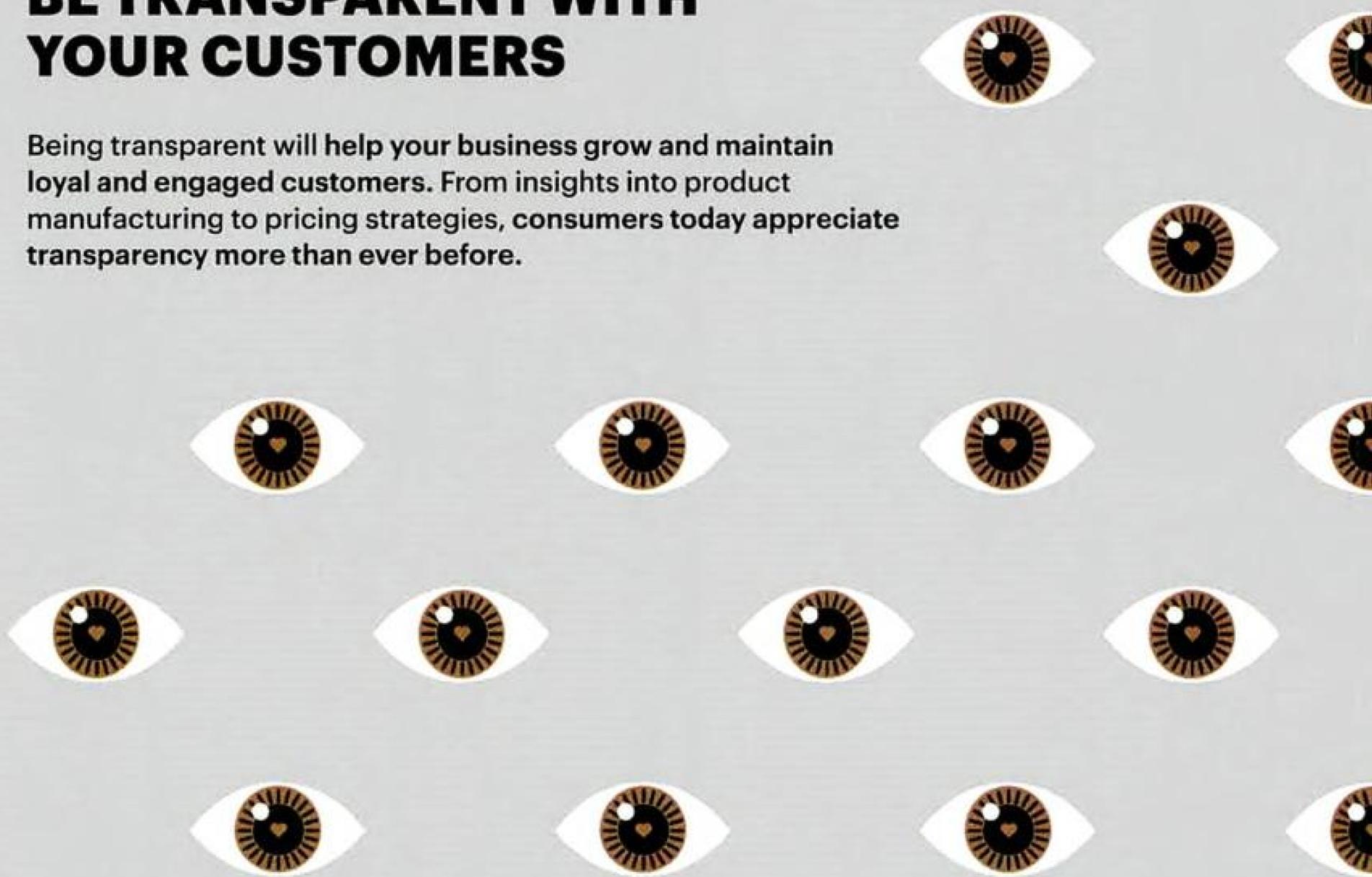
In Chinese tradition, paper offerings are traditionally burned in honor and respect to ancestors. Gucci sent warning letters to Hong Kong funerary supply shops for trademark infringement when they began selling paper replicas of their fashion accessories. After a local newspaper caught wind and reported on the matter, Gucci and its parent company Kering apologized immediately. Gucci promised to not take any further legal actions, commenting that it had the utmost respect for local customs in one of its biggest markets.

H&M (2010)

In New York, H&M was found destroying unsold clothes using cutters and razors and trashing them. The brand responded through the media by stating that it will never happen again and that they will donate unworn and good condition clothes to the charity instead of destroying them. Three years later, H&M launched a campaign to encourage people to recycle unwanted garments, attempting to establish an environmentally friendly image.

BE TRANSPARENT WITH YOUR CUSTOMERS

Being transparent will help your business grow and maintain loyal and engaged customers. From insights into product manufacturing to pricing strategies, consumers today appreciate transparency more than ever before.



TYPES OF INFORMATION TO SHARE

1 Company direction

Share the current standpoint and future direction of your company.

2 Product development

Share new product developments to keep loyal customers excited and engaged.

3 Materials sourcing

Showcase where and how your materials are sourced.

4 Supply chain

Be open about your company's factory and its working conditions, especially if you have highlighted your brand's own social responsibility. A virtual tour of the factory on your website is the perfect way to do this.

5 Staff spotlight

Profile team members and factory workers to highlight staff dedication and company values.

6 Inventory level

Display real-time stock levels to show transparency and create a sense of urgency to purchase when stock is low. This will entice shoppers to buy more quickly in fear of missing out.

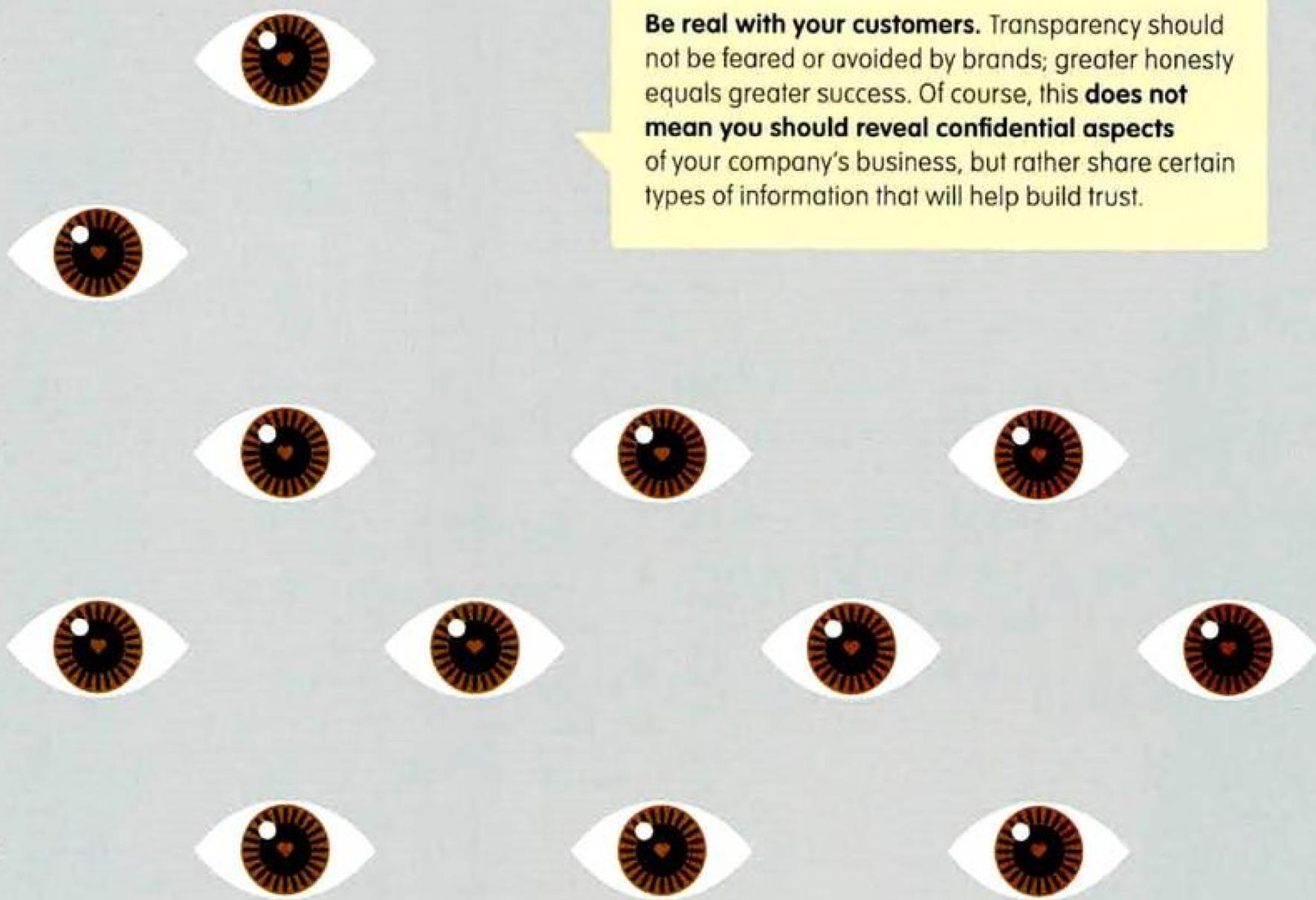
7 Product production

Highlight the process of how your products are created.

8 Behind the scenes footage

Share never-seen-before photos or videos that capture unofficial moments from photoshoots or events.

Be real with your customers. Transparency should not be feared or avoided by brands; greater honesty equals greater success. Of course, this **does not mean you should reveal confidential aspects** of your company's business, but rather share certain types of information that will help build trust.



TIPS ON USING SOCIAL MEDIA

- 9 Event updates**
Share event preparations and post event celebrations to help customers feel connected to your brand.
- 10 Customers' feedback**
Allow customers to comment through a public review or rating system, which is also useful to other potential customers.
- 11 Team building activities**
Let customers see your staff working or socializing together to reinforce your company's team values.
- 12 Company progression**
Share your company's growth and expansion by offering updates such as an office relocation, or the opening of a new retail space.
- 1 Instagram and Snapchat** are ideal tools for sharing **entertaining content**, such as unseen footage. Avoid dampening the fun by posting studies or industry news. **Live streaming** on social media attracts a wider audience.
- 2 Twitter** is the perfect tool for sharing **behind-the-scenes-content** and company updates. Twitter is also a good tool to **drive traffic** to content on other social media platforms.
- 3 YouTube and Facebook** are ideal platforms for sharing **videos**, and both an awesome way to reach a larger online audience.
- 4** Sharing humorous or trivial content can be a great idea – just not on your **LinkedIn account**. Dedicated to **business professionals**, this platform is better suited to sharing information regarding industry news, statistics, insights and trends.



FBM

5

Retailing

- 132** Building a great online store
- 134** Getting great product shots
- 136** Ways to sell short-term
- 138** How floor plans can drive traffic
- 140** Boosting sales with a great fitting room
- 142** Do you believe in Feng Shui?
- 144** Different ways to display products in store
- 146** How to fold garments
- 148** How to choose hangers
- 150** How to charm different types of customers
- 152** Perfect your sales techniques
- 154** The basics of good customer services
- 156** Make your customers feel special
- 158** How to attract customers without direct discounting
- 160** Should you offer free returns?
- 162** The basics of a POS system
- 164** How to do a stocktake
- 166** Knowing your store and your customers

BUILDING A GREAT ONLINE STORE

Just like walking into a physical store and walking straight out, if your brand's website doesn't instantly grab the attention of your online shoppers – and make it easy for them to make a purchase – they'll be making a swift exit.

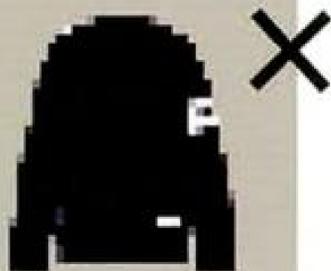
6 ESSENTIALS TO BUILDING A GREAT ONLINE STORE

1 A user-friendly site is a must

Your site should be a breeze to navigate **with easy-to-find products and an efficient purchasing process**. Choose typography that's stylish but also clearly legible and design your buttons large enough to be easily seen.

2 High quality images are indispensable

The customers need to know what they are buying, and the easiest way to do that is through clear photography. Poorly shot, low-quality images not only scare away customers but also drastically reduce your brand's image and appeal.



3 Provide thorough information

All descriptions should be comprehensive. The **more information made available means the more convincing** it will be for buyers and less risk of returns.

4 Security certificate

Give your customers the feeling that they're shopping on a safe website that's **free from any bugs, spam or scams**. Upgrade HTTP to HTTPS for extra security.

5 Speed is money

Optimize your website to avoid slow, lengthy downloading, especially if you have high-resolution images. **Waiting too long for your site to load will turn your customers away**.



6 Make it responsive

Mobile versions of your website should be automatically applied when smart devices are being used to surf your site. Responsive websites provide a much better shopping experience.



Video / 3D image

As online buyers will not be able to check the product physically, they rely on images you have to visualize what they will get. Videos and 3D images will have huge buying influences.

Live chat

Let customers feel that you are always here to help. It is a good customer services score to gain if you can solve the problem immediately through live chat.

About us

Along with an introduction to your brand, history, testimonials and current partnerships can also be included here.

FAQ

Answers to common problems that customers may encounter when shopping online with your brand.

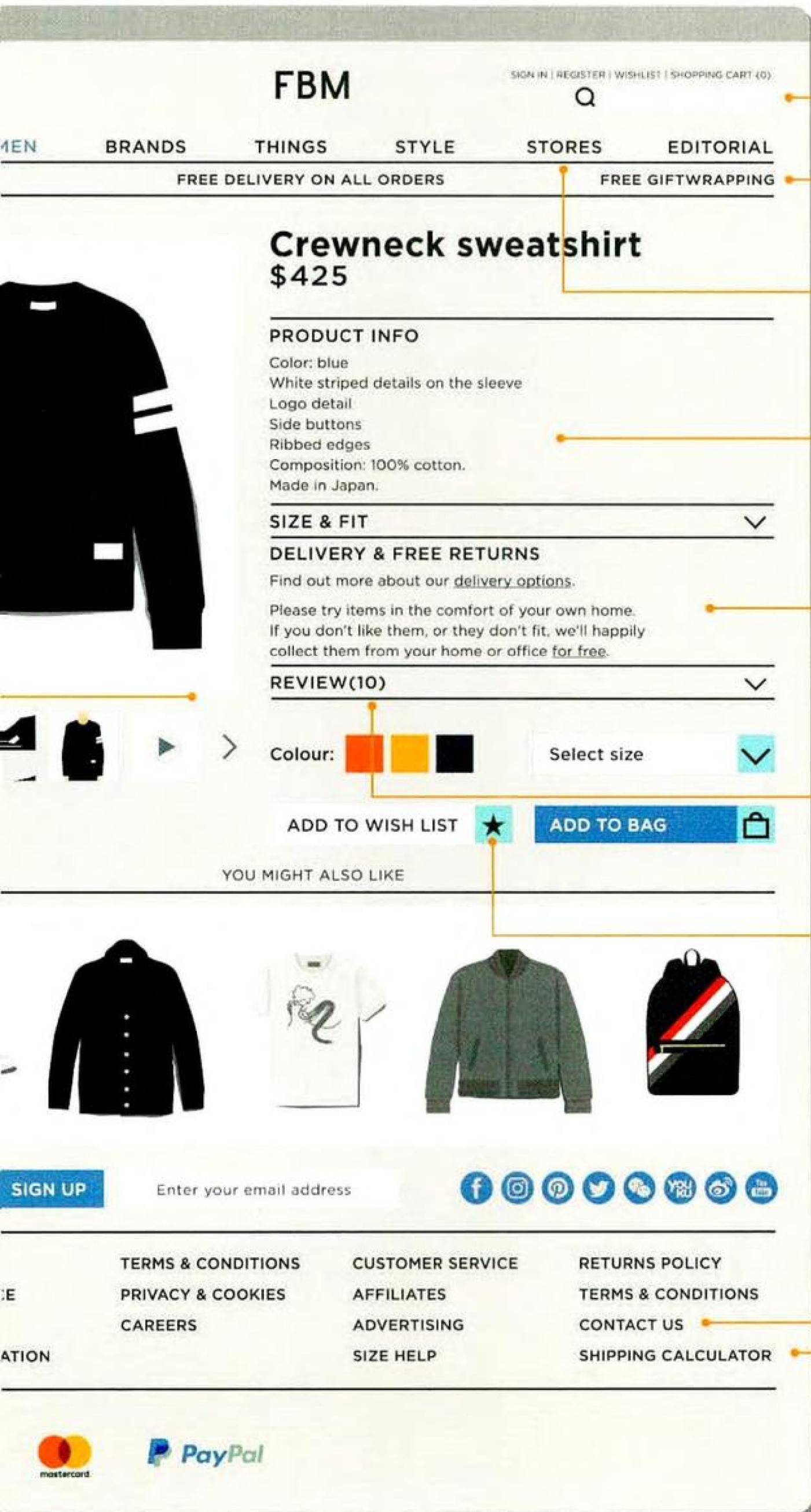
Shipping terms

Clear shipping policies will be able to engage customers and allow them to predict how long it takes to receive your products. This helps avoid the disappointment of late delivery.

Payment gateway

A secure merchant account and payment gateway for accepting debit and credit card payments.





**Search function/
glossary features**

Make them easier to search for particular products by using filter and suggesting search terms.

Gift options

One step forward to make your customers' lives easier.

Store locator

Connect with brick and mortar store, it will bring more traffic to your offline store.

Product information

Product images, comprehensive pricing, descriptions, availability, size and gift options

Return terms

Easy to find and clear shipping and return policies will make customers more willing to buy as they know how to make a return, if needed.

Review system

Customer always want to see honest, customers input reviews and comments.

Wish list

For reminding the customers when they come back and for data to analyze what your customers like

Contact

A way for customers to reach out to you.

Shipping calculator

Let customers know what the shipping cost will be for buying the products is just like telling them the price of products.

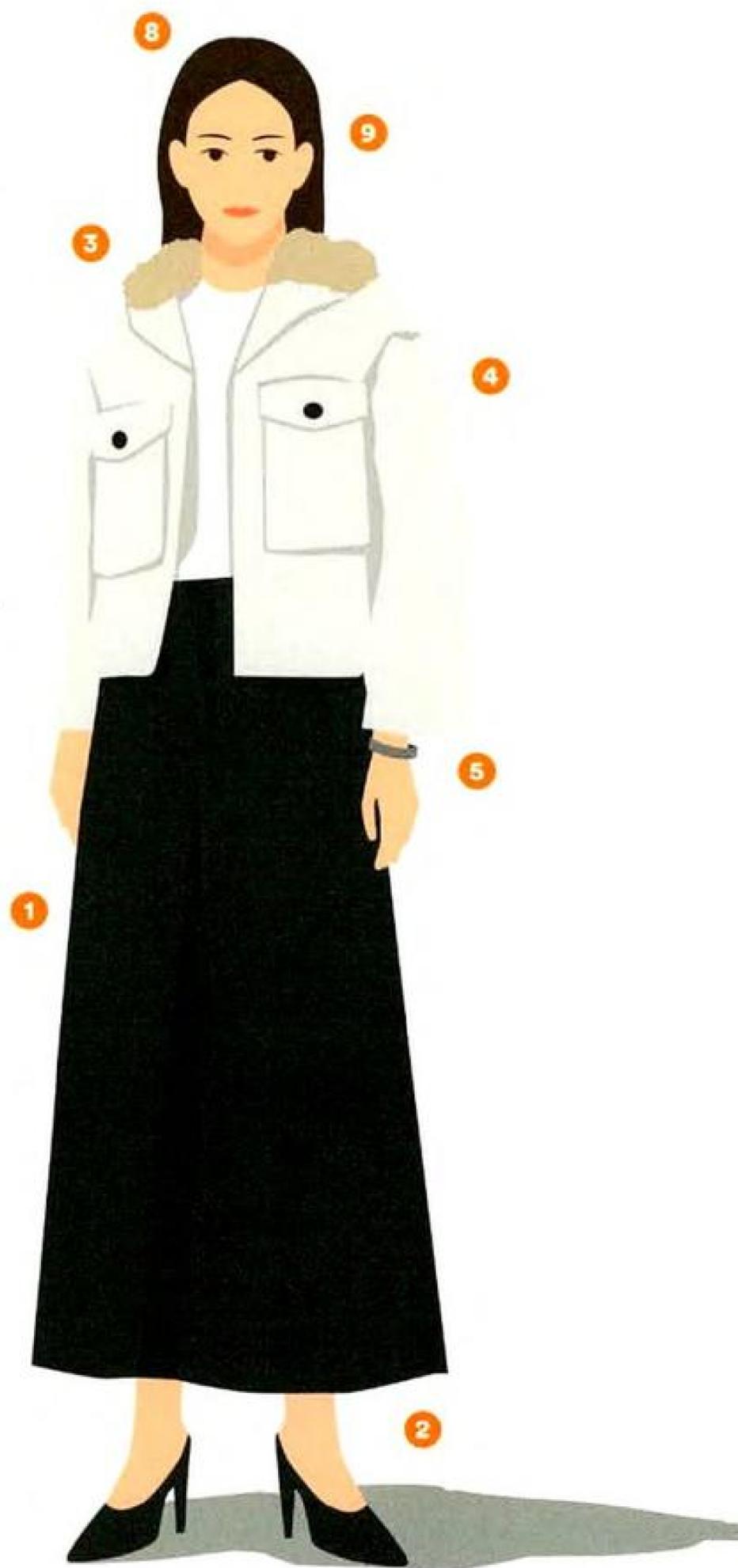
GETTING GREAT PRODUCT SHOTS

You have a great product – it would be a shame if that doesn't translate in photographs. Photographs are valuable selling tools; and quality photographs are most likely to be achieved when you are well-prepared. Here are some guidelines for producing professional product shots.

HOW TO DRESS A MODEL

- 1 Ask the model to put the **skirt or pants** on.
- 2 Help the model to put the **shoes** on, making sure the laces are styled correctly.
- 3 Ask or help the model to put the **top** on.
- 4 Help the model to **button up or zip up** the top, checking that the buttons align and there are no creases at the elbows.
- 5 Put the **accessories** on the model.
- 6 **Review the outfit** to check that clothes and accessories are worn correctly and sit properly.
- 7 **Check the outfit in the photos.** The camera's perspective can make clothes appear to sit differently.
- 8 Check if the **hair and makeup** have remained in place.
- 9 Ensure the model delivers the right **emotion and posture**.

Bottoms → Shoes → Top → Accessories



SOME TECHNIQUES FOR GETTING A PERFECT SHOT

- 1 Test your setup for every color.** Some colors may not work well in particular setups. This could be due to the camera, the lighting or anything else related to the photo settings.
- 2 Even lighting is important.** Contrast and shadows, which photographers use to create atmosphere, are not applicable for product shots as they could be deceptive to customers. It's best to have light sources from both sides of the products while pulling the light away from the products to avoid a harsh glare.
- 3 Use white reflectors.** This will help reflect color-absorbing light when shooting metal and reflective surfaces, especially jewelry.
- 4 Use over and under exposure techniques.** To see product details clearly, underexpose one or two stops when shooting white products, and overexpose one or two stops for black products. Just remember always go back and check before they go live.
- 5 Suede or velvet.** To prevent the fabric from looking uneven, brush the top of the suede or velvet fabric in a consistent direction.
- 6 Neon color.** Make sure there is a UV light source to help absorb and emit the neon pigment. However, keep it secondary by using a black UV light bulb or tube to avoid overwhelming the camera sensor.

It's always better to shoot a great photo to begin with than to spend time and money on post production.



TOOLKIT FOR FASHION STYLISTS AND PHOTOGRAPHERS



- 1 Pins** – Including safety, bobby and fastening pins.
- 2 Clips** – Including snap, alligator and binder clips.
- 3 Tape** – Including gaffer, duct, cellophane, masking and double-sided tape.
- 4 Stiff brushes** – Also known as suede brushes.
- 5 Paper** – Including tissue, craft and crepe paper.
- 6 Fishing line** – Also known as fishing string or invisible string.
- 7 Scissors** – Even better if they are fashion snippers.
- 8 Blu tack** – Or any semi-permanent adhesive.
- 9 Measuring tapes** – Ensure they are loose 'tailor' style.
- 10 Lint rollers** – Either fabric or self-adhesive version.
- 11 Polishing cloth** – Also known as silver cleaning cloth.

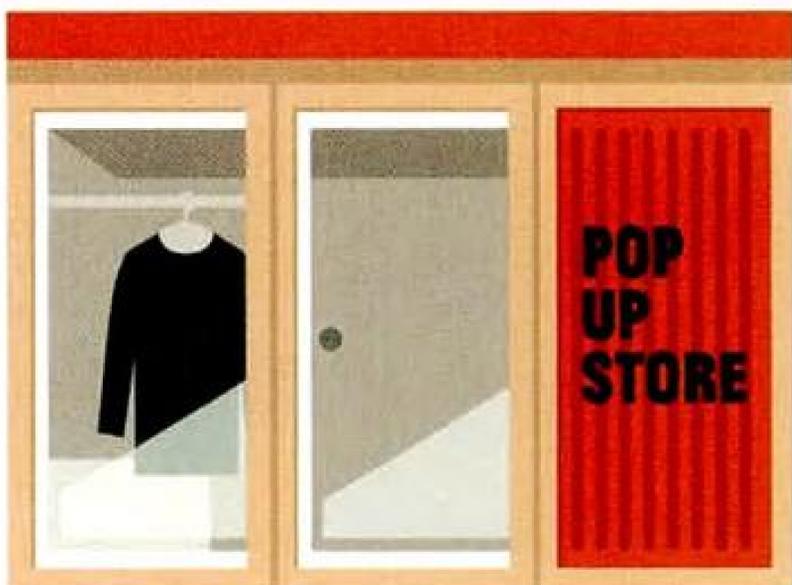
WAYS TO SELL SHORT-TERM

While opening your own permanent store and selling to retailers are traditional ways to sell, you can also open up short-term selling channels which normally require less budget. They are also good ways to test the market.

1 POP-UP STORES

A trend across companies of all sizes, pop-up stores are a great tool to test response from customers before opening up a permanent store. Pop-up stores are typically **smaller in size** than conventional retail stores, and only 'pop up' for a temporary time period. They are **suitable options for budgets of all sizes**.

Where are pop-up stores typically located?



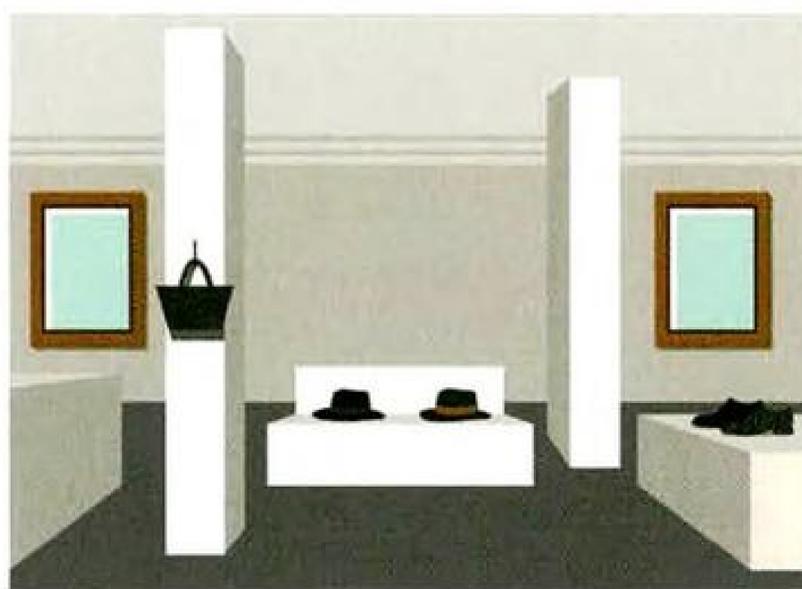
Street level retail stores



Stores within stores



Kiosks or booth spaces



Galleries or dedicated pop-up spaces

✓ PROS

- ✓ **Creates an urgency** and increases the demand for your products.
- ✓ Creates buzz and serves as a story angle to generate press.
- ✓ **Opportunities to test your brands** and products in the market without commitment.

✗ CONS

- ✗ **Difficult to secure the perfect lease-length** for your project.
- ✗ Possibilities of not being able to secure a longer lease if the pop-up store has a good response.
- ✗ **Staff allocation** might be an issue, particularly for small companies.



2 MARKET GROUPS

Sometimes referred to as flea market groups, are a way for different designers to join together in one communal retail space to sell their products.

- Assigned market spaces can be found in most cities.
- Groups with a reputation of hosting independent designers and original designs can help build a strong customer base.
- Serves as a platform for independent designers to connect, share information, and test the market before selling to retailers.

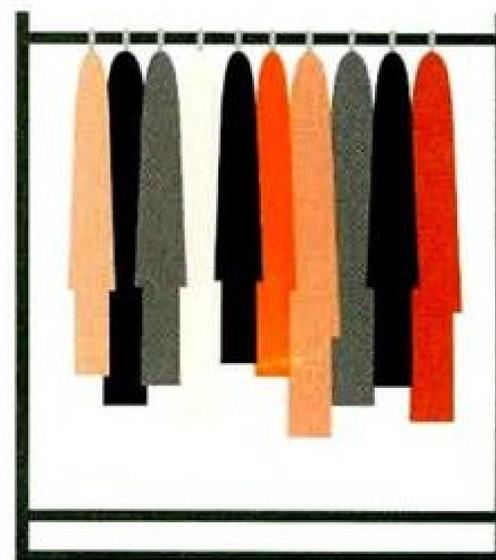


4 SAMPLE SALES

Opportunities for designers to gather together and sell their unwanted samples at a lower price.

- Typically take place in a designer's studio.
- Possible to earn back the costs of sampling by selling samples that are no longer needed.

TRUNK SHOW



3 TRUNK SHOWS

Present an opportunities for designers to display their collections before the coming season.

- Commonly held within boutiques and department stores.
- Typically only loyal customers or VIP clients with invitations attend.
- Opportunity for designers to receive feedback, sell items and take orders.
- Serves as a way to test your collection and alter your production plan according to your customers' responses.



5 PRIVATE PREVIEWS

Exclusive one-on-one appointment with a client, usually to order made-to-measure products.

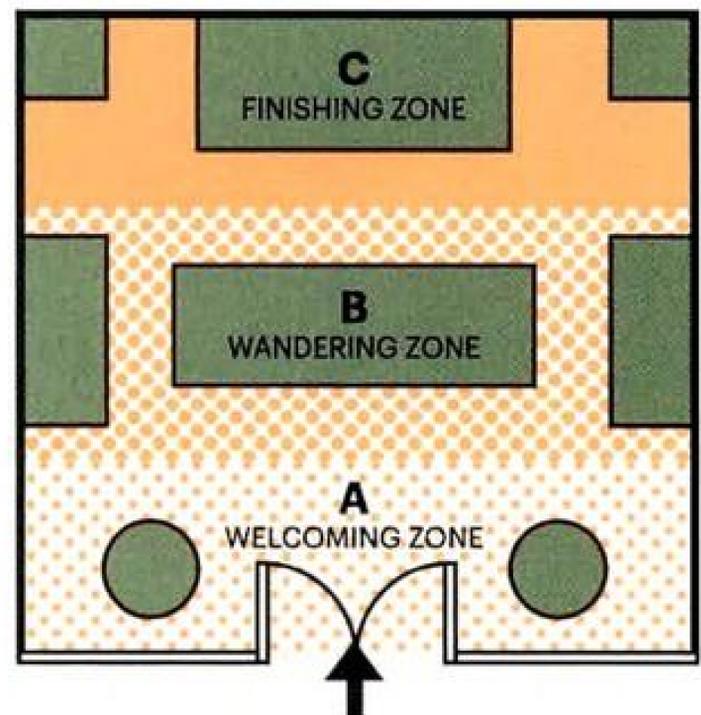
- Higher production cost for made-to-measure services.
- Deposit should be collected during the preview because if the piece is tailor-made and the customer decides not to follow through with the purchase, you could be out of pocket.

HOW FLOOR PLANS CAN DRIVE TRAFFIC

While your online store should consider the user experience of customers visiting virtually, your physical store needs to create the perfect real-life customer experience. Always put yourself in a customer's shoes when deliberating on any decision regarding your brand's physical store.

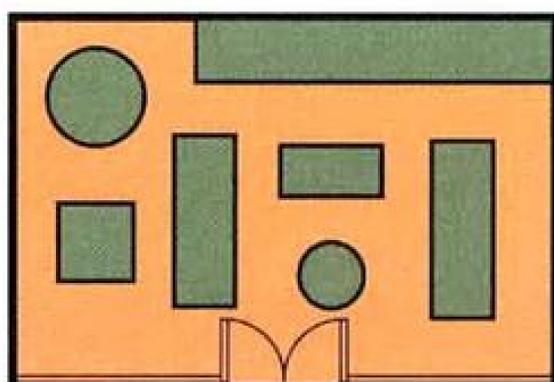
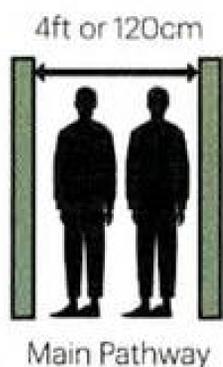
1 Keep the experience interesting by dividing the store into three general zones

- **Welcoming Zone (A):** A welcoming area that attracts customers and makes a **great first impression**.
- **Wandering Zone (B):** An area filled with **pathways that weave through your store**, perfect for wandering.
- **Finishing Zone (C):** An area for **finalizing the shopping session**, including fitting rooms and a checkout counter.

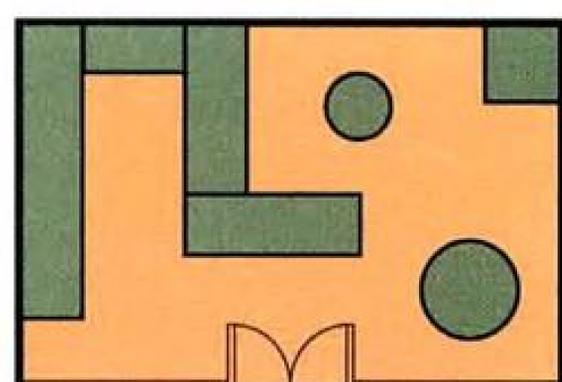


2 Ensure your store has enough space

- Always keep your store **well ventilated**. Ensure the main walking path is at least 120cm or 4ft wide, so it's spacious enough to fit two people. Remember, the last thing you want is for your customers to feel suffocated.
- Make sure your **products are shown clearly** and are **within arm's reach**.



Good Ventilation



Poor Ventilation

3 Incorporate details that best represent your brand's image

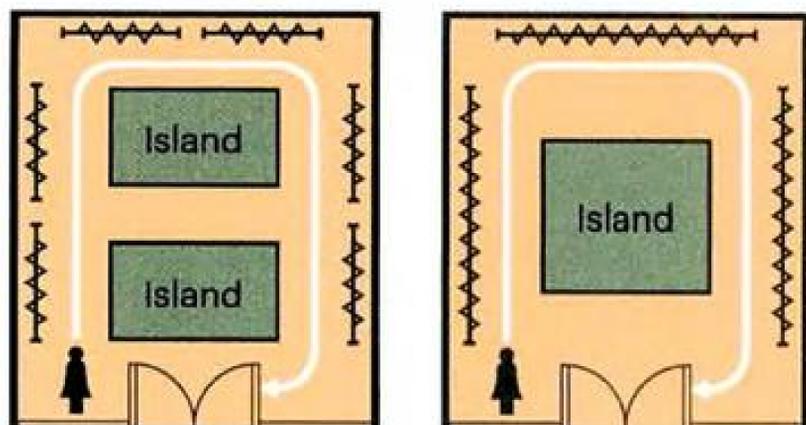
Layered lighting, ambient music and an alluring scent wafting through the space are all small but important details when it comes to creating an impressive experience for your guests.

4 Constantly update your store with newness

Having a store that looks rundown or out-of-date is never a good thing. Make sure the campaign visuals are always the latest ones. Additionally, **refresh your interiors and visual merchandising regularly** to avoid the décor looking stale. Your loyal customers will notice.

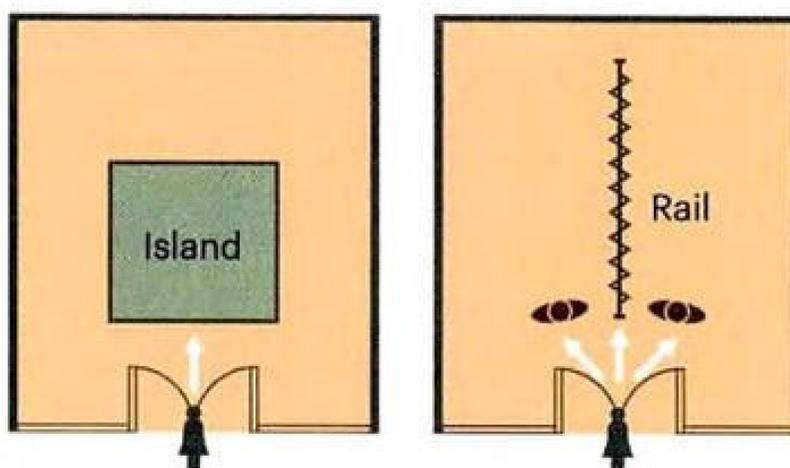
5 Creating one single path

For your customers to move along, and avoid creating areas in which customers might feel trapped.



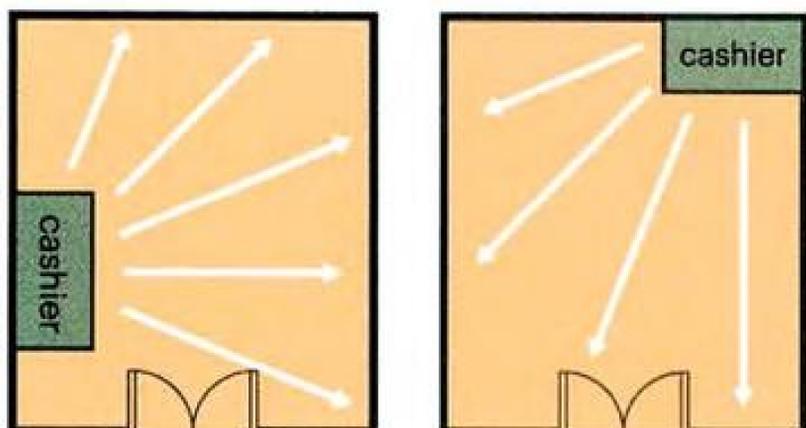
6 Use props to attract customers inside

Eye-catching, on-brand **visual merchandising displays or mannequins** at the entrance of the store.



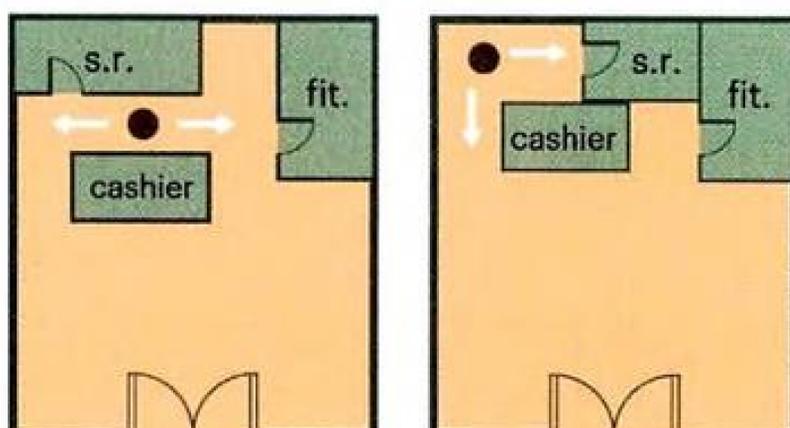
7 Allow the checkout counter to oversee the entire store

Position the checkout counter in a way that **allows the shop assistant to keep an eye on the entire store**. Always include a wall at the back of the checkout counter.



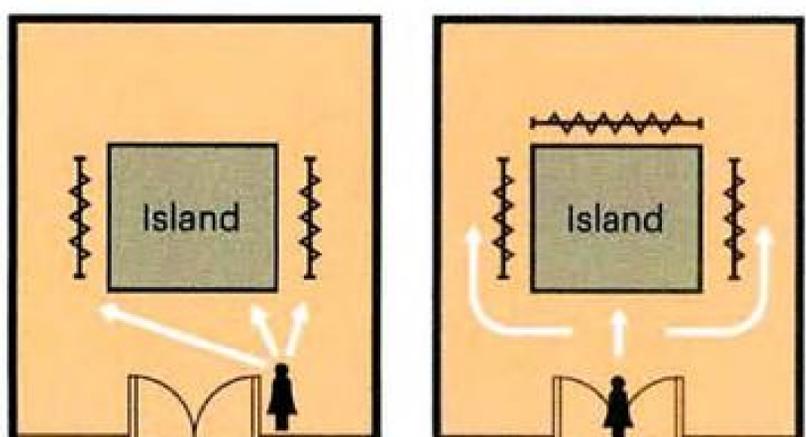
8 Create short pathways

So shop assistant can move around the store swiftly between the checkout counter, the fitting rooms and the storeroom, **especially when there is only one shop assistant**.



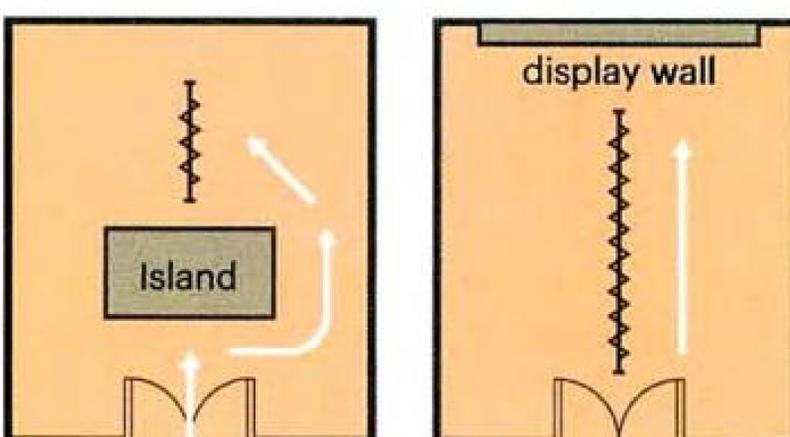
9 Keep customers busy around an island

Keep customers busy along their paths with more rails around the island.



10 Let customers explore the whole space

Entice customers to walk further into your store to explore more.



BOOSTING SALES WITH A GREAT FITTING ROOM

The biggest difference between an offline and online store is that customers can try on your clothes. Trying on clothes can help customers decide whether they will buy or pass on a garment immediately, so invest in your fitting room experience.

1 MIRROR

A mirror is worth the investment if you want your customers to look and feel good when trying on your designs.

- **Slightly tilted mirror** will elongate the body.
- **Low-iron mirror** can avoid the greenish tinge that customers might notice on their skin when looking in the mirror. The less iron in a mirror, the more natural the skin will appear.

2 LIGHTING

Layering different types of lighting and choosing the right bulb colors can set the tone of your store, as well as flatter customers trying on your clothing.

- **A ring flash light mirror**, which gives a halo effect that's shadow free and **gives an even complexion to the skin** because it's a diffused light source. The light will draw the eyes onto the center of the mirror making people appear slimmer.
- **Avoid one large fluorescent light or spotlights** across the space, they are harsh lights which emphasize imperfections if there are no other softer lights to diffuse them.

3 WALL COLOR

The wall color will affect how garments and skin tones look under different types of light.

- **White walls** help diffuse light, creating an "airbrushed" finish.
- **Orange walls** emit a warm glow and make the skin look healthier.
- **Avoid black and gray walls** because they absorb light and produce unflattering reflections.

4 DETAILS

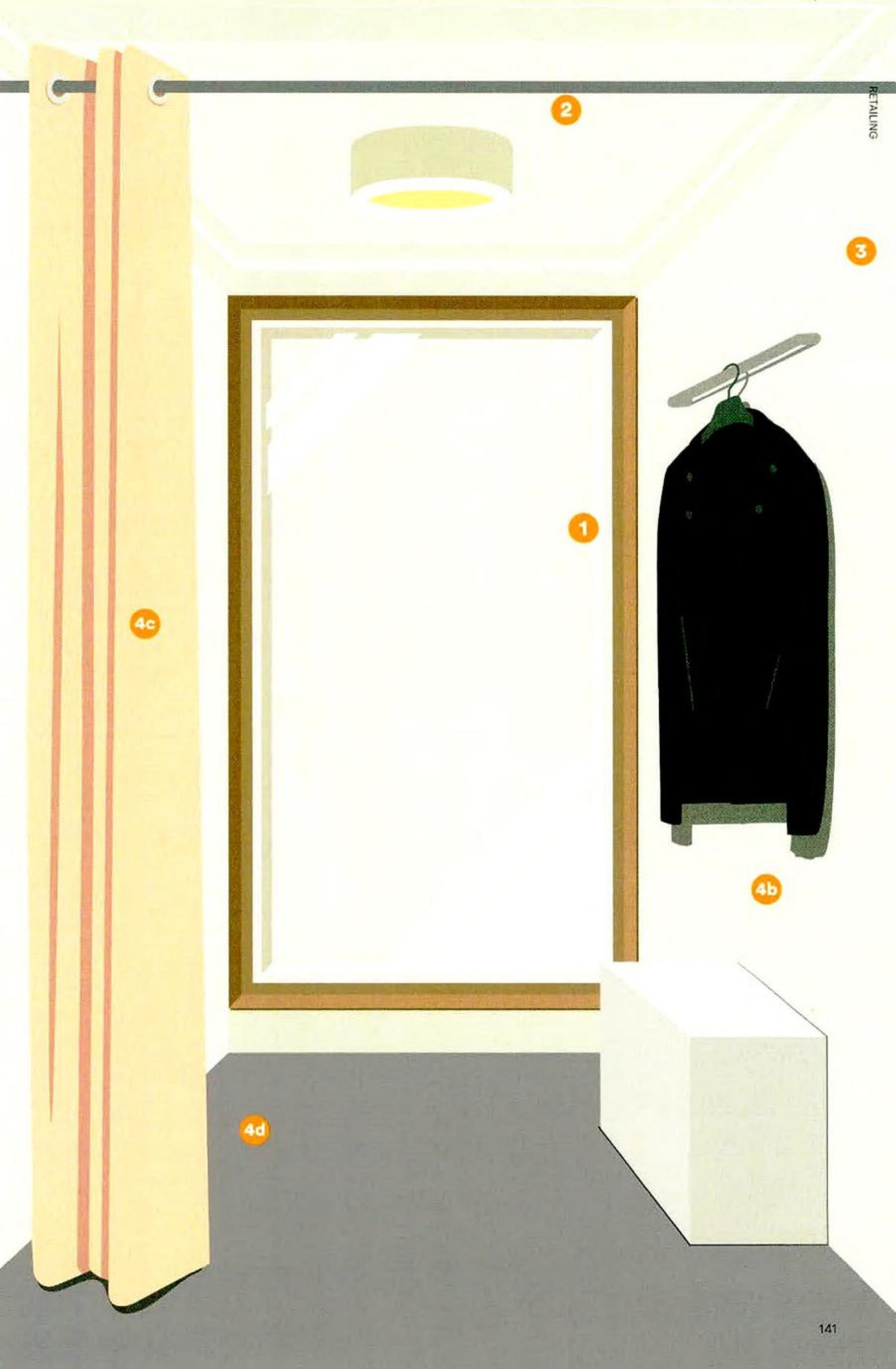
The extra details are things you can use to polish the fitting experience and are critical for leaving a good impression.

- a Spacious, comfortable fitting rooms** will help customers enjoy trying on more clothes.
- b Additional products** in the fitting room can encourage customers to mix and match, and will help visualize the full effect of an outfit.
- c Security lock or heavy and opaque cloth** that can hook on the inside of the fitting room, will allow more privacy and make customers feel safe and at ease.
- d Soft flooring with carpet** is an ideal choice for fitting rooms because customers might need to take off their shoes.

FITTING ROOM DATA

If a garment never gets chosen to be tried on, that's an **indicator** showing it's either not popular or not presented properly. Information like this helps improve decisions for things like product promotions and store layouts.





2

3

1

4c

4b

4d

DO YOU BELIEVE IN FENG SHUI?

Feng Shui is a Chinese practice which takes into play the best energy flows of a space. Let luck and prosperity flow through your shop with a few age-old tricks!



1 Place a pair of open scissors or a box cutter at the checkout counter, or hidden nearby, with the blades pointing towards the door

Reason: With the blades pointing towards where the customers walk in, it suggests they'll spend more money in your store.

2 Make sure there is a solid wall supporting the checkout counter

Reason: A solid wall symbolizes strength and support. When it's positioned at your transaction point, it means that your wealth is safe and supported.

3 Put some coins under your money drawer

Reason: It represents always having money in your store and brings you good luck.

4 Do not place any mirrors facing the door

Reason: The mirror will attract bad luck from the outside and reflect away any fortune.

5 A spinning rack helps with good flowing Chi energy in your store

Reason: Spinning suggests movement in a store, meaning that customers flow in and out.

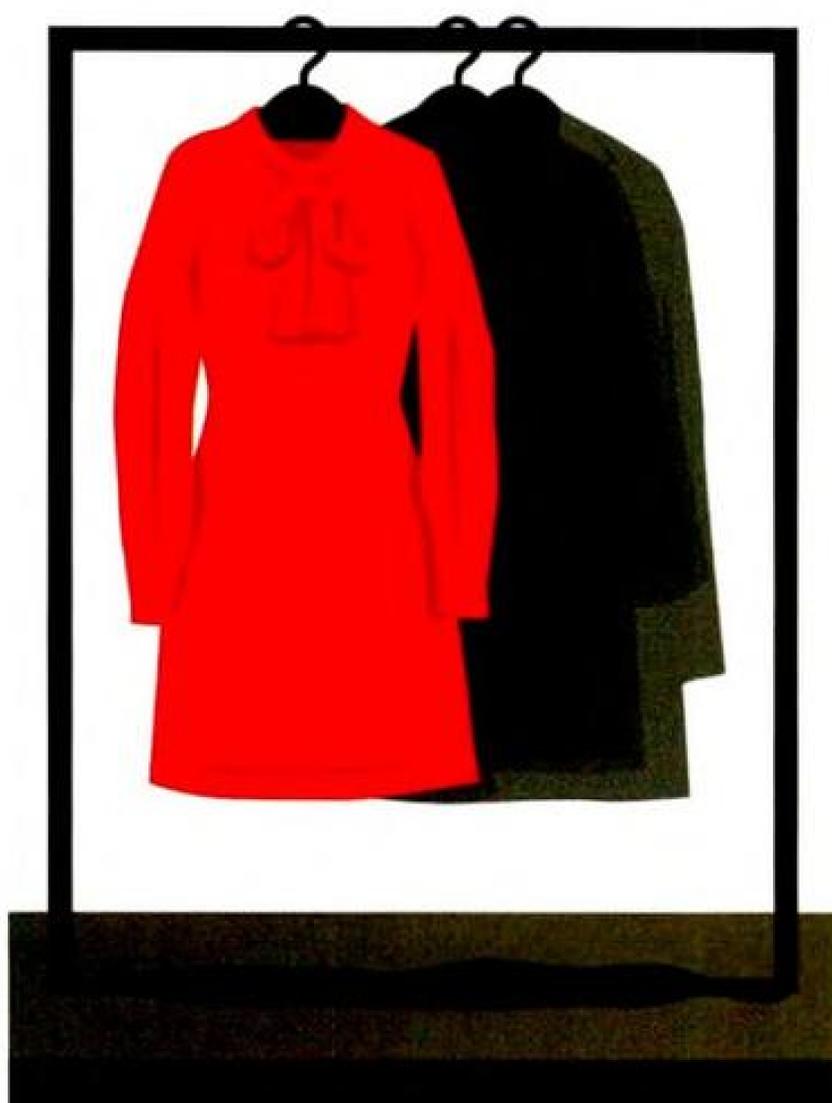


6 Music or background sound can bring wealth and luck to your store

Reason: In the Chinese forces, Yin and Yang, Yin symbolizes quiet and Yang symbolizes sound. Yang can make your store more profitable.

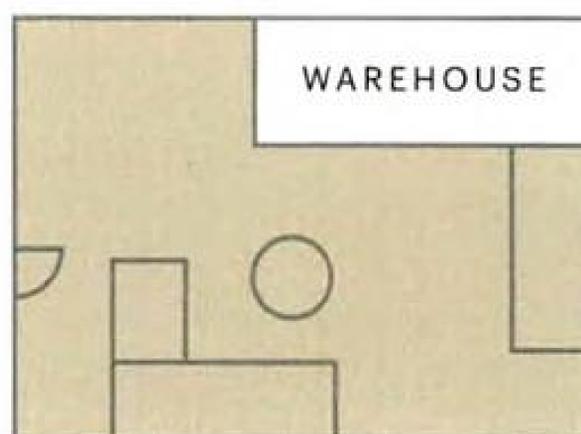
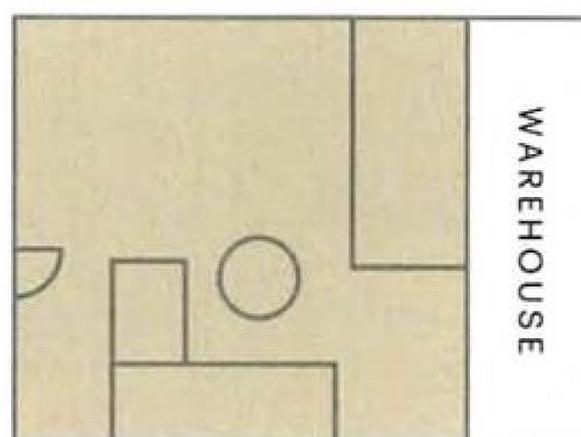
7 Avoid L-shaped designs

Reason: Whether it's your checkout counter or a sales floor, you should avoid an L-shaped layout in your store. Many regard L-shaped designs as incomplete. An ideal sales floor is rectangular or square.



8 Wave a red garment in the store, then place it at the top of the first row or rack of clothes

Reason: The color red can drive away bad luck and attract good luck.



DIFFERENT WAYS TO DISPLAY PRODUCTS IN STORE

Although the visual merchandiser, shop designer, and store owner will likely have ideas of their own when it comes to how to display products, it's worth taking note of some simple display product guidelines you can bring to the table.

180-240cm

- Used to create an impression, including displaying props and styled outfits.
- Relatively easy to see yet hard to reach.



240cm

180cm

70cm

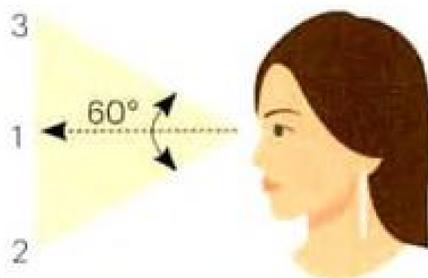
70-180cm

- Main display area, sometimes called the "golden area", is used to display most of your inventory.
- Easy to see and reach.

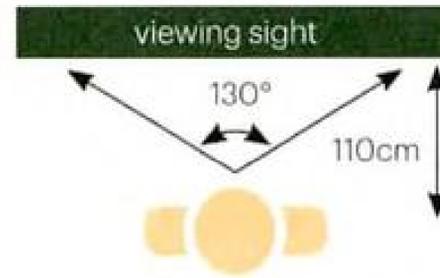


Below 70cm

- Used to store mix-and-match items or extra stock.
- Relatively easy to see and reach.

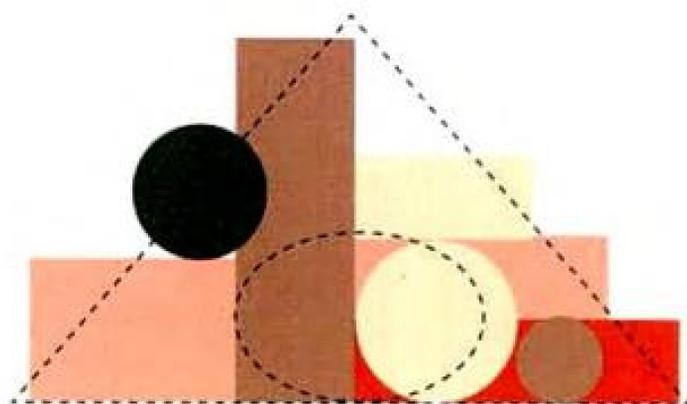


1 The easiest way to view products is when they are approximately 30° either side of the eye level.



2 The width of the display shelf should be within viewing sight which is approximately 130° when standing 110cm away.



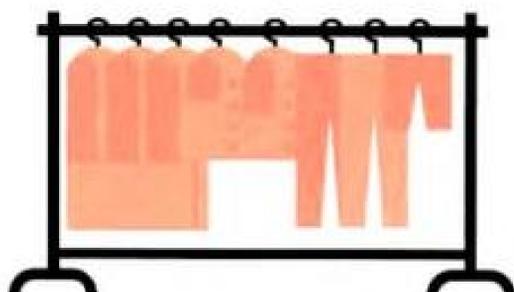


GOLDEN TRIANGLE RULE

A classical rule of composition often used in paintings and photography. It works by **composing a triangle with imaginary lines to retain the attention** of viewers. This rule is also applied in garments display by creating an imaginary triangle using different props or levels of foldings.

CLOTHING DISPLAYS

Arrange clothes by



Categories

Display products in different categories, preferably tops go before bottoms.



Colors

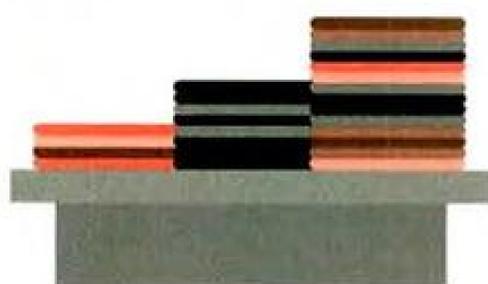
Display products in different colorways, disregarding categories. This could be a rainbow of colors, or from light to dark colors.



Sets

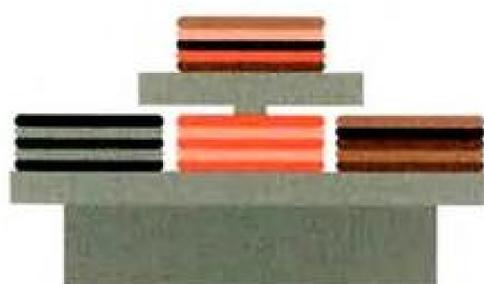
Tops and bottoms that style well together could be displayed in sets.

ISLANDS



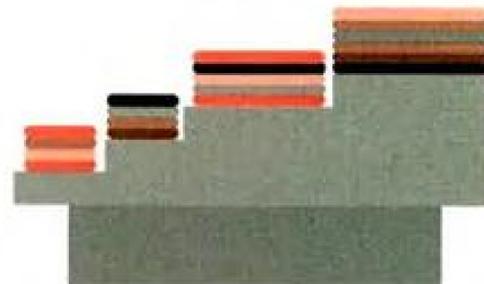
Folding Level

Creating different levels of display by piling up folded garments.



Extended Shelf

Creating different levels of display by placing extended shelf with different heights.



Raising Display

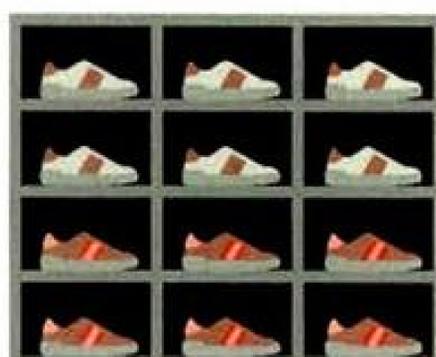
Creating different levels of display by placing above different products.

ACCESSORIES SHELVES



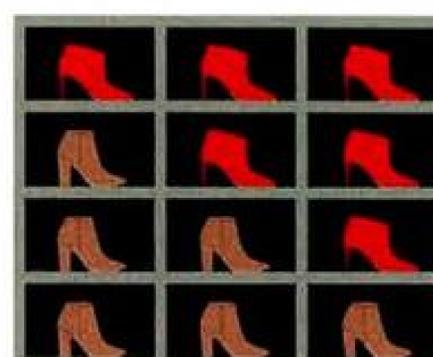
Chessboard Display

Showcase products on a shelf in the pattern of a chessboard.



Repetitive Display

Showcase the same products repeatedly.



Diagonal Display

Showcase products on the shelf in the pattern of a diagonal line.

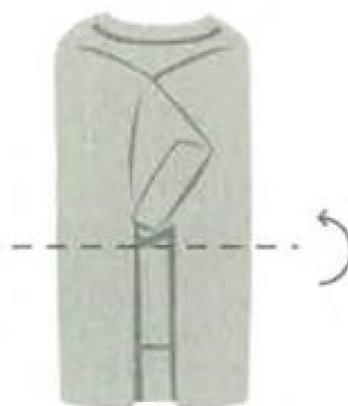
HOW TO FOLD GARMENTS

Make sure your collection looks professional and presentable with this simple guide to folding garments.

1 T-SHIRT



Start with the back facing up, fold the side seam from the shoulder to the hem of the T-shirt to the middle.



Fold the other side in with the sleeves folded once more.

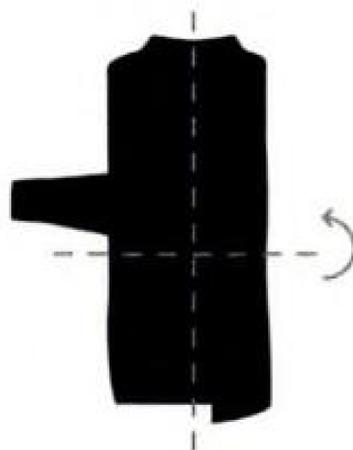


Fold the hem in and then fold it in half lengthwise.

2 SHIRT



Button up the shirt and flip it over.



Fold in both sleeves horizontally and bring the shirt's side seams in evenly from the shoulder to the hem.



Fold the hem in and then fold it up to the collar.

3 SWEATER



Start with the back facing up, fold one of the sleeves of the sweater in.



Fold the other sleeve.

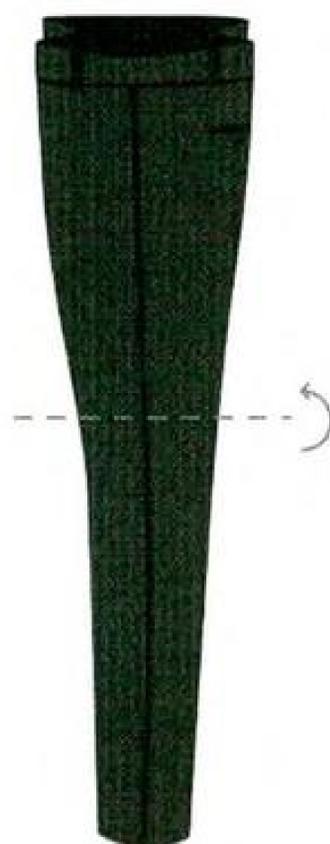


Fold the bottom of the sweater up below the collar.

4 PANTS WITH FRONT CREASE



Fold along the crease line.

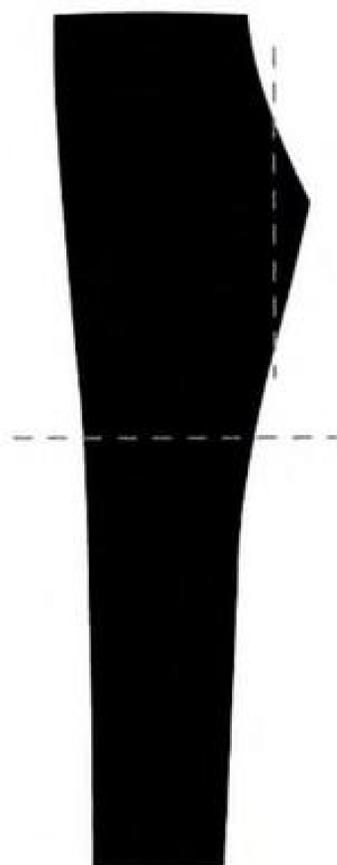


Fold the bottom of the pants all the way up.

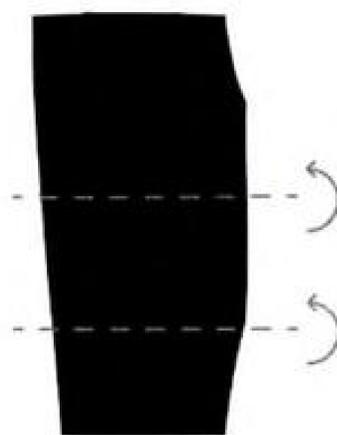


Fold them in half again or hang them on a suitable hanger.

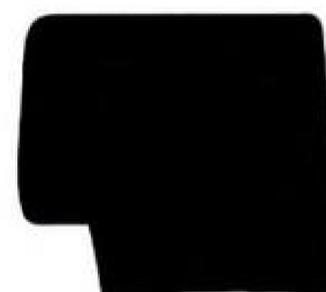
5 JEANS OR CHINOS FOR A CLOTHING STACK



Fold the jeans or chinos in half at the fly.



Fold the bottom of the jeans or chinos approximately 2/3 of the way up.



Fold them over again up to the waist.

HOW TO CHOOSE HANGERS

Ideally, all hangers would be identical to keep your store's visual uniformity, but different hangers might be better suited for different garments. Hangers come in a vast variety of styles, sizes and materials. Select the ones that best show off your creations.

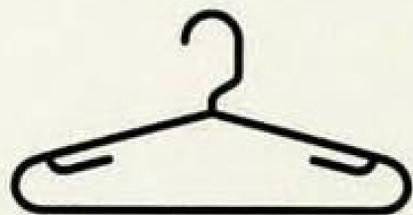
1 THIN HANGERS

Thin hangers save space and work for a range of purposes.



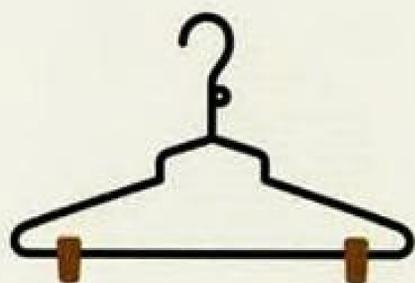
Wire hangers

- Inexpensive and lightweight, but may leave marks on garments. Suitable for tees, shirts, sweaters, knitwear, dresses and pants.



Tubular hangers

- Available in a large variety of colors and often found in homes. Suitable for tees, shirts, sweaters, knitwear, dresses, coats and pants.



Salesman hangers

- All-purpose hangers that work well for trade shows. Suitable for tees, shirts, sweaters, knitwear, dresses, coats, pants, shorts and skirts.

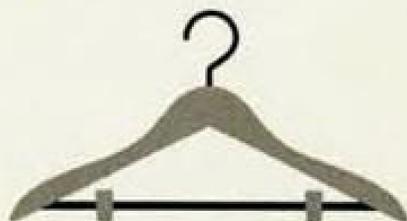
2 THICK HANGERS

Thick hangers won't leave marks on garments, but they take up more space.



Coat hangers

- Suitable for tees, shirts, sweaters, knitwear, dresses and coats.



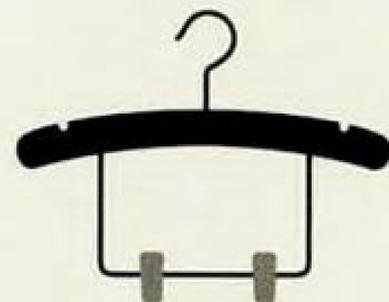
Hangers with bar and clips

- All-purpose hangers suitable for tees, shirts, sweaters, knitwear, dresses, coats, pants, shorts and skirts.



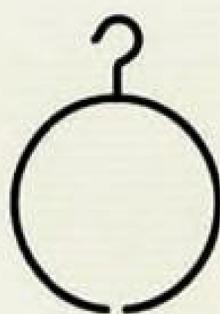
Bar hangers

- Suitable for tees, shirts, sweaters, knitwear, dresses, coats and pants.



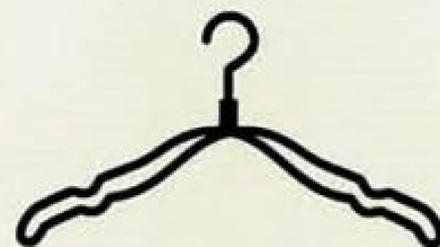
Display hangers

- Best for arranging an outfit for display. Suitable for tees, shirts, sweaters, knitwear, dresses, coats, pants, shorts and skirts.



Circle hangers

- Keep garments mark-free. Suitable for tees, shirts, sweaters, knitwear, dresses and coats.



Double wire hangers

- Suitable for tees, shirts, sweaters, knitwear, dresses and coats.

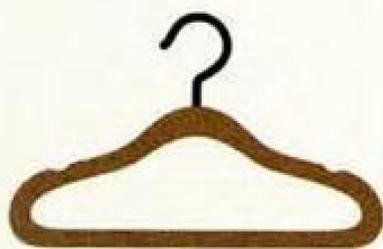
3 SPECIALITY HANGERS

Hangers for unusual or unique garments.



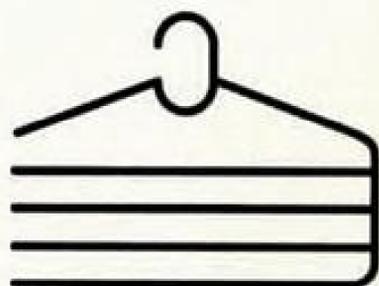
Lingerie hangers

- Designed with special hooks for lingerie.



Notched hangers

- Created for garments with straps.



Belt hangers

- Designed specifically for belts.

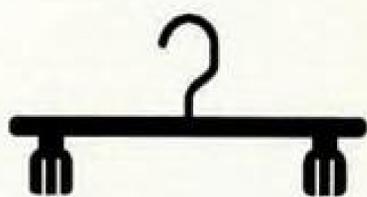


Padded hangers

- Usually covered with satin, these hangers keep the shape of garments. Suitable for lingerie, delicate clothing and strappy garments.

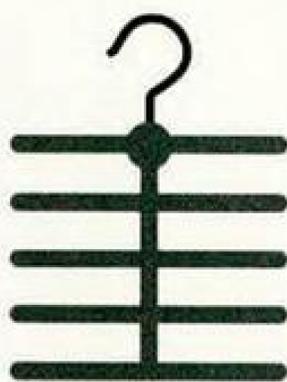
4 BOTTOMS HANGERS

Hangers especially designed for pants, shorts and skirts.



Thin hangers with clips

- With choices of thick or thin clips. Suitable for pants, shorts and skirts.



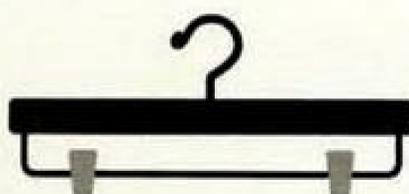
Multiple slack hangers

- Created for multiple pants and scarves.



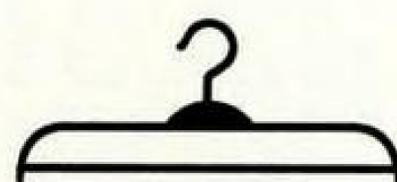
Pant hangers with clamps

- Suitable for pants, shorts and skirts.



Thick hangers with clips

- Presentable option with a choice of thick or thin clips. Suitable for pants, shorts and skirts.

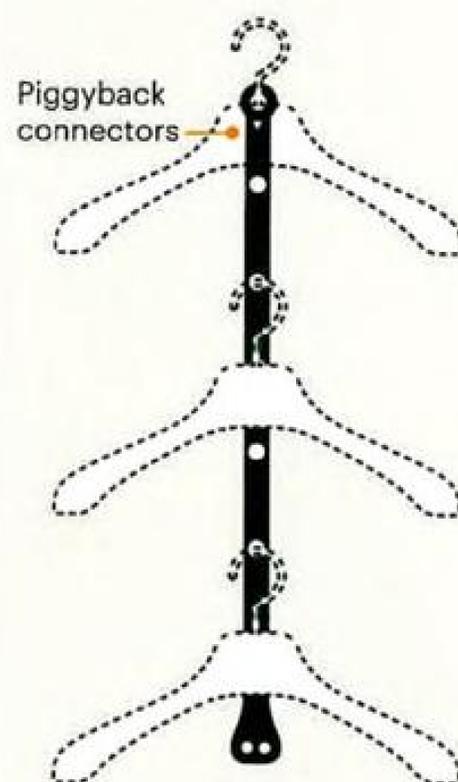


Pants hangers

- Suitable for pants and scarves.

5 HANGER ACCESSORIES

Add-ons especially designed for certain hangers.



Piggyback connectors

- Allow two garments to be displayed together.



Foam hanger covers

- Placed over hangers to prevent slipping.

HOW TO CHARM DIFFERENT TYPES OF CUSTOMERS

When a customer steps into your store, take a moment and assess what type of customer they are. After a brief chat, amp up your emotional intelligence because it will ultimately help you persuade them into making a purchase. Here are 7 types of customers you might come across.



1 THE NEGOTIATOR

Them: Here for a bargain. Some will get unpleasant and keep asking until they are certain they cannot get more of a discount.

You: Be confident and address value over price. Point out the good quality and performance of the product.

2 THE WANDERER

Them: "Just looking around"

You: Welcome and acknowledge them but do not invade their personal space. Casually mention you will be there when they are ready for assistance.

3 THE SOUR PUSS

Them: Complains about everything and always appears irritated.

You: Impress them with expertise. With the right balance of problem solving skills, politeness and courteous treatment, you will be able to convince them eventually.

4 THE ONE WITH THE MISSION

Them: Already know what they want and will not waste time.

You: Stay out of their way and only provide straight-forward answers if asked.



5 THE QUESTIONER

Them: Wanting to know everything and can appear quite pushy, even though they might just be looking at products to buy later for a better deal online.

You: Stay friendly and patient if they appear interested. Even if they don't buy the products straight away, they will remember your patience.

6 THE YES MAN

Them: Shy and reserved, they will say "yes" quickly. However they may be stressed and won't come back again.

You: Don't turn away these customers by letting them feel like they are being sold to. Ask open questions to find out more about their needs and preferences, and give them time to consider.

7 THE INDECISIVE

Them: Not sure what they want and always reply with short and unsure answers like "maybe" or "I don't know".

You: Try to figure out what they really think and educate them on why your products would be suitable for them. Support their final decision a few extra times.



MIXED CHARACTER

Most of the people will be combinations of different archetypes. By understanding and learning more about them, you'll be able to close more sales.

PERFECT YOUR SALES TECHNIQUES

Every time a person walks into your store is an opportunity to make a sale. The right sales techniques, passion and insight are all key ingredients when it comes to converting a person into a paying customer.

Here, let's look at ways to perfect your sales techniques.

1 Give compliments

Complimenting a customer is a great way to **initiate a friendly conversation**, and selling becomes easier once they're on your side.

E.g. This color brings out your eyes and the silhouette looks great on you.

2 Showcase originality

Show the unique benefits of your products. This could relate to materials, the production process or the design. Highlight what sets the product apart from other products and brands.

E.g. This scarf is made using 100% alpaca wool from Peru - it's rare and you don't find them often.

3 Justify the price

Justify the costs of your products by **educating customers on details** such as materials, craftsmanship and quality.

E.g. I assure you the quality is definitely worth the price - the fabric of this jacket is made to last a lifetime.

4 Create a sense of urgency

Stimulate a customer's desire and fear of missing out; let them know that if they don't buy right away, there's a risk of losing the opportunity.

E.g. We have run out of stock of this scarf a few times already and we won't be getting more in unfortunately.



FEEL FREE TO TRY IT ON.



5 Let customers try products

Encourage customers to touch, feel and try on your garments. Not only can they gain a sense of how great your products are, but there is also a higher chance they'll buy after trying the products for themselves.

E.g. Feel free to try it on! It looks even better when it's worn.

6 Show you care

If you care about your customers, it shows. Make an effort to **find out their needs**, and even if they don't know what their needs are, offer solutions.

E.g. This shirt is both comfortable and breathable, perfect for working in the heat outdoors.

7 Avoid looking desperate

Keep cool and **don't oversell**. It will look desperate and turn customers off making a purchase.

E.g. That's okay, feel free to look around and just let me know if you need anything.



TOUCH CAN GET SALES

According to research, a touch at forearm that lasts a mere 1/40th of a second can make the customer feel closer towards you, and therefore more likely to make a purchase!

Source: 1.Forbes

THE BASICS OF GOOD CUSTOMER SERVICES

During any interaction with customers, whether it's online or in real life, there are certain customer service skills that should be implemented. Without these skills, you risk losing customers quickly. Let's cover all your bases by going through the customer services basics.

DEAR ~~SIR~~
Paul

MAKE IT PERSONAL

Do not use automatic replies. Instead, let your customers build a connection with you by handling your communications with each of them personally.

LISTEN TO YOUR CUSTOMERS

Avoid future problems by listening to your customers as you go along.

KNOW YOUR STUFF

Customers may turn away if you're not knowledgeable enough about your products. **Train your staff** so they're able to speak about the products with enthusiasm and confidence.

MAKE IT EASY

The buying experience should be as easy as possible. **Eliminate unnecessary steps** between your customer and making a purchase.

BE HELPFUL

Sometimes you might not know the answers to customers' questions, but putting in the effort to try and help them won't go unnoticed.





DO YOUR BEST TO PROVIDE WHAT YOU PROMISED

If you fail to honor your commitments, you might lose your customers and credibility. No company is perfect, but how you handle the situation when you fall short makes all the difference.



DON'T ARGUE WITH YOUR CUSTOMERS

While we all know that customers' aren't always right, the goals are to provide good services and maintain customers' loyalty, not to win the argument.



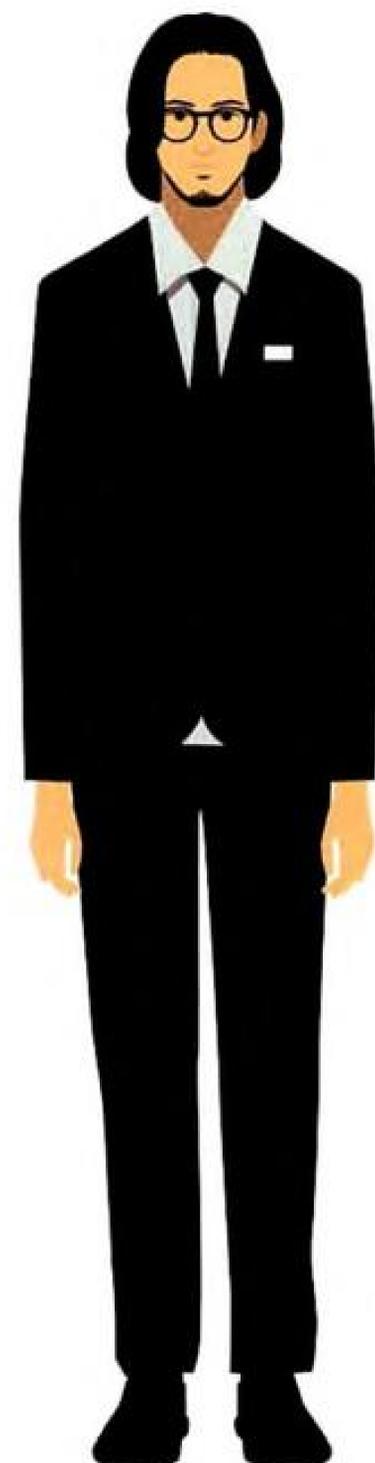
RESOLVE COMPLAINTS PROMPTLY

Repairs, callbacks and emails need to be handled with a sense of urgency. You are more likely to get repeat business if you can provide timely responses to your customers' questions.



KEEP YOUR CUSTOMERS UPDATED

Whether it's the latest news from your brand or follow-up actions to their complaints, update your customers on the latest happenings.



MAKE YOUR CUSTOMERS FEEL SPECIAL

Provide your customers with something special. This can help promote and enhance your brand image, let your customers feel more connected, and most importantly drive sales. After all, you want customers to feel proud of their association with your brand.

1 BRAND PRODUCTS

By **deeming a product unique to a small circle of customers or a single client**, it will lift the product's exclusivity significantly.

1 Customization

Bespoke products that can be customized to individual tastes will help **increase customers' loyalty**. Some brands allow customers to be involved by letting them design unique built-in products, while others offer minor customization options. It's important to keep a careful balance between a customer's personality and a brand's identity.

2 Limited locations

Making your products available only in a particular place, or exclusive to either an online store or physical boutique, will **make your garments more coveted and desired by consumers**.

3 Collaboration

By offering something different yet relatable to your brand, you can **attract new audiences and expand into new markets**. It also helps consumers feel like they own something unique. The end products should always be consistent with each party's brand signature.

4 Limited editions

The fear of missing out can make an item seem much more valuable, and **short supply creates an urgency for customers** to purchase your product on the spot.

One of the biggest challenges of customization is **ensuring timely production**. People are normally willing to wait longer for a pair of bespoke shoes, but that might not be the case for customized clothing.



2 BRAND EXPERIENCE

Instead of simply stopping at your product offering, carve out the **brand's unique services**, too.

1 Exclusive events

An exclusive event will make an invitee feel special simply by being asked to attend. Having an invite to a hot-ticket event **creates a sense of belonging to an exclusive community** and attracts loyal customers. Events might include:

- Trunk shows for VIPs only
- Home shopping services
- Personal stylist services

2 Personalized shopping experience

Seasoned retailers know who their best customers are, how frequently they shop and what they tend to buy. Personalized customer experiences are key to keeping customers loyal to your brand. **Use technology to help attract customer data and create experiences unique to each individual.**

● Online website

The user format and product suggestions should be customized to **fit every single shopper**. Once the repeat client reaches the website's landing page, all preferences should be customized to their past preferences.

● In-store

Customer profiles with **saved transaction histories** help a store's sales associates give the best service to in-store customers, while making them feel important.

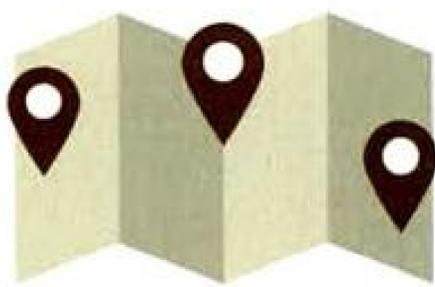
HOW TO ATTRACT CUSTOMERS WITHOUT DIRECT DISCOUNTING

There are many different ways to offer a promotion. Choosing the right one can help entice customers while creating a buzz, but choosing the wrong one could damage your brand and revenue.

1 COUPON

A coupon can be **exchanged for a monetary discount** at the time of purchase. Coupons should be used sparingly because they can **cheapen a brand's image**.

What should be on a coupon



Assigning coupon codes to campaigns can help **track performance**. Analyze where and when coupons were redeemed to determine which customers to focus on and how to reach them.



2 PREMIUMS

Premiums can be **prizes, gifts or other special offers given at the time of purchase**. Unlike coupons, which reduce revenue, customers will need to pay full price for the goods.

- **Free premiums** which only require the purchase of the product.
- **Paid premiums** which require customers to spend a certain amount during the transaction.



Brands should choose their premiums carefully to ensure they suit their brand image. It's ideal if the premium is also something exclusively available for your brand's customers.



3 LOYALTY PROGRAM

It's much easier to incentivize existing customers than attracting new ones, and many brands offer **extra exclusive benefits to their members and VIPs**.

- Regular discounts on products.
- Reward redemption with accumulated points through each transaction.



4 CONTESTS AND SWEEPSTAKES

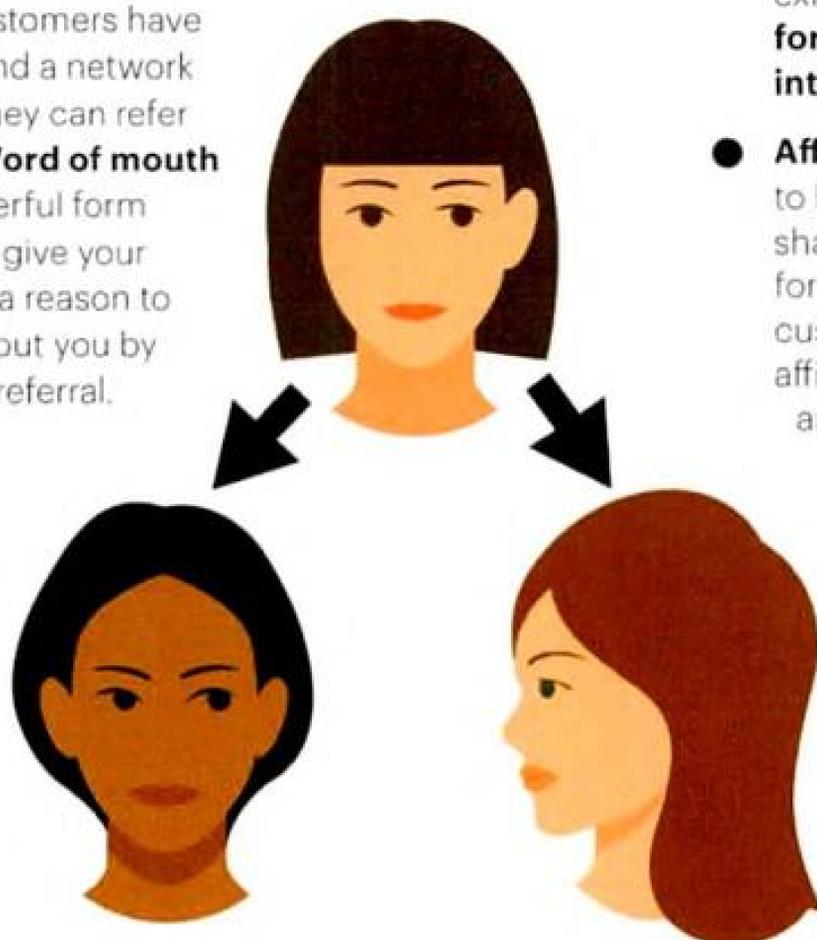
Everyone likes winning a prize and getting freebies, which is why contests and sweepstakes are ways of **attracting new customers while collecting data** on your target customers.

- **Contests** require the customers to participate and compete. This might include answering trivia or posting on social media and having their friends vote. The winner is selected based on who performs the best or provides the most correct answer, with **no purchase necessary**.
- **Sweepstakes** encourage customers to submit free entries into a lucky draw that are tied to a product or service. This is different to a contest, which requires skill. The featured prizes are often from a combination of different sponsoring companies.



5 REFERRALS

Your existing customers have friends, family and a network of people that they can refer to your brand. **Word of mouth** is the most powerful form of marketing, so give your loyal customers a reason to tell everyone about you by rewarding each referral.



- **Referral marketing** lets your existing customers **receive rewards for every new customer they introduce**.
- **Affiliate programs** allow site visitors to become business partners and share profits. This exclusively works for selling online whereby new customers can be acquired through affiliate links from other websites and platforms. **Profits can then be calculated based on the traffic drawn from these links.**

SHOULD YOU OFFER FREE RETURNS?

Here, let's explore if free returns are a good idea for your company.

CUSTOMERS ARE WILLING TO BUY MORE

49% of retailers offer free return shipping.¹

92% of customers will buy something again if returns are made easy.²

79% of customers want free return shipping.³

WHAT'S THE RISK?

Making returns easy and free might **open up the doors to customers "borrowing" clothes**, and then returning them afterward. However, if the products are satisfactory, customers are less likely to give up something when it is in their hand as they will have a sense of ownership.



MAKE SURE THERE IS A MARGIN

Not all businesses can afford free return policies. Some may find it difficult to survive with low margin products. You may need to **charge a return fee** depending on your business or the country your company is operating in.



5 STEPS TO CREATE A REASONABLE RETURN POLICY

1 Make your policy easy to find

Some retailers think that if they hide their return policy, customers won't be able to take advantage of it. If customers are unsatisfied with an item, they are going to send it back, no matter if they find your return policy or not. Making your return policy more visible means customers will feel more comfortable buying from you, resulting in more sales, happier customers, and ultimately fewer returns.

2 Ditch the legal jargon

A positive return experience starts with clear communication. Using complex words that can only be understood with the aid of a legal dictionary will confuse your customers. Give them a **clear and concise summary** of how to handle a return, and you'll make life easier for everyone.

3 Give a reasonable time frame

Nobody likes tight deadlines. When you provide your customers with a reasonable amount of time to make up their minds about a product, you show that you **value their time and have confidence in your products**. Thirty to sixty days is standard in e-commerce, but many online retailers have found that widening their returns window has decreased their number of returns.

4 Define the expected condition of returns

Use words like **"unused," "unworn" and "as-new"** (or, if you're feeling generous, "lightly used" and "intact"). By failing to define the condition of items you'll accept, you risk having customers send back merchandise in tatters, which you'll have no hope of repairing, let alone reselling.

5 Be upfront about return shipping costs

In a study that tracked consumer behavior over a four-year period, researchers found that **customers who paid to ship an item back to a store decreased their spending** at that store by 75 to 100 percent within two years. If you do expect customers to foot the bill for return shipping, make sure it's clearly stated in your policy.²

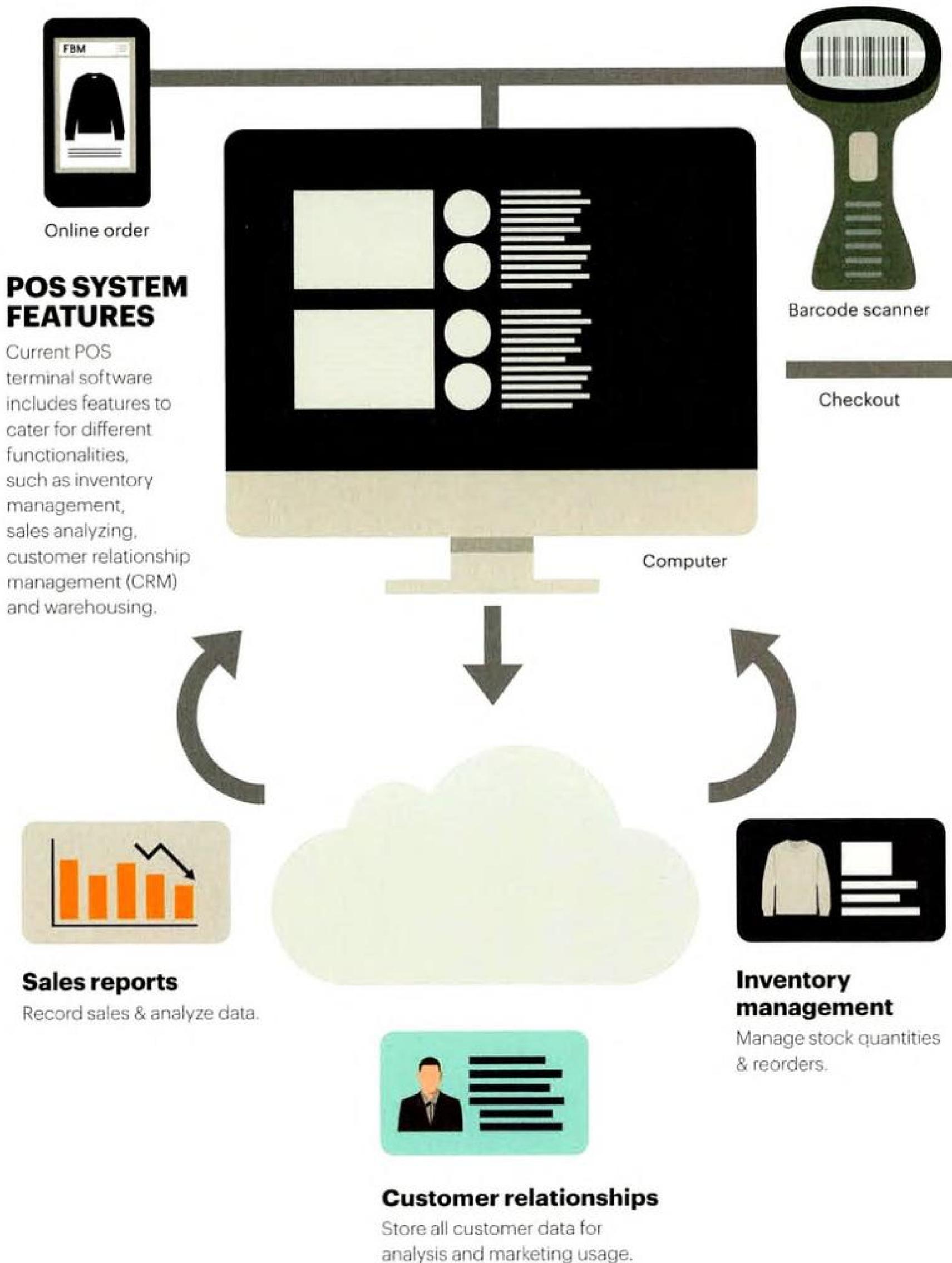
PREVENT RETURNS BEFORE THEY HAPPEN

Make sure you're **providing clear and accurate product descriptions**.

- **Images** that show the product from multiple angles.
- **Videos** can also be very effective.
- **Accurate sizing chart** or precise measurements are also helpful for customers.
- **Items being returned repeatedly**, there might be something wrong with the product or the way it's being marketed. Engage with customers to find out why.

THE BASICS OF A POS SYSTEM

Point of sale (POS) or point of purchase (POP) is the point at which a customer makes a payment to the merchant in exchange for goods and services. A good POS system will help you streamline the operation process and provide a better customer service.

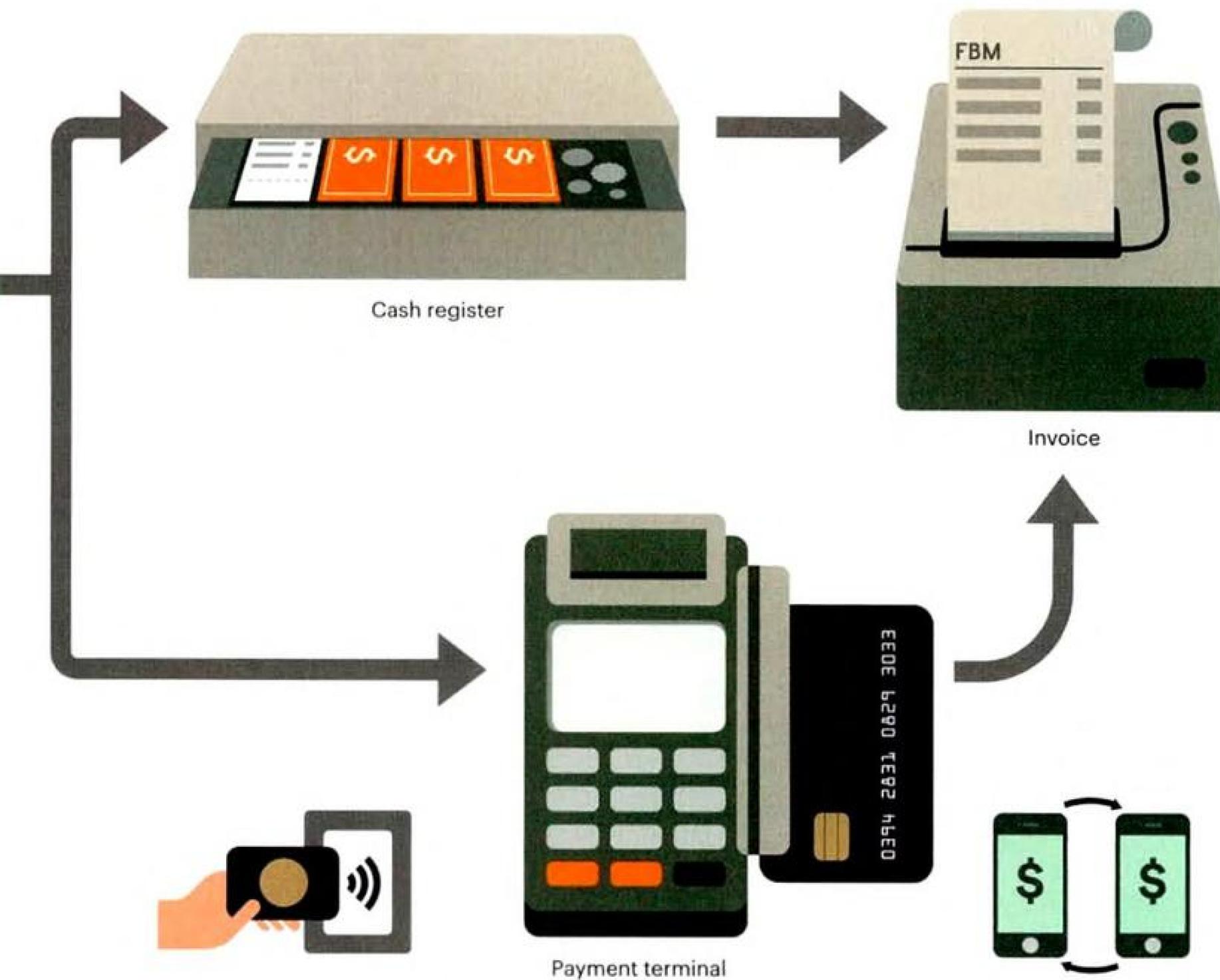




Advanced features

Employee management

Some POS systems can even manage your employee activities, such as logging work hours, working schedules and payroll.



Contactless payment

Tap and pay is a fast way to make cash, credit or debit card purchases.



SPEND MORE MONEY

Customers **tend to spend more money** on these cards, as it's ultra-easy to make transactions.



Mobile POS

Smartphones, tablets and wireless devices perform the functions of a cash register or sales terminal.

E-wallet

E-wallet can be used in conjunction with **mobile payment systems**.

It allows customers to pay for purchases with their smartphones, as well as holding loyalty card information and digital coupons.

HOW TO DO A STOCKTAKE

Stocktaking is the physical verification of your products, either held as inventory in a retail space or at a warehouse. It's important to manually count your stock to keep track of your inventory and identify discrepancies right away.

THE IMPORTANCE OF COUNTING YOUR STOCK MANUALLY

There is no right or wrong for how frequently you carry out a stocktake.

- There are computer software programs available that can calculate your current inventory, but you can also do it manually. A manual approach is an effective option for new business owners that can't afford pricey computer programs.
- Stocktaking is also a **good loss-prevention technique** for spotting items that may not be performing as well as they should.



1 Prepare a current inventory list

This list should include all products you have on hand in your store with the current quantities of each item. Make sure the inventory list also includes a description, even if you have your stock keeping units (SKUs) in order, to make the inventory process easier.



2 Organize by section

Start with one department and work through each one before moving on to the next. Assign team members or helpers to a specific area to increase efficiency. For example, one can handle women's clothing, while another can handle accessories and jewelry.

3 Go through every item on the list and match them up

Ideally, this hand counted number will match the number on your list. **Count through each item twice** and cross check with your team members to double check you haven't miscounted. If your numbers match, skip to step six.



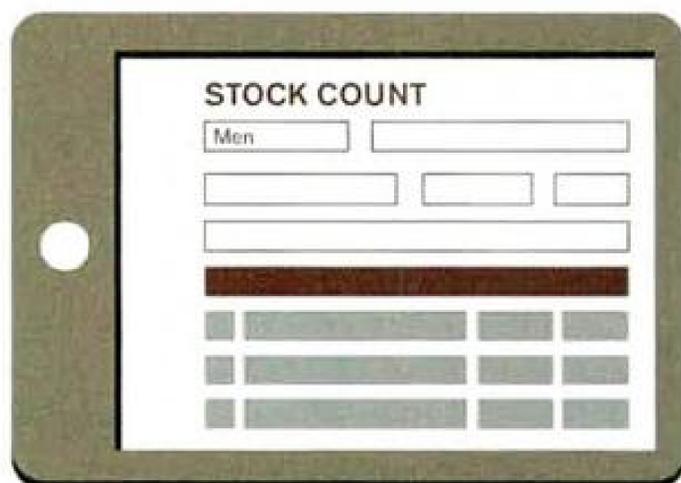
LOSS PREVENTION

Loss prevention actions must be taken if your numbers don't match up. It can be an operational error or external or internal theft. These are things you don't want to happen, as they will **shrink your profit!**



4 Go through any damage or returns

Damaged items or returns that were not properly recorded may be **the reason of inconsistencies** in stock amounts. Go through these items and match up their SKUs or descriptions.



5 Recount if it's needed

You may need to recount items that do not match up after completing the step above.



6 Update your inventory list

Once you have determined your updated actual inventory, make sure to update your list or software with the new amount.

KNOWING YOUR STORE AND YOUR CUSTOMERS

Getting good numbers on a sales report is not everything. Practical feedback from customers and salespeople can help you improve your products and brand experience, in turn increasing sales and growing your business.

1 STORE VISIT

● Double check the display

It's important to check where your products are placed and how they are being displayed. Nothing will sell if your products are hidden in the back corner or not getting enough exposure. A poor outfit display will also make your products seem unappealing, but it can be easily fixed by informing the buyer or communicating with the floor staff.



● Ask the salespeople

Salespeople have vital information for your business and can **share customers' reactions** to your creations as well as which ones get the best praise and the worst criticism. A good salesperson can tell you what the problem is.



● Hire mystery shoppers

Get someone to visit the store for you, who can **help you grade the customer service** and the shopping experience. At times, it may not be the products that lead to bad sales, but the store itself or a bad customer experience.

2 CONDUCT A SURVEY

● In-store

The most effective way to collect data is by having **salespeople collect qualitative data** when they are communicating with customers face-to-face. **Questionnaire cards** can also be placed beside the cash register for customers who are waiting to pay, increasing the chance of collecting data.

● Website and social media

Create a questionnaire regarding customer experience while they are browsing your online store or your social media.

● Email

Follow-up email after purchase leaves a good impression on customers because it shows that you care about getting their feedback.

● Questionnaire

When packing items, consider inserting a questionnaire asking about the customer's experience.

● Review system

Customers can directly leave feedback for products after they've made their purchases. It makes your company more **trustworthy and transparent** by providing information that potential customers can refer to.

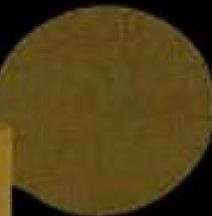


Survey questions should focus on obtaining feedback from each customer's experience

- Was it easy to shop with us?
- Did you find what you needed?
- Are you happy with your purchase?
- How well did we understand what you wanted?
- How well did we communicate with you?
- Would you recommend us to a friend?
- How can we improve in the future?

FBM

EBW





Starting Your Brand

- 170** Naming your business
- 172** Setting a budget
- 174** Writing a well-thought business plan
- 176** Finding the funding to start your business
- 178** Pitching to potential investors
- 180** Bookkeeping and accounting
- 182** Controlling your cash flow
- 184** Beware of hidden costs
- 186** 6 metrics to measure your sales performance
- 188** 6 metrics to measure your product performance
- 190** Copyright, trademark and patent
- 192** Abbreviations you need to know

NAMING YOUR BUSINESS

It's all in the name. A strong, memorable name marks the beginning of a great brand and lets your customers remember you easily while building a connection instantly. Your name and logo are essential to creating your overall brand image, so make it count!

3 NECESSARY NAMES



brand



Brand name

The "label" or "identifier" to distinguish yourself from other businesses.

Trade name

The name used for business purposes and is also applicable if your business is incorporated in some way.

1 4 THINGS TO REMEMBER

- 1 Your name is an **important visible attribute** because it will appear in all of your marketing materials.
- 2 Along with your logo, this is the **first touch point** with your customers.
- 3 Check, double check and triple check to make sure your name isn't already being used in the industry to avoid tedious and expensive legal issues down the road.
- 4 **Register your names as a trademark** to prevent others from using your name.

2 5 THINGS TO AVOID

- 1 Don't adopt a brand name that is arguably **immoral**, scandalous, deceptive and misleading.
- 2 Avoid words that are likely to become **outdated** by thinking about the future of your brand.
- 3 Remember to get written permission if you're using the name of a living person.
- 4 Forget super long names, names with strange wording and unusual spelling, or names that are **hard to pronounce**.
- 5 If you plan on expanding to foreign markets, check to ensure your name doesn't mean anything **inappropriate** to your target market and is easy to comprehend.



Domain name

The name of your website.

USING YOUR OWN NAME AS THE BRAND NAME

✓ PROS

✔ It's unique

If your name is unique, people will remember it and won't confuse you with other brands.

✔ Grow your reputation

The success of your brand name is directly linked to you, so your reputation and fame can follow, even if your career changes.

✔ Connects to personal success

People can relate to your brand easily if you or your business gains popularity as your brand is closely related to you.

✗ CONS

✘ Tricky to remember

If your name is long, hard to spell and pronounce, or too ordinary, customers might have a hard time remembering your brand name.

✘ Makes it personal

Your brand's failure will be directly linked to you, so if your brand gets negative press, it will be associated with you personally.

✘ Risk of losing control

Once your name is registered as a trademark, it does not belong to you anymore. You might not be able to use your name as personal branding any longer if **ownership changes**.

SETTING A BUDGET

Without enough money to run your business, it will be incredibly hard for your fashion dreams to become a reality. You'll be much better prepared if you understand all the finances you'll need to factor into your budget.



PRODUCT COSTS

including materials, production, collection design development, sampling and warehouse storage.

SHIPPING AND LOGISTICAL COSTS

including inventory transportation, online purchase fulfillments, and product shipping.

SALES COSTS

including trade fair and showroom fees, logistic fees involved with showcasing your collection and props.

START-UP EXPENSES

such as trademark fee and company registration fee.

OPERATION COSTS

including insurance, accounting, equipment, studio rent, travel expenses, petty cash, salaries, taxes, staff welfare, transportation, and stationery supplies.

I.T. AND WEBSITE EXPENSES

including SEO fees, website hosting, domain registration, website design and development, IT tech support, network and phone bills.

MARKETING AND PROMOTION COSTS

including product photography, branded stationery, refer to page 30-31 for more details, events, social media, public relations agency retainer, fashion shows, online marketing, networking, sponsorship, and, for some brands, the creation of your lookbook.

RETAIL STORE EXPENSES

including renovation, rent deposit, store rent, sales staff, store fixtures, including poles, rails, hangers, shelves, mannequins, cashier counter, point of sale system, and also insurance and security.



ENOUGH BUDGET TO START

Ensure you have enough budget to pay for **a minimum of two collections** without relying on any sales. It's dangerous to rely on potential profit during your first season, as it could take some time for your brand to build momentum.



WRITING A WELL-THOUGHT BUSINESS PLAN

A good business plan helps you define both your short term and long term goals, along with actionable steps to achieve them. The dual purpose of a business plan is also to show to potential suppliers, contractors, and investors that your business is considered and purposeful.



WRITE YOUR OWN BUSINESS PLAN!

Only you can fully understand your business. It is also a **good opportunity to discover the strengths and weaknesses of your company.** Go back to your business plan from time to time to improve and revise it as your business evolves.

WHAT GOES INSIDE A BUSINESS PLAN?

1 Executive summary

Summary of your overall business plan, it covers major points and states the resources you will need. It's **key for potential investors to decide** whether they want to learn more about you.

2 Company overview

General explanation of your business and products. **Start with your background in the fashion industry and the potential of your collection in the market.** Explain how your brand fits into the industry as wholesale, retail or custom operation, specifically highlighting whether your designs target high-end, mass or niche markets. Then, sum up the money you need and the factors that will make you profitable over a defined time frame.

3 Marketing strategies

- **Market** - Show that you understand the industry by including an accurate market analysis that pinpoints the number of customers and sales in your targeted market and the number and locations of stores that buy them.
- **Target customers** - Be clear about your thorough understanding of your consumers. Picture your customers and keep their image in your mind at all times, so you don't lose track of who they are and what they need.
- **Unique selling proposition (USP)** - Define the attributes that make your collection so unique. What makes it different? What makes your product high-quality and why? What's the draw for your customers and the retailer?

4 Sales strategy

Outline a number of items to be sold each season and through which accounts. Explain your **pricing strategy and include the expected sales and projected growth**, as well as details on how you developed these projections. Also mention any plans to hire a salesperson, have a showroom, go to trade shows, build a website or target overseas markets. Don't forget any promotional plans to support sales, including runway shows, lookbooks and travel expenses for in-store appearances.

5 Competitive analysis

Identify the **business advantages and disadvantages of your competitors**. Research how long they have been in business, their annual sales, where they sell their products and how they market themselves. Compare the style, price, and quality, then observe their customer relationships.

6 Production plan

State the number of collections per year, production timeline and quality control strategy. **Everything needs to be transparent and stated**. The details can take a lot of time to iron out, but it will be invaluable in helping you and your investor understand how your products will be made.

7 Operation plan

Measure the amount of resources you need to keep your business running on a daily basis. Include staff pay, technology and the supporting systems essential for sales. Try to **cover as many specifics as possible**, so the plan shows a clear idea of your costs.

8 Financial analysis and projections

Include financial statements illustrate your ability to manage income and expenses, and show how you will turn investment into profit. **Enlist a professional accountant** to help you with this portion if finances are not your strong suit. Being able to manage cash flow and plan finances are key to getting investors, and to the survival of your business.

FINDING THE FUNDING TO START YOUR BUSINESS

Finding the funding to start your business can seem daunting – after all, it's a **crucial part of getting your fashion start-up off the ground.**



1 PERSONAL

● Not quitting your day job

When starting your own business, one of the most practical recommendations is to keep your day job, at least initially. Start your brand small, test the market, and when the time is right you can make the leap into running your brand full-time. While this approach will keep you very busy, it's **fairly stress-free as your financial situation will be stable.**

● Using your own savings

If you have a pool of savings you can dip into to start your business, you might consider quitting your day job and jumping right in. By using your own savings as the initial start-up fund, you can **enjoy a lot of freedom with both your time and your creativity.**

2 FINANCIAL INSTITUTION

● Factoring

Factoring involves working with a financial institution, usually a bank, which provides a cash advance once goods are shipped and invoiced. This allows a company to **receive a discounted payment sooner** and can produce more within the same period while avoiding cash crunch.



Tip: Factoring should only be used to pay for the production of goods, or costs directly related to products being shipped to store.

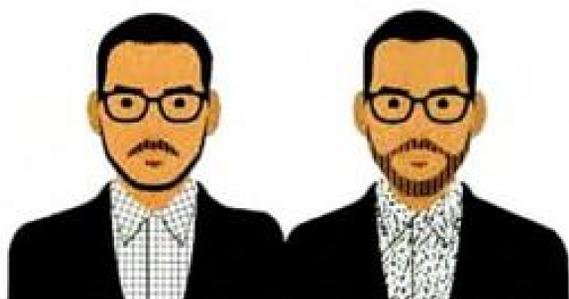
● Line of credits (LOC)

A line of credit works in a similar way to a credit card. You can arrange one through a financial institution, most commonly a bank, who will set the line of credit (LOC) with a maximum loan limit. You can **access funds from your LOC at any time**, making it a flexible option.



3 GOVERNMENT FUNDING

Governments typically have certain types of funding schemes and loans that support local or start-up businesses across a variety of industries. Usually, **this type of funding has some restrictions attached to how the money can be spent.**



Funding is not just about finding money, but also looking for a strategic partner with industry experience and strong connections.



4 ANGEL INVESTORS

An angel investor is a wealthy individual who **provides funding to your business in the start-up phase**, usually in exchange for ownership equity or convertible debt. Typically, their investment will decrease once the company is up and running.

● Family and friends

Family and friends might be able to help by investing money in the early stages of your launch. Typically, this type of investment is made to show love and support, rather than to make a profit.

● Linked businesses

If you have **partners that you are planning to work with**, or are in the initial stages of working with, you could ask them for investment contribution. These partners might include factories, suppliers and retailers.

● Private equity funds

Private equity funds started by fashion industry executives, such as former fashion CEOs, often seek to invest in small to mid-sized fashion labels in their early stages.

5 CROWDFUNDING

Crowdfunding provides a platform for designers to showcase and **sell their products to potential customers before production**. This avoids product wastage while allowing the "crowd" to fund your brand during its start-up phase.



6 COMPETITIONS

There are plenty of fashion competitions that **offer winning brands, or students, funding and press for their business**. Some of the most recognized competitions target designers who have been working on their labels for a few seasons and have some stockists already.

PITCHING TO POTENTIAL INVESTORS

Creating a winning impression when meeting possible investors can make all the difference when it comes to the future of building your brand and business.

THE REALITY OF INVESTMENT IN FASHION

Investment in fashion labels is not very common because investors always look for high returns in a short amount of time. Though there are exceptions, most fashion investors come from a background in the industry. **Look for investors who will provide business advice and connect you to a network. Your suppliers or your customers could be your investors, too.**

PITCHING TECHNIQUES

- 1 Understand what investors want**
Knowing what they are looking for will make your pitch more successful. Research your investors, including their previous investments.
- 2 Keep it short**
Do not overwhelm them with information, go straight to the main point and help your audience to understand what you are trying to persuade them for in the shortest time. You can provide more details if they have shown interest later on.
- 3 Engage the audience**
Instead of reading out the whole script, ask your investors some simple questions for more interaction and raise their attention. Also encourage them to ask questions anytime.
- 4 Avoid templates**
Tailor your pitch to fit your company and your investors' interests and needs, instead of using a commonly seen or formal script. This will help you fit the needs of the investors and stand out from the others.



5 Be clear

Be clear and concise about your ideas, and provide transparent financial information in detail, such as balance sheet, break-even analysis, month-by-month cash flow etc, so your potential investors can understand your business better.

6 Be realistic

Show you're ambitious but don't get carried away. Present a business plan that's supported by facts and data, such as projected cash flow, growth plan and the ability to repay them. Include store orders or any proof of interest from retailers.

7 Be prepared

Before an investor commits to funding you, have a thorough investigation of your plan and your team's capabilities in design and business management. Think of **backup plans** for worst scenarios and difficult questions. Show that you are well-prepared for different situations and capable of tackling problems.

8 Be confident

Potential investors may ask questions and challenge you, do not panic and doubt yourself. Believe in what you have created and show you have potential to expand to larger markets.

**WHAT IS AN ELEVATOR PITCH?**

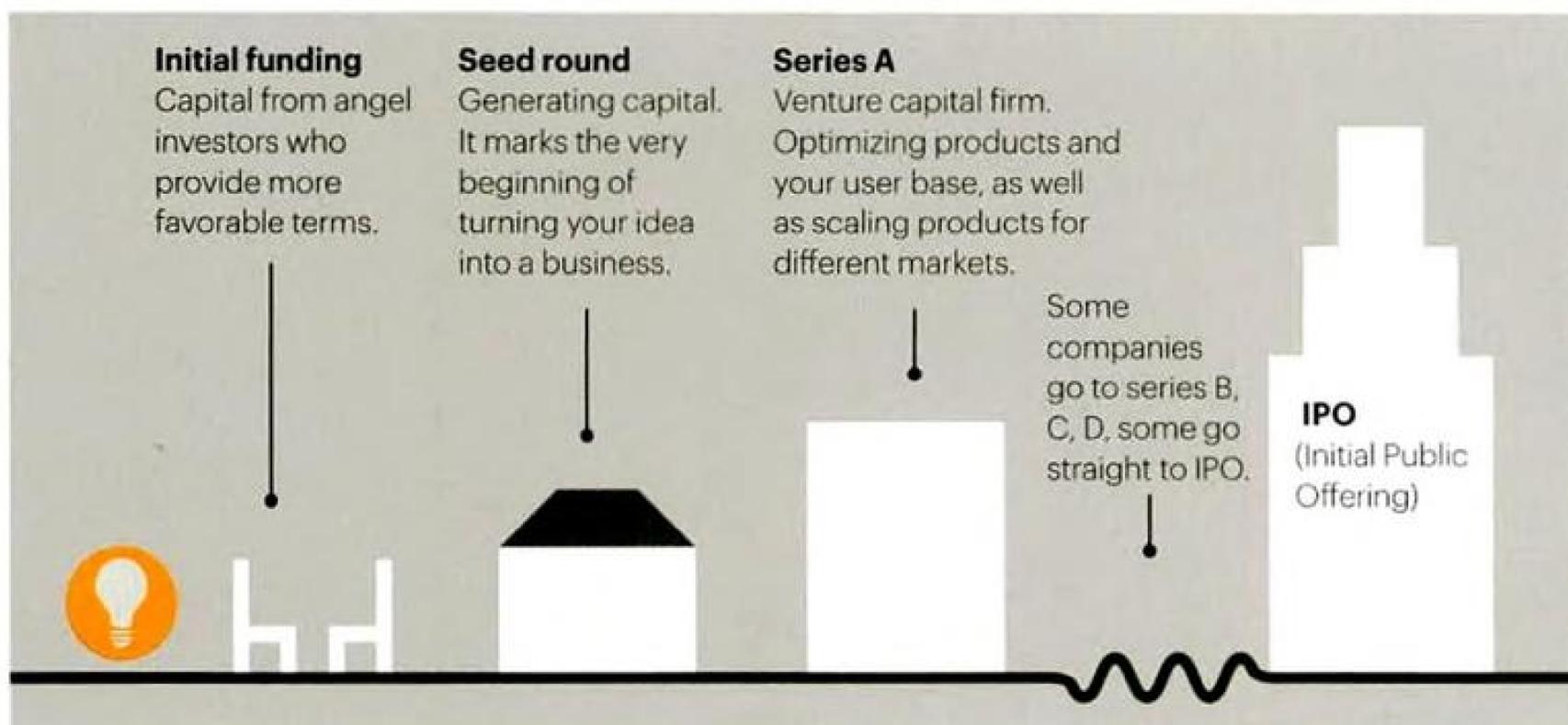
Although it doesn't have to happen in an elevator, an elevator pitch is a conversation-starter aiming to convince someone about your products in a very short time. Having a succinct and informative, **30-second pitch** can help make a good impression and possibly start a conversation about your business.

TEMPLATE FOR BREAKING THE ICE

I am **[NAME]**, founder of **[COMPANY]**. We offer **[PRODUCT / SERVICE]** for **[TARGET MARKET]** to **[PURPOSE OF THE PRODUCT / SERVICE]**.

Unlike those you can normally find in the market, we **[UNIQUE SELLING POINT]**.

And we recently **[RECENT MILESTONE]**.

FUNDING ROUND

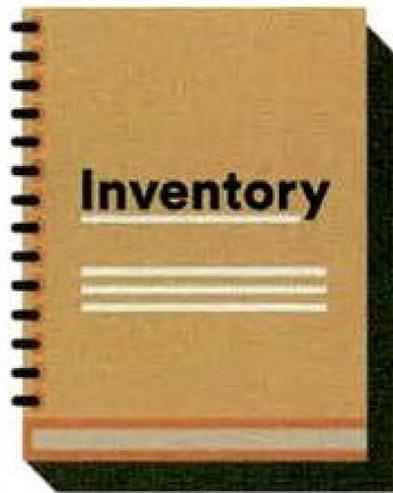
BOOKKEEPING AND ACCOUNTING

Managing your financial status is an extremely important part of maintaining the long-term success of your business. For a creative person the task can be tedious, but it's an important one.

WHAT IS BOOKKEEPING?

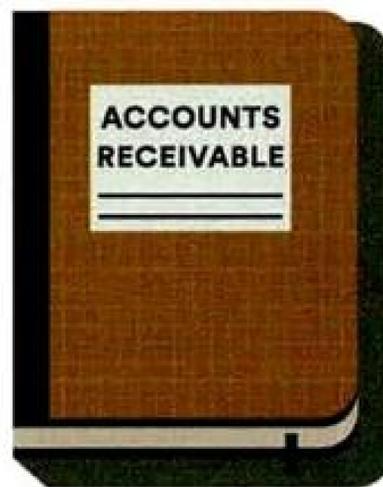
Bookkeeping provides a **detailed report of your company's day-to-day transactions** and is crucial for your business, especially when you don't have the budget to hire someone to do it for you. It also makes accounting easier in the long run.

WHAT INFORMATION IS NEEDED FOR BOOKKEEPING?



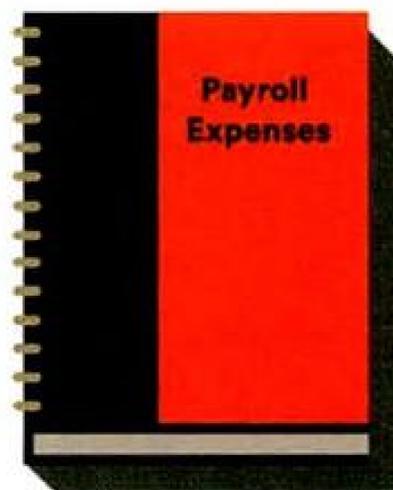
1 Inventory

Every product in your inventory is worth money, and you need to have a **clear record of each**. You'll need to carry out stocktaking physically to refresh the numbers in your book. For more information on stocktaking, refer to page 164-165.



2 Accounts Receivable

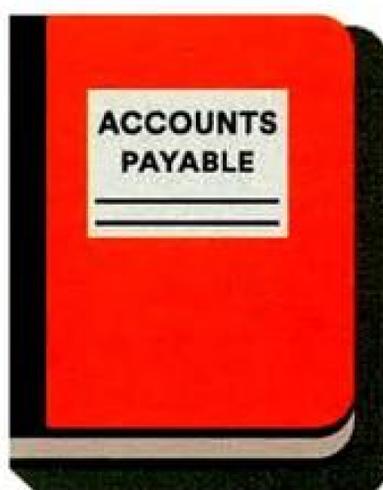
All payments you'll receive, excluding loans and investment funds. This is important when payments from your customers are not immediately due. **Sort by date, payee, category and remarks to help you recognize funds in the future.**



3 Payroll Expenses

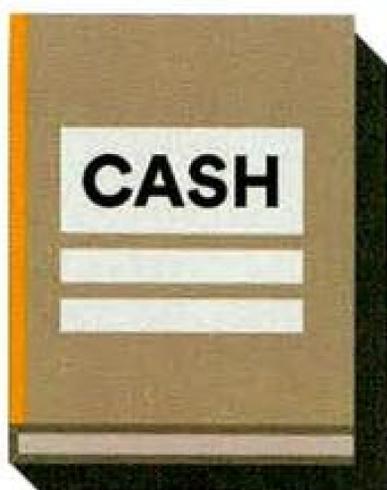
The salary you pay to your employees in exchange for their services to your business. It includes the cost of all related payroll taxes, including insurance and social security.

Remember: Freelancers are independent contractors, not employees.



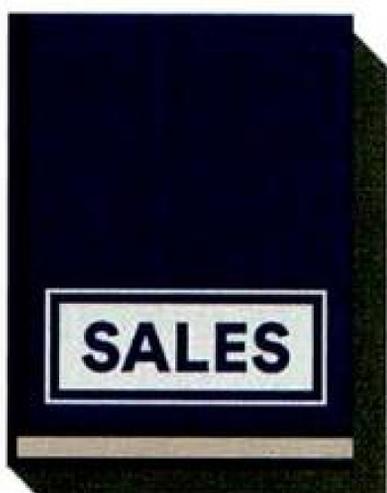
4 Accounts Payable

This refers to the upcoming payment schedule of all **future payments**, such as rent, utilities and other recurring payments. You can sort them by date, payee, category, remarks, and if a check is used, a check number. You can also bookmark your accounts payable with two dates: the payment due date and the penalties deadline date.



5 Cash

Record all cash receipts and payments including bank deposits and withdrawals within your **cash account**.



6 Sales

The revenue from selling your products. Recording sales on a timely basis is important for analyzing your financial status.



7 Purchases

This is the cost of any items you buy for your business. It is a key component for calculating your company gross profit.



You can create a ledger book with the current balance of all of your financial accounts using Microsoft Excel, Google Sheets or a professional accounting software.

WHAT IS ACCOUNTING?



More complicated than bookkeeping, accounting is another important component for the growth of a business. If your budget allows, engaging a **reputable accountant can save you money and minimize legal issues**. While you could consider using accounting software for some tasks, a good accountant is a great tool for tasks including strategic tax planning, financial forecasting and tax filing.

WHAT CAN AN ACCOUNTANT DO FOR ME?

- Prepare adjusting entries, which refers to recording expenses that have occurred but aren't yet recorded through bookkeeping.
- Prepare income statements.
- Prepare cash flow statements.
- Prepare balance sheets.
- Analyze the cost of operations.
- Complete income tax returns.
- Aid the business owner in understanding the impact of financial decisions.

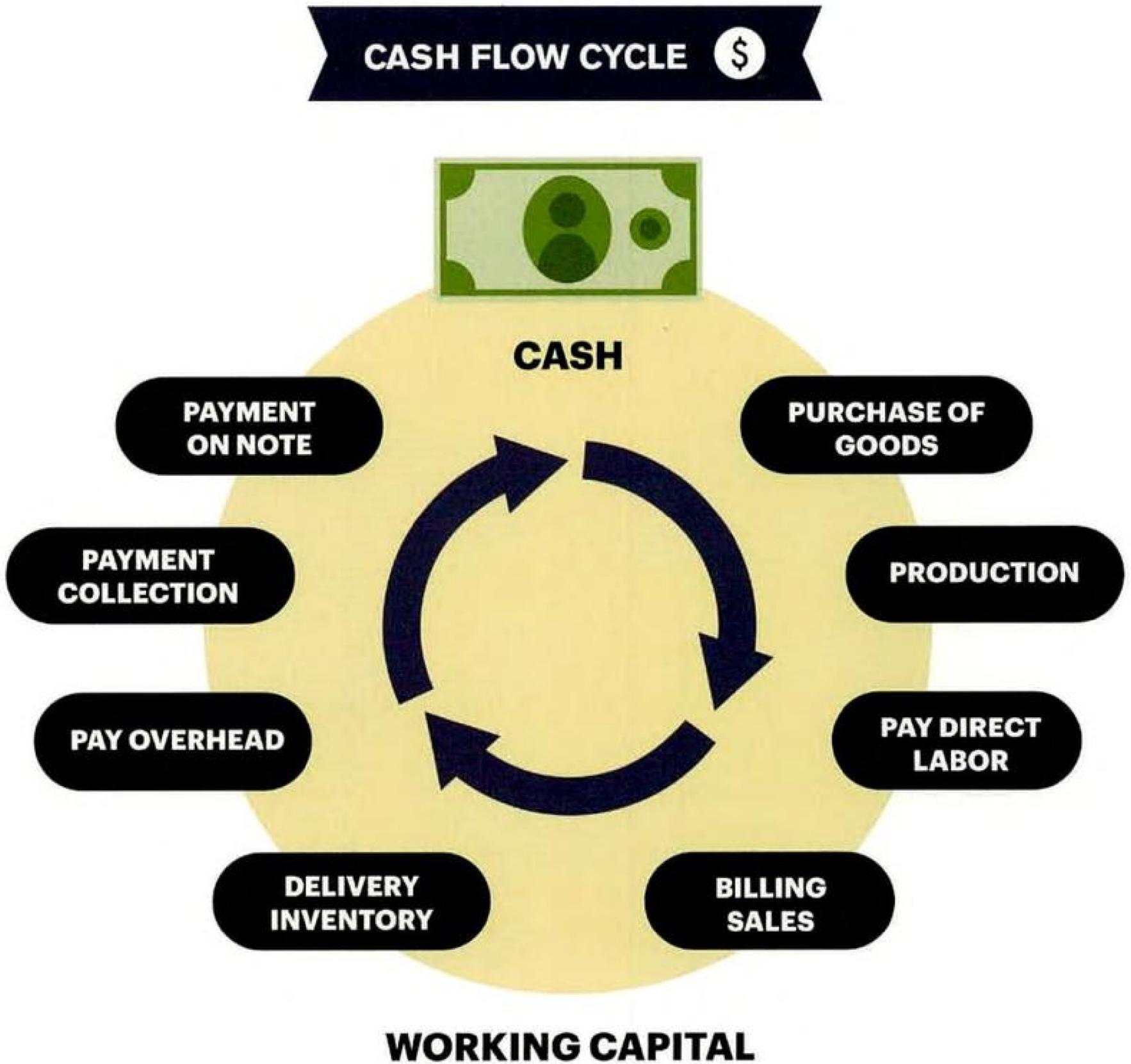


NO RIGHT TO SIGN

Remember an accountant still has **no right** to sign your checks or spend your money.

CONTROLLING YOUR CASH FLOW

Without a contained cash flow, profit is meaningless. Many fashion businesses appear to be doing just fine, but end up in bankruptcy because the amount of cash coming in does not cover the amount of cash going out.



Cash crunch that prevents you from paying suppliers, buying materials and even paying salaries may happen when you are still waiting payments from this season but already need to start the next. This is why managing cash flow is critical!

ADVICE TO IMPROVE YOUR CASH FLOW

Delaying outlays of cash as long as possible while encouraging your customers to pay it as quickly as possible.

- 1 Control your sample fee**
Designers often have a habit of redoing a sample over and over again until it's perfect. Remember to keep track of how much these revisions are costing you to **avoid overspending** on your mission for the perfect sample.
- 2 Limit your expense**
Don't be too lavish when you first start out, instead know where to save and where to spend. Try to do as much as you can on your own in the beginning, then invest in freelance talent to help with their expertise in accounting, PR or social media.
- 3 Ask for credit from suppliers**
Build a good credit by paying on time, every time. By having a good rapport with your financial institution, you'll have a **better chance of getting a loan later on**.
- 4 Use your credit card to pay**
Using credit cards to pay vendors can delay payments for 30 days, but remember to pay on time to the bank to avoid interest.
- 5 Set terms for your clients to pay sooner**
Being proactive in resolving overdue invoices will greatly help your company's cash flow. For more information on how to get paid sooner refer to page 90-91.
- 6 Sell equipment you no longer use**
Turn unwanted equipment and tools into cash and also free up more space to create!
- 7 Separate your business and personal bank account**
Don't mix your business and personal accounts when you first start off. Always keep separate bank accounts and credit cards. This will make it much easier for bookkeeping as well.
- 8 Always have a stash of cash for a rainy day**
You must always ensure your business has enough cash to fund your working capital. **Keep three months-worth of outgoing cash in the bank** in case of a rainy day. This can be part of your personal funds, an overdraft or revolving credit facility.



AVOID THESE CASH FLOW TRAPS

- 1 Expanding too fast can kill your company**
Grow organically without rushing things. **Quality control should be your main concern** when expanding your company. Be mindful that the collections you create and the level of services you offer your clients are up to the standard of what your brand stands for.
- 2 Taking bigger orders may not get you more money**
When starting out, a big order may seem like a miracle. **Take a step back and examine the terms of the deal**, especially taking a moment to calculate how long it will take before you start to see profits from the order.



BEWARE OF HIDDEN COSTS

Money disappearing can be a problem for small businesses. Here are the ways you can prepare yourself for all the hidden or less-obvious costs of starting your brand.

1 Monitor chargebacks

Always track your sales results to get a clear idea of any possible potential chargeback.

2 Try to clear dead stock

If you have stock in your warehouse you're no longer using, it could be costing you much more in storage than the products themselves are worth.

3 Pay attention to shipping terms

Logistics can be costly, so you need to be clear about your shipping terms and each parties' responsibilities. **Shipping costs are a quick way of eating into your hard-earned profit** without you realizing it.

4 Pay extra attention to slow paying or non-paying customers

Until a customer's payment has made its way into your bank account, you haven't been paid yet. For techniques to handle slow-paying customers, refer to page 90-91.

5 Beware of interest charged by late payment

Beware of the late payment interest charges you could be dealt by your suppliers for missing a payment deadline. Late payment of invoice charges are normally 1.5% monthly and 18% annually.

6 Control your discounts and reductions

While discounts and reductions are a great way to make a profit, they should be **tracked and analyzed** to determine when they are best used.



Tip: Chargeback of orders, such as shortage of orders, incorrect tagging or hangers can sometimes be resolved by offering discounts and reductions.

7 Checking credits for new clients

Checking credits is advisable when dealing with a new store. It is your responsibility to follow through a credit history, and see whether there is a record of complaint.

A small fee may be required when verifying a potential buyer, but it is worth it for large deals. If in doubt, ask for deposit or cash on delivery!

8 Beware of checks bouncing

If the check is marked with non-sufficient funds, it means there is not enough money in the bank account to pay you. There are a few different kinds of bad checks, so the **best thing to do is double check with the person who wrote the check.**

BALANCE

-1203.50
25.30

-25.00
-1203.50
-1203.25
-2500.50

-203.50

225.25
205.50

23.35

0.50

2127.50
155.30

225.34
4212.50
1245.00
520.50

3000

125.25
205.40

215.00

1340.50



6 METRICS TO MEASURE YOUR SALES PERFORMANCE

The performance of sales directly affects your profit. Below are six metrics that can help you determine whether your sales are on track or not.

1 Sales

You can refer them as **revenue** or **turnover**. They measure your total income for a certain period of time. Daily, weekly, monthly or yearly sales are commonly recorded.

2 Number of Customers

More customers implies more transactions are made. For retail stores, be careful do not mix up number of visitors and number of customers. Visitors only become customers when they buy.

3 Value per Transaction (VPT)

$$\frac{\text{TOTAL SALE VALUE}}{\text{NO. OF TRANSACTION}}$$

Most effective measure. How much customers spend for each order. The average sale determines sales per order not sales per customer as same customer could initiate multiple transactions.

4 Unit per Transaction (UPT)

$$\frac{\text{SOLD QUANTITY}}{\text{NO. OF TRANSACTION}}$$

Generally when your average sale goes up, the item count rises, but it would be better the item count rises slower than the average sale. At the end of the day you want more money and not just to sell more.

5 Inventory Turnover

$$\frac{\text{COST OF SALES}}{\text{ENDING INVENTORY VALUE}}$$

A ratio of amount inventory sold over a period of time. Higher inventory turnover ratio is usually preferred as it indicates that more sales are being generated given a certain amount of inventory. However, a very high inventory ratio could result in lost sales, as there is not enough inventory to meet the demand. The cost of sales is the total selling price of the items.

6 Average Days to Sell the Inventory

$$\frac{365}{\text{INVENTORY TURNOVER}}$$

The average days you use to sell all your inventory on hand. Normally a luxury business takes more days than a mass market retailer.

6 METRICS TO MEASURE YOUR PRODUCT PERFORMANCE

By measuring the performance of every piece in your collection, you can determine what products are and aren't working for your brand, and make smarter, more calculated decisions moving forward. Below are six metrics for measuring a product's performance.

1 Sold Quantity

How many of the specific products have been sold. It can be measured daily, weekly, monthly or yearly.

2 Selling Speed

How fast a product is being sold. A product should not be considered a "bestseller" if it takes a long time to shift from the store.

$$\frac{\text{SOLD QUANTITY}}{\text{SELLING DAYS}}$$

3 Sell-through Rate

$$\frac{\text{SOLD QUANTITY}}{\text{QUANTITY INTAKE}}$$

The quantity of a product a retailer receives from a manufacturer or supplier compared to what is then sold to customers.

4 Gross Margin

The gross margin indicates the earning ability of an item. The higher the percentage, the more the company retains on each dollar of sales. If the value is low, you may need to consider raising the selling price or lowering the cost of goods. The selling price will be the wholesale price and the retail price, when measuring the wholesale and retail performance respectively.

$$\frac{\text{SELLING PRICE} - \text{COST OF GOOD}}{\text{SELLING PRICE}} \times 100\%$$

5 Return on Investment

Return on Investment (ROI) represents the financial benefit received from an investment. The goal is to have a high ROI, which is indicative of your investment leading to gains. It is used to compare the profitability of different products.

$$\frac{\text{SELLING PRICE} - \text{COST OF GOOD}}{\text{COST OF GOOD}} \times 100\%$$

6 Return Rate

$$\frac{\text{NO. OF RETURN}}{\text{SOLD QUANTITY}} \times 100\%$$

To truly measure a product's performance, you need to take the return rate into account. You may sell a product in high quantities but the product may have a high return rate, which does not equal profit.

COPYRIGHT, TRADEMARK AND PATENT

You've put a lot of thought and energy into the creative ideas behind your brand – the last thing you want is someone using them without your permission. Intellectual property refers to the ownership of intangible and non-physical goods. It is the only tool you can use to protect your ideas.

TM



1 TRADEMARK

Trademark protects your logo. Trademarking your logo will stop others using it without your permission.

- When no claim of color is made and the trademark is presented in black and white, in most cases, the registration is presumed to cover your logo in any color you use.
- If you know the **countries you would like to expand your business into in the future**, register the trademarks you will use in advance to avoid anyone else taking them.
- Register an international trademark through **World Intellectual Property Organization (WIPO)** to allow your trademark to be recognized and protected by the more than 90 member countries.
- A trademark length of protection **lasts 10 years**, but it's worth thinking ahead in terms of an expansion plan.

Cost: \$\$

You may pursue legal action when

- Someone is using your logo, or someone is using a similar logo for similar products or services, which could cause confusion.
- Someone is intentionally imitating your logo which might defraud, take advantage of, or damage your brand.

2 COPYRIGHT

Copyright protects original works of authorship including the works and drafts of photography, design, art, illustration but not the ideas, trends or styles represented in the works. Copyright does not need to be registered. If you are the creator of the work, you will automatically have copyright protection.

- The **copyright symbol "©"** is a useful way to claim copyright. Simply mark your work with the "©" symbol, along with your name and the year created.
- **Keep a record of your research and development**, from the initial sparks of the idea to the finished product. Keep note of dates, mistakes and changes, to have all the proof you need if it's ever disputed.
- The length of copyright protection **spans 50 to 70 years**.

Cost: Free (and instant!)

You may pursue legal action when

- Someone is copying, distributing or modified your work without your permission.
- Someone modified parts of your work, but your unique stamp of creativity is still evident.



NON-DISCLOSURE AGREEMENT (NDA)

A confidential agreement between you and the party who you shared confidential material, knowledge, or information. It is used to protect non-public business information.



PAT

3 REGISTERED DESIGN

Registered design, sometimes referred to as a **design patent**, protects the appearance of a functional object.

- It protects the **visual design of objects**, such as shape and composition of pattern or color.
- Registered designs are **only valid in countries where trademark is registered**.
- A registered design **lasts 14 years**, and is extendable.

Cost: \$\$\$

You may pursue legal action when

- Someone is using or applying your registered design to their own products without your permission.



CONSULT A LAW ATTORNEY

If you have legal doubt or you think someone is copying you, hire a lawyer to ask the infringer to resolve the dispute would be the most effective way. They are expensive, but the cost will be minimal compared to if you need to go to court. Court action should always be your last choice.

4 UTILITY PATENT

Utility patent protects the functionality of new technical inventions. It's mostly used for fabrics or when your design has a high-tech aspect. A utility patent will stop others from making, using or selling the invention without permission.

- When a patent is granted the invention **becomes the property of the inventor**, which can be bought, sold, rented or hired just like other assets.
- Utility patents are **only valid in countries where the trademark is registered**.
- Apply for a patent in countries that you intend to trade in the future **before making it public** or it will not be able to register patent.
- A utility patent **lasts 14 years**, and is extendable.

Cost: \$\$\$\$

You may pursue legal action when

- Someone is using or applying your patent to their own products without your permission.
- Someone made, copied or imported something substantially similar to your patent.

ABBREVIATIONS YOU NEED TO KNOW

1 BUSINESS

B2B

Business to business

B2C

Business to customers

C2C

Customers to customers

PB

Private brand

PL

Private label

KPI

Key performance index

2 RETAIL OPERATION

CRM

Customer relationship management

UPT

Unit per transaction

VPT

Value per transaction

AR

Augmented reality

POS

Point of sale

POP

Point of purchase

3 MATERIALS

PVA

Polyvinyl alcohol

PVC

Polyvinyl chloride

PTFE

Polytetrafluoroethylene

PU

Polyurethane

ELS

Extra long staple (for cotton)

4 MARKETING

OOTD

Outfit of the day

BNIB

Brand new in box

BNWT

Brand new with tags

GWP

Gift with purchase

5 ACCOUNT/SALES

GM

Gross margin

CP

Cost price

CAGR

Compound annual growth rate

ROI

Return on investment

GP

Gross profit

DOI

Days of inventory

VAT

Value added tax

CAO

Computer assisted ordering

OTB

Open to buy

6 PRODUCTION

OEM

Original equipment manufacturing

ODM

Original design manufacturing

OBM

Original brand manufacturing

SKU

Stock keeping unit

CAD

Computer aided design

QC

Quality control

CMT

Cut, make, trim / cut & sew

FPP

Full package production

WIP

Work in progress / process

COO

Country of origin

S/O

Strike off

Printed artwork that the factory submits for approval.

K/D

Knit down

Knit fabric that the factory submits for knit structure, design and layout approval.

PROTO

Prototype

PP

Pre-production sample

TOP

Top of production
Sample reference of the final product.

SY

Sample yardage

H/L

Handloom

SMS

Salesman sample

MOQ

Minimum order quantity

7 LOGISTIC

GDS

Global data synchronization

EPC

Electronic product code

GTIN

Global trade item number

UPC

Universal product code

EAN

European article number

JAN

Japan article number

FOB

Free on board

FCA

Free carrier

C&F

Cost and freight

CIF

Cost insurance and freight

DDP

Delivered duty paid

DDU

Delivered duty unpaid

LDP

Landed duty paid

FF

Freight forwarder

FGP

Factory gate pricing

Pricing of the product available for pick up by you (the buyer) at the factory.

EBITDA

Earnings before interest, taxes, depreciation and amortization

DC

Distribution center

ASN

Advanced shipping notice

VMI

Vendor managed inventory

SKU

Stock keeping unit

HTS CODE

Harmonized tariff schedule

Codes that are used to classify internationally traded goods. HTS codes determine the duty rate.

RFID

Radio frequency identification

8 DESIGN AND PLANNING

BOM

Bill of materials

Part of your tech pack, the BOM is a master list of every physical item required to create your finished product.

UOM

Unit of measure

The type (i.e. unit) of measurement used for various items or parts of your product.

POM

Point of measure

Specific points on your product that are defined and used for measurement. Most often they're measured on a flat product (not on the body).

CF

Center front

CB

Center back

A/H

Armhole

HPS

Highest point shoulder

Highest point of the shoulder when lay flat, not including the collar.

SS

Side seam

CP

Crotch point

TM

Total measure

SN

Single needle

Stitch with single needle.

DN

Double needle

Stitch with double needle.

SNTS

Single needle topstitch

Finishing stitch done on the top of the product with a single needle.

DNTS

Double needle topstitch

A parallel stitch that is done on the top of the product with a double needle.

LS

Lock stitch

Top thread and bottom thread locked together.

CS

Cover stitch

A double or triple needle stitch on one side and "zig zag" loops on the other.

GG

Gauge

The number of knit stitches per finished inch.

TPST

Top stitch

Decorative stitch on the top side of a product.

Egst

Edge stitch

Stitching parallel to a seam edge on the top side of a product.

CNST

Chain stitch

A series of stitches that loop together like a chain.

USP

Unique selling point



Form Section

196 Sales confirmation

198 Range plan

200 Packing list

202 Invoice

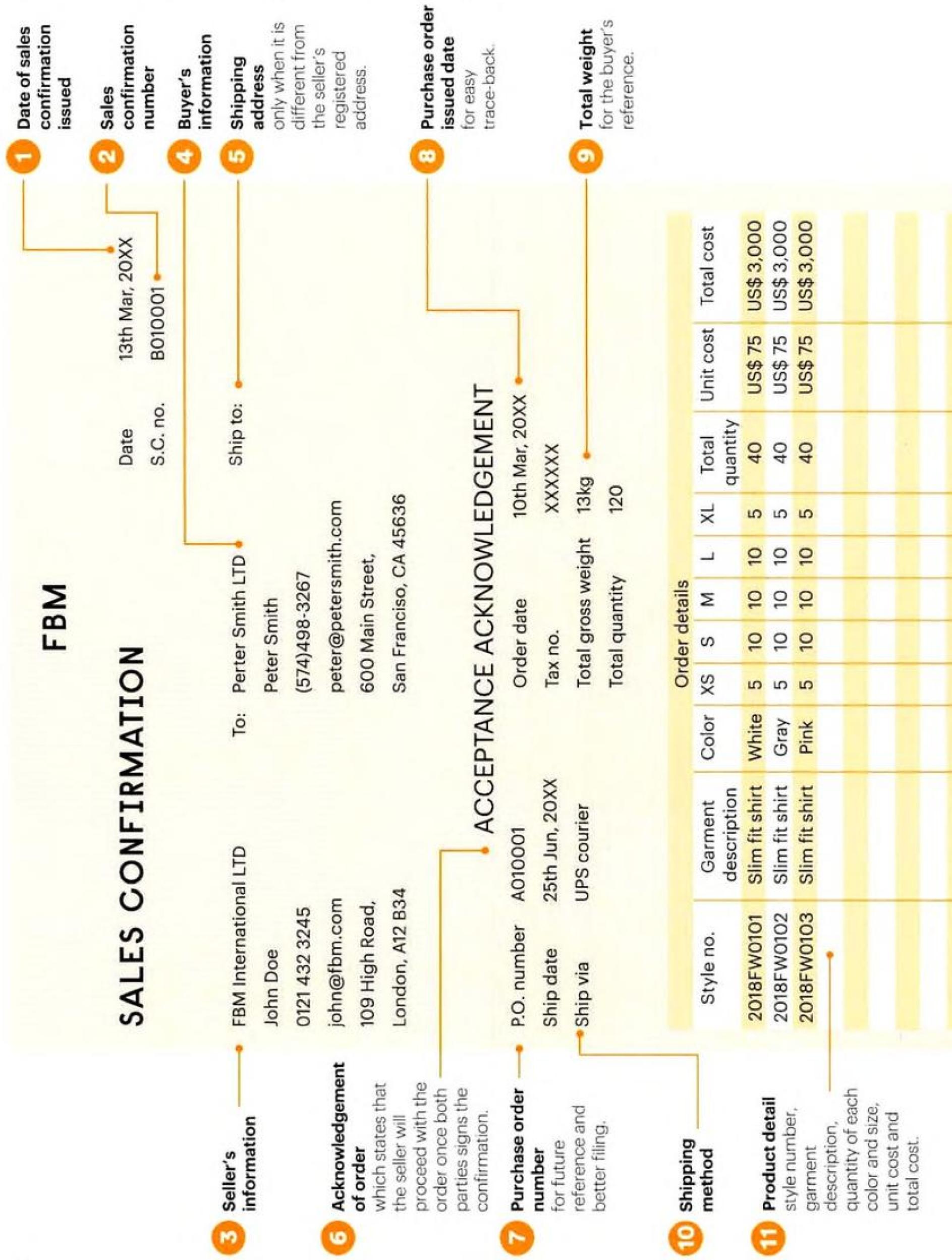
204 Purchase order

206 Line sheet

208 Cost sheet

SALES CONFIRMATION

A sales confirmation is a document sent by a seller to a buyer acknowledging and confirming an order has been accepted. Both the seller and the buyer have to sign the document, which confirms all details including shipment and payment.



12 Payment terms buyers usually pay a deposit following a sales confirmation. Credit terms will apply, and discount will be offered for early payment. With new vendors, it's more acceptable to request a higher percentage deposit upfront.

Credit terms might include:
Deposit: 25-50% upfront, with the remainder of the payment due after shipment.
NET 30: 30 days to complete payment from the date the invoice is issued.

Cash on delivery: customers will pay once they receive the products.

Subtotal	US\$ 9,000
Shipping and handling	US\$ 100
VAT	US\$ 80
Order total	US\$ 9,180

First payment by 10th Apr, 20XX: USD 2,300

Payment term • 1st payment : 25% deposit, \$XXX within 30 days after this contract date
 • final payment : \$XXX within 30 days after the date of invoice issued

Payment method Check

Packing Packed with poly bags

Remark

13 Order total and additional fee which might include taxes and costs due to different shipping terms and packing requirement.

14 Deposit/ First payment due date and amount

15 Payment methods including cash, bank transfer, credit card, money order, check or PayPal.

Buyer's Signature: _____ Seller's Signature: _____

16 Buyer's signature

17 Packing requirement including buyer's instructions such as special hangers for certain garments, special packing and separate categories to be placed in different cartons.

18 Seller's signature



You can download this template at:
<http://fashionary.org/download>

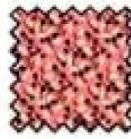
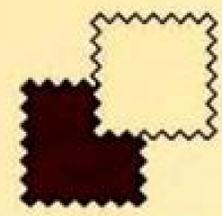
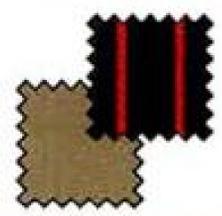
RANGE PLAN

Similar to a line sheet, a range plan is primarily for your company. It provides a quick overview of your collection, shows the proportion of different garments in production and the costs.

RANGE PLAN

FBM

Designer: Alice Heard

Season: FW2018	Womenswear						Designer: Alice Heard		
Style number	Fabric swatch and composition	Colorways	Sizes	Cost price (USD)	Margin	Retail price (USD)	Order quantity	Manufacture detail	Remark
2018FW0101 Slim fit shirt	100% cotton 	White / Pink / Gray	US 2-14	\$30	84%	\$188	200	Factory CMT	
2018FW0102 Turtle-neck cropped sweater	80% wool, 20% polyamide 	Khaki / White	S-XL	\$45	84%	\$282	100	Factory CMT	
2018FW0103 Two color ribbed sweater	80% wool, 20% polyamide 	Olive / Ash	S-XL	\$45	84%	\$282	100	Factory CMT	

1 Line

2 Designer of the collection.

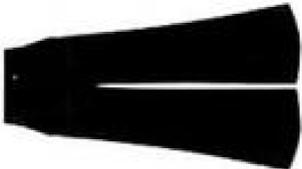
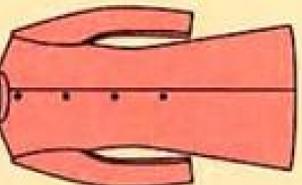
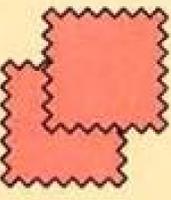
3 Product name and description

4 Technical drawing

5 Fabric swatch and composition

6 Margin
(retail price - cost price) / retail price x 100%

7 Order quantity
refers to the quantity of each style you will be ordering from the manufacturer.

2018FW0104 Sleeveless A-line dress		95% polyester, 5% elastane		Petrol green / Yellow	S-XL	\$60	84%	\$375	150	Factory CMT
2018FW0105 High-waisted bell bottom pants		70% polyester, 30% cotton		Petrol blue / Khaki	S-XL	\$50	84%	\$314	200	Factory CMT
2018FW0106 A-line collarless coat		100% acrylic 100% polyester		White / Pink / Blue	US 2-14	\$90	84%	\$565	200	Factory CMT

8 **Manufacturer details** including the fabric supplier and garment manufacturer you are working with, and agencies if they are involved.



You can download this template at:
<http://fashionary.org/download>

PACKING LIST

A packing list is a document that records what's inside a package. You'll need to create a packing list when exporting your goods to retailers. Stuck on top of the carton, the list lets third parties, such as government authorities or forwarders, know the contents.

PACKING LIST

Invoice no.: C010001

From: John Doe
Address: 109 High Road,
London, A12 B34
Contact: 0121 432 3245
john@fbm.com

P.O. no.: A010001

Invoice: C010001

Carrier: UPS

Shipped by: Air

Country of origin: China

Grand total net weight 12kg

Grand total gross weight 13kg

FBM

Date: 25th Jun, 20XX

To: Peter Smith
Address: 600 Main Street,
San Francisco, CA 45636
Contact.: (574)498-3267
peter@petersmith.com

P.O. date.: 10th March, 20XX

Invoice date: 25th Jun, 20XX

Tacking no. XZ000000

Ship date: 25th Jun, 20XX

Grand total net weight product weight in total.

- 1 Seller's information
- 2 Buyer's information
- 3 Purchase order no.
- 4 Purchase order date
- 5 Invoice no.
- 6 Invoice date for easy trace-back.
- 7 Shipping company
- 8 Shipping method
- 9 Country of origin for clearance.
- 10 Grand total net weight
- 11 Grand total gross weight including all packaging's total weight.

12 Carton details breakdown

for convenience when checking and clearance.

Carton numbers numbers marked on each carton.

Products and categories description

Pieces per carton quantity of pieces in one carton.

Order details				
CTN no.	Product description	Carton quantity	PCS/ CTN	Total PCS
1-2	Slim fit shirt	2	20	40
3-4	Slim fit shirt	2	20	40
5-6	Slim fit shirt	2	20	40
Total		6	60	120
<p>13 Total carton quantity</p> <p>14 Total quantity of products</p>				
<p>15 Order total with tax</p>				
<p>Subtotal US\$ 9,000</p> <p>Shipping US\$ 100</p> <p>VAT US\$ 80</p> <p>Order total US\$ 9,180</p>				

Remarks

Signature: _____

16 Seller's signature



You can download this template at:

<http://fashionary.org/download>

INVOICE

Once your products are shipped, it's time to follow up with the buyer with your final invoice. The invoice should record what and how many pieces of your products have been purchased. An invoice can also be used for declaration.

FBM

INVOICE

1 Date of invoice issued	Date:	25th Jun, 20XX	Invoice no.:	C010001
2 Seller's information	Consignor:	FBM International LTD	Consignee:	Peter Smith LTD
	Contact person:	John Doe	Contact person:	Peter Smith
	Tel. :	0121 432 3245	Tel. :	(574)498-3267
	E-mail:	john@fbm.com	E-mail:	peter@petersmith.com
	Address:	109 High Road, London, A12 B34	Address:	600 Main Street, San Francisco, CA 45636
4 Sales confirmation number	S.C. no.:	B010001	Tax. no.:	XXXXXXX
	Shipment date:	25th Jun, 20XX	Total gross weight:	13kg
5 Shipping company and method	Ship via:	UPS courier	Total quantity:	120
6 Payment due date	Due date:	25th July, 20XX		

3 Buyer's information

Product details					
Style no.	Garment description	Color	Quantity	Unit cost	Total cost
2018FW0101	Slim fit shirt	White	40	US\$ 75	US\$ 3,000
2018FW0102	Slim fit shirt	Gray	40	US\$ 75	US\$ 3,000
2018FW0103	Slim fit shirt	Pink	40	US\$ 75	US\$ 3,000

7 Product details
 style number, garment description, quantity of each color and size, unit cost and total cost.

9 Payment terms
buyers would have already paid a deposit, and will only be invoiced for the final payment.

Credit terms might apply, such as:

Deposit: 25-50% upfront, with the remainder of the payment due after shipment.

NET 30: 30 days to complete payment from the date the invoice was issued.

Cash on delivery: customers will pay once they receive the products.

Subtotal	US\$ 9,000
Shipping and handling	US\$ 100
VAT	US\$ 80
Order total	US\$ 9,180

8 Order total and additional fee
list other additional fees separately, including tax and cost due to different shipping terms, packing requirements and others.

10 Payment methods
including cash, bank transfer, credit card, money order, check or PayPal.

11 Final payment
due date and amount.

12 Remarks

Payment term	Check, final payment \$ XXX within 30 days after the date of invoice issued
Delivery	UPS Courier, delivered duty paid within 1st - 10th July, 20XX
Packing	Packed with poly bags
Other term & conditions	

Signature: _____

13 Seller's signature



You can download this template at:
<http://fashionary.org/download>

7 **Payment terms** such as:

Deposit: 25-50% upfront, with the remainder of the payment due after shipment.

NET 30: 30 days to complete payment from the date the invoice was issued.

Cash on delivery: customers will pay once they receive the product.

11 **Delivery date** usually refers to the latest date, or period of dates, the seller will ship the product. However, if the delivery is the full responsibility of the seller, this date refers to the day in which the goods will arrive at the buyer.

12 **Packing requirements** including buyer's instructions such as special hangers for certain garments, special packing and separate categories to be placed into different cartons.

13 **Remarks** It is normal for a buyer to revise their order, but make sure to set a clear cut-off date for when the final order change can be made.

Delivery term Courier, delivered duty paid
Delivery date 1st - 10th July, 20XX
Packing requirement Packed with poly bags
Other terms & conditions

Signature: _____

14 **Seller's signature**



You can download this template at:

<http://fashionary.org/download>

Subtotal	US\$ 9,000
VAT	US\$ 80
Order total	US\$ 9,080

8 **Order total** price with tax

Payment term 25% deposit, NET 30

Payment methods

Check / Credit card

Card number:

Name on card:

Exp. date (mm/yy):

CCV:

Signature:

Billing address:

9 **Payment methods**

including cash, bank transfer, credit card, money order, check or PayPal.

10 **Delivery terms** including shipping methods, who is responsible for shipping, and insurance. Calculate the cost and negotiate with the buyer if the terms are not in your favor.

FBM

1 Business name and logo

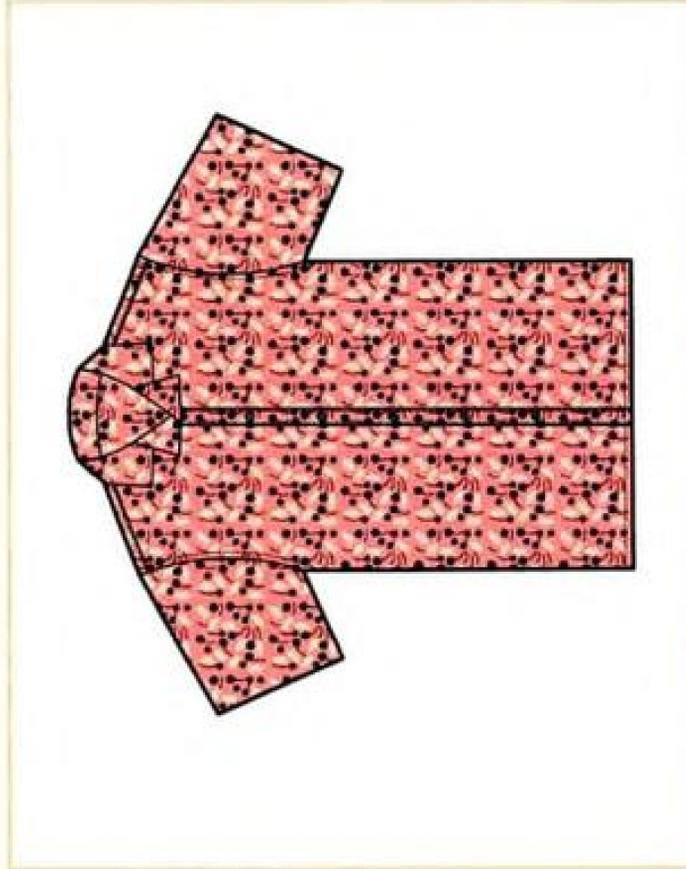
2 Season code
FW 2018

3 Brief brand story or collection summary
WINTER FANTASY

Designer:
Sales rep.:
Tel.:
Email:
Address:

Alice Heard
John Doe
0121 432 3245
john@fbm.com
109 High Road, London, A12 B34

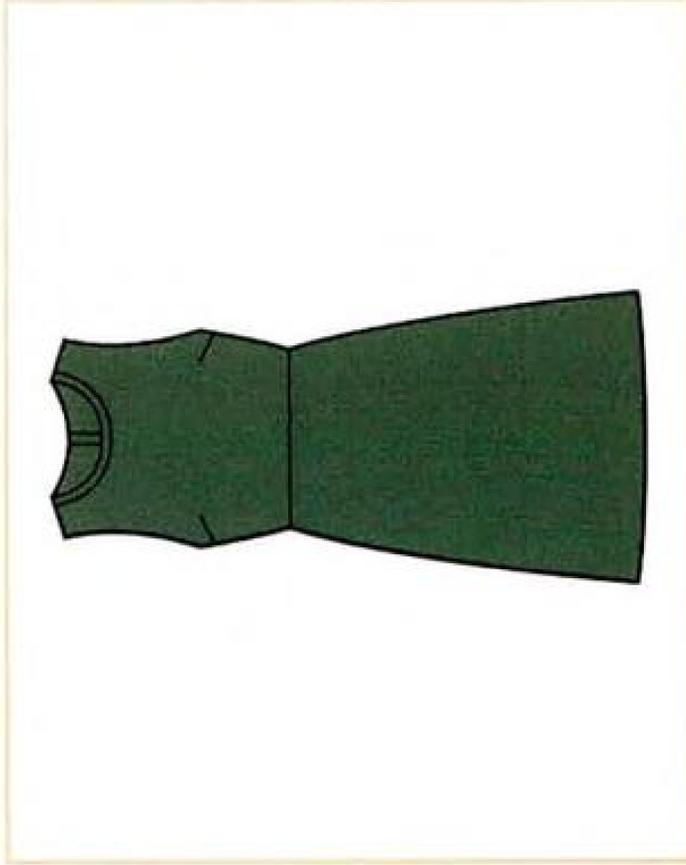
4 Designer of the collection.
5 Contact information ideally on every page.



Description: Slim fit shirt
Style no. 2018FW0101
Color: Pink/ White/Gray
Size: US 2 -14
Material: 100% cotton
WS price: US\$ 75
SR price: US\$ 188
Country: China

6 Range of sizes and colors available.

8 Clear images of items are vital; this is not a lookbook.



Description: Sleeveless A-line dress
Style no. 2018FW0104
Color: Petrol green/ Yellow
Size: S-XL
Material: 95% polyester, 5% elastane
WS price: US\$ 150
SR price: US\$ 375
Country: China

7 Pricing including the wholesale price and suggested retail price.



LINE SHEET

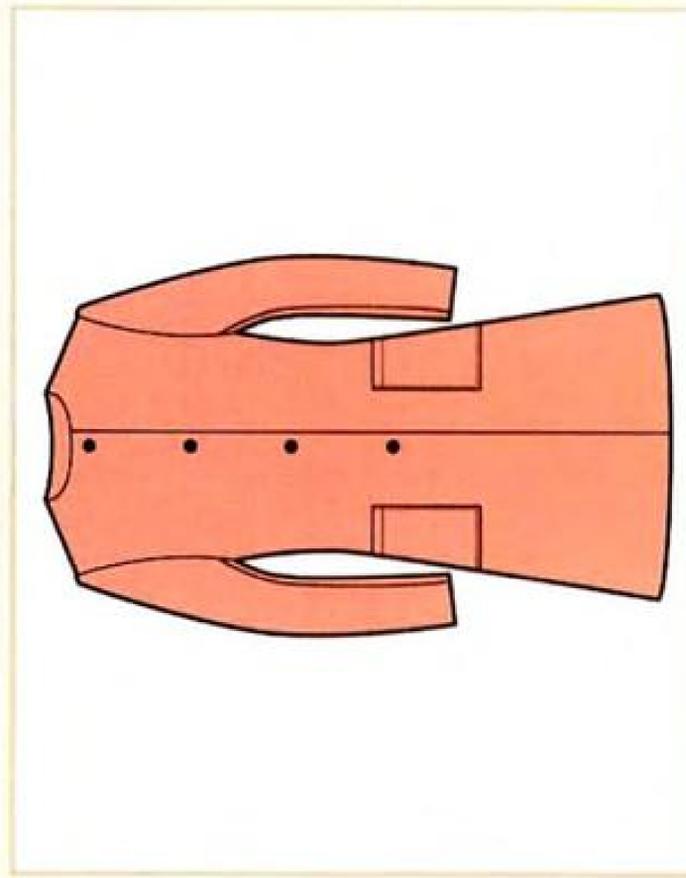
A sales tool for helping retail buyers place orders on your products, line sheets need to be straightforward, clear to understand and with no frills.

	Description: Turtleneck cropped sweater	Material: 80% wool, 20% polyamide
Style no.	2018FW0102	WS price: US\$ 113
Color:	Khaki / White	SR price: US\$ 282
Size:	S-XL	Country: China



Description: Two color ribbed sweater	Material: 70% acrylic, 30% polyester
Style no.	2018FW0103
Color:	Olive / Ash
Size:	S-XL
Material:	80% acrylic, 20% polyester
WS price:	US\$ 113
SR price:	US\$ 282
Country:	China

	Description: High-waisted bell bottom pants	Material: 70% polyester, 30% cotton
Style no.	2018FW0105	WS price: US\$ 126
Color:	Petrol blue/Khaki	SR price: US\$ 314
Size:	S-XL	Country: China



Description: A-line collarless coat	Material: 80% acrylic, 20% polyester
Style no.	2018FW0106
Color:	White/Pink/Blue
Size:	S-XL
Material:	80% acrylic, 20% polyester
WS price:	US\$ 226
SR price:	US\$ 565
Country:	China

9 Country of manufacturing

10 **Order minimum** which could be a dollar amount or number of items per style.

11 **Order cut-off dates** can be requested on your end, so buyers' orders can be grouped which will help streamline production.

Wholesale terms

Order minimum: 4 pcs per style
Order by: 20/7/20XX
 *Any cancellation or change to orders must be submitted by the order deadline

Accept payment: Visa/ MasterCard/ Paypal
 Company check/ Bank transfer
Payment terms: 50% deposit, Net 30
Lead time: 8 weeks
Shipping: FOB

12 **Accepted payment** such as credit card, check or PayPal.

13 **Payment terms,** such as payment in full upfront, or 50% upfront and 50% after delivery.

14 **Lead-time** refers to the time you need to produce your order. Be realistic!

15 **Delivery method / Shipping responsibility** can vary, check if your company or the retailer will be covering the shipping cost.



You can download this template at:
<http://fashionary.org/download>

COST SHEET

Cost sheets keep track of all costs associated with designs and production, including every item and service you use which ultimately affect your retail prices. Keep track of your costs so your collections remain attainable and affordable.

FBM

COST SHEET

- 1 **Date** — when cost sheet is created.
 - Date: 10/05/20XX
 - Description: A-line collarless coat
 - Size range: US 2-14
 - Color: White/Pink/Blue
- 2 **Based on which size for calculating the cost.**
 - Style no.: 2018FW0106
 - Season: Fall/Winter
 - Sample size: US 4
 - Designer: Alice Heard
 - Allowance: 3%
- 3 **Fabric wastage allowance** — fabric wastage during production is unavoidable, it should be considered as a part of fabric consumption as well, typically 3-5%.
 - Allowance: 3%

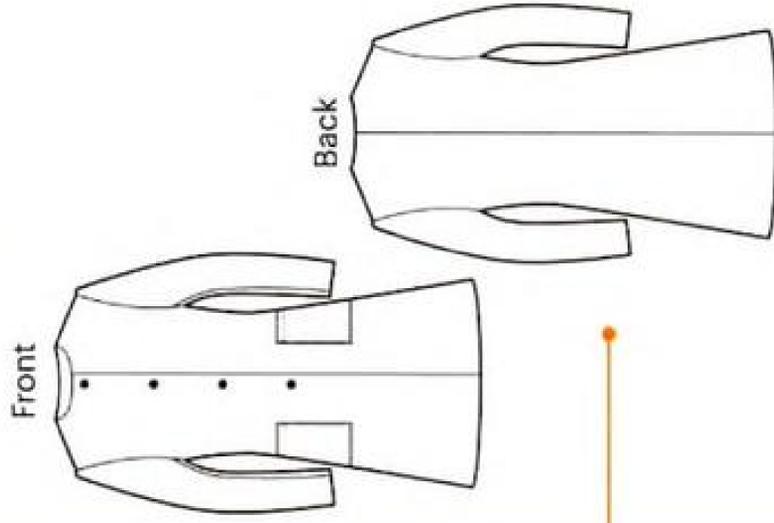
- 4 **Fabric material consumption** — including shell fabric, lining, interfacing etc.

Material	Width / Style	Unit cost	Quantity	Cost
Fabric 1	60" Acrylic	US\$ 6	4.5	US\$ 27
Fabric 2				
Lining	60" Polyester	US\$ 5.1	4.5	US\$ 22.95
Interfacing				
Other				
Allowance				3%
Subtotal				US\$ 49.95

- 5 **Trimming consumption** — trimmings and other materials consumptions, including sewing threads, zippers, labels etc.

Trims	Size / Style	Unit cost	Quantity	Cost
Button	2-hole, 12mm	US\$ 1.5	4	US\$ 6
Thread	100% cotton	US\$ 0.015	20gm	US\$ 3
Labels	Woven	US\$ 0.5	2	US\$ 1
Trim 1				
Trim 2				
Subtotal				US\$ 10

6 Labor all manpower directly involved in the production process, including pattern cutting, sewing, grading etc. If there are embellishment work such as dye, screen print or embroidery etc, they should also be included as well.



9 Technical drawing with front and back views for quicker identification.

7 Standard Minute Value refers to the standard time required for a worker to finish a specific procedure.

Labor	SMV	Labor rate	Cost
Cutting	20	US\$ 0.25	US\$ 5
Grading	20	US\$ 0.425	US\$ 8.5
Sewing	40	US\$ 0.25	US\$ 10
Subtotal			US\$ 23.5

8 All materials used in packaging including shipping boxes, hangtags, hangers, tissue paper etc.

Packaging	Quantity	Unit cost	Cost
Hanger	1	US\$ 1	US\$ 1
Bags/Box	1	US\$ 5	US\$ 5
Hangtag	1	US\$ 0.5	US\$ 0.5
Others			
Subtotal			US\$ 6.5

10 Wholesale price = Cost x markup rate for more information on markup rate, please refer to page 86-87.

Total cost of goods	US\$ 90
Wholesale markup	2.5
Wholesale price	US\$ 226
Retail markup	2.5
Suggested retail price	US\$ 565

When working on a cost sheet, keep in mind:

Be honest about your number

Be honest with your calculation. The digits may not look good when you begin, but making up numbers will not give you extra cash in the bank.

Leave enough of a margin

Remember to build a margin between the retail price and wholesale price because many designers start off by selling directly to customers. It will not be profitable when selling to wholesalers later if you don't factor in a margin with initial pricing.

Number of samples and costs

The number of times and fabric used to make a sample before the final garment should be factored in your costs.



You can download this template at:

<http://fashionary.org/download>

IT'S LUCK!

While ticking off every chapter of this book will help you on your path to running a successful fashion brand, a little luck never hurts anyone. In fact – a little luck can go a long way.

Let's look at some techniques and tips for increasing your chances of having good luck.

1 Be prepared

In the words of philosopher Seneca Roman Statesman, "Luck is what happens when preparation meets opportunity." Remember, chances come and go, be ready to grab them at any time.

2 Stay healthy

Building a business requires plenty of grit and an endless amount of hard work. It is easy to start feeling tired and overwhelmed, but it's important to keep yourself strong and healthy so you can keep focused on the tasks at hand.

3 Be open and optimistic

Things don't always go to plan. Your initial idea isn't always the best idea, and you might need to adapt to a better solution along the way.
Always keep an open mind.

4 Step out of your comfort zone

Many great entrepreneurs were outsiders in their respective industries. Not included in the inner circle, they often see things differently to everyone – and this fresh perspective can lead to a business opportunity.

5 Expose yourself to new people and events

When you expand your social and professional network and expose yourself to more people, you will be far more likely to be greeted with new opportunities. What are you waiting for?

Best of luck!!
Fashionary Team



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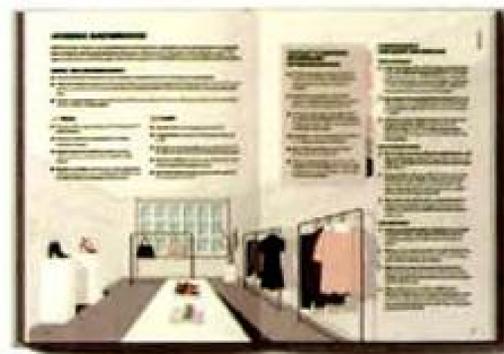
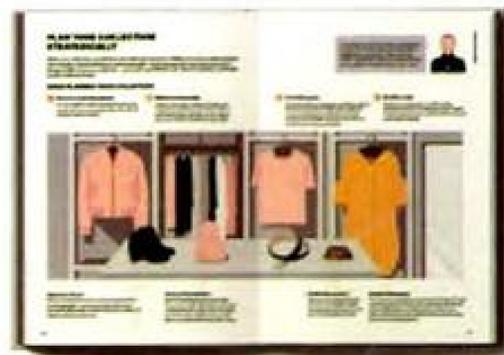
THE FASHION BUSINESS MANUAL

AN ILLUSTRATED
GUIDE TO BUILDING
A FASHION BRAND

It's not a traditional business book

The Fashion Business Manual is the world's first visual manual for fashion business. It covers business topics including branding, production, marketing and retailing in an easy to read, visual format. Unlike traditional business books which emphasize philosophy and theory, this book focuses on the practical business skill set needed to survive in the fashion world.

Visual oriented



Your business mentor

- How to analyze your brand?
- How to find the right factory?
- How to control quality?
- How to set prices?
- How to negotiate sales terms?
- How to perfect your sales technique?

This manual aims to serve as your very own mentor, reducing the mistakes you make along the way. It's also the perfect tool for improving your skills across a range of business areas.

Form section



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