

BUSINESS STRATEGY CASE STUDY 2026

FASHION
SCHOLARSHIP
EST FUND 1937

Fashion Crosses Industries

Objective: Establish a long-term strategic partnership centered around a cross-industry collaboration that creates mutual benefits such as customer growth and improved sales performance.

2026 CASE STUDY

The borders between industries are narrowing and fashion brands are finding new collaborations that enable them to reach broader groups of customers and create long-term business value. According to the State of Fashion 2024 ([BOF Team and McKinsey & Company, 2023](#)), fashion brands will increasingly partner with adjacent industries to enrich consumer experiences and increase engagement. Collaborations provide an opportunity for brands to engage a broad array of consumers with their story, expanding their reach. Subsequently, collaborations drive revenue. Collaborations are not new to the fashion industry, but as the boundaries between industries narrow, a broader array of collaborations has emerged. Fashion brands are partnering with museums, universities, airlines, and car companies to bring beauty, comfort, and luxury to a broad array of consumers.

In the 2026 case study, you will explore how fashion brands can partner with companies in external industry, such as entertainment (music, gaming, film), technology (computers, software, technical instruments), transportation (automotive, air), hospitality (hotels, restaurants), or service industries (sanitation, postal delivery) to create intriguing and intentional collections. You will explore a collaboration between two businesses, not between a business and an individual.

Business Strategy applicants must create a long-term strategic partnership to satisfy business growth objectives.

Industry Examples

Consider examples of fashion brands collaborating with external industries.

Gucci launched The Gucci Gaming Academy in partnership with FACEIT designed to encourage young esports athletes. This was the first esports initiative launched by a luxury brand ([European Sponsorship Association, 2024](#)).

Zac Posen partnered with Delta Airlines to redesign the company's airline uniforms. To maximize form and function, the collaborators undertook 3 years of research and development prior to launch ([Camerini, 2018](#)).

Gucci also collaborated with fitness technology company Oura to create a fitness tracking ring with heart rate monitoring, activity tracking, sleep analysis and unmistakable Gucci design ([Oura, 2024](#)).

Gaming platform Epic Games has partnered with a variety of fashion brands, like Louis Vuitton, to launch digital and metaverse fashion collections, building on brand's established physical collections ([McDowell, 2023](#)).



CGUCCI GAMING ACADEMY



Business Strategy Case Study

GENERATING BUSINESS PERFORMANCE THROUGH A STRATEGIC PARTNERSHIP

Your object is to establish a long-term strategic partnership (3-5 years) for an existing fashion brand/retailer that centers around a cross-industry collaboration. In the partnership proposal, you must address what is going into the deal, what it will cost, and how it will benefit both partners. To create a successful partnership, there must be mutual advantage, such as shared profits. Therefore, you must also address the elements of the partnership agreement, such as the architecture of the deal and benefits to each partner.

Your strategic partnership should create sustainable business value, growing over time with the opportunity to renew the partnership after the timeframe you have proposed. Consider how you are adding value for both businesses and how that value will continue in the long-term. The partnership should address a gap in the companies offering or solving for a business challenge. You must articulate how you will drive financial performance through the details of the partnership. Include details of the partnership plan, such as product distribution, services offered, and distribution timeline. You must address the following details of your partnership: the purpose, duration, contributions of each partner, division of profits and losses, and collaborative decision-making process. Your partnership will last 3-5 years.

Your Role:

Director of Strategic Partnerships

You are the Director of Strategic Partnerships for an existing brand/retailer of your choice. As head of partnerships, it is your responsibility to establish mutually beneficial collaborations. It is also your responsibility to serve as the liaison between the company and its partners, working closely with cross-functional teams for smooth partnership integration. Your overarching goal is to leverage partnerships to enhance market presence and business performance. You must ensure collaborations are sustainable (i.e., lasting), effective, and align with the company's goals.



Brand & Retailer Selection



MAUNA KEA BEACH HOTEL WITH KENNY FLOWERS

[03]

Publicly Traded

It is suggested (not required) that you choose a company that is publicly traded so that information regarding the company is easily accessible.

[01]

Generally Well-Known

The brand/retailer(s) that you select should be generally well-known.

[02]

Fashion or related industry

The fashion brand/retailer that you choose must be a fashion apparel, accessories, footwear, home, beauty, or health & wellness brand.

[04]

Non-Fashion Collaborator

The collaborator cannot be another fashion brand. For instance, collaborations between a designer brand (e.g., Diane Von Furstenberg) and a mass fashion retailer (e.g., Target) would not fit the requirements.

[05]

A Company, Not an Individual

The collaboration cannot be with an individual, such as a celebrity, influencer, designer, or politician (e.g., Pharrell Williams, Gwyneth Paltrow, Taylor Swift). However, either brand can belong to a designer's namesake brand (e.g., Jessica Simpson, Rachel Zoe, Rachel Ray, Martha Stewart), the collaborator brand must be an existing, fully formed business.

Checklist: Required Case Study Content

Case studies must be submitted as a **17–21-page slide deck** including title, body, appendices, and references (suggested breakdown included below). The slide deck should be in landscape orientation, with slides sized for on-screen show 4:3 or 16:9 display (approximately 10" x 7.5").

Files can be created in any software of the applicant's choosing, such as PowerPoint, Keynote, Adobe InDesign, or Adobe Illustrator. However, **all cases must be submitted in a flat PDF format without video or sound.**

Need extra guidance? Access 'Step-By-Step Directions' in the FSF student Dropbox.

☐ Section 1: General Introduction (2-3 slides)

- ☐ Title slide
- ☐ Executive summary
- ☐ (Optional) Table of contents

☐ Section 2: Establish Your Brand (3-4 slides)

- ☐ Introduction of two chosen brands (fashion brand, non-fashion collaborator)
- ☐ SWOT analyses of your chosen fashion brand and chosen collaborator
- ☐ Current partnership strategies

☐ Section 3: Research-Driven Background (2-4 slides)

- ☐ Research in suggested areas: Industry landscape, society, consumer and lifestyle, macroeconomics

☐ Section 4: Strategic Partnership Objective (1-2 slides)

- ☐ Introduce the strategic partnership objectives and company goals
- ☐ Propose advantage to each partner and intended outcomes

☐ Section 5: Target Audience (1-2 slides)

- ☐ Understanding of your target audience, either internal to the brand or a consumer
- ☐ Audience/ lifestyle research

☐ Section 6: Strategic Partnership Plan (2-4 slides)

- ☐ 3-5 years integration roadmap (milestones, timeline)
- ☐ Specific partnership activities (products, services, experiences)
- ☐ Channels of distribution

☐ Section 7: Financial Investment (1-2 slides)

- ☐ Financial investment
- ☐ Key performance indicators (KPIs, minimum 3)

☐ Section 8: Risk Assessment (1-2 slides)

- ☐ Financial and non-financial risks presented to the fashion brand/retailer

☐ Section 9: Future Growth (1-2 slides)

- ☐ Outline plans to scale or exit your collaboration depending on its success beyond the 3-5 years

☐ Section 10: Conclusion & References (2-4 slides)

- ☐ Conclusion
- ☐ Bibliography (also known as, references, works cited)

☐ (Optional) Section 11: Appendix (0-5 slides)

- ☐ Present additional, supplemental ideas that support your project and add significant value

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Executive Summary

Consumer awareness and increasing governmental regulations is a perennial problem for all fashion brands. Lack of progress in sustainability pledges/goals drives current trends in consumers towards more sustainable alternatives, such as vintage and second-hand shopping. When brands do adopt sustainability goals, there is a lack of cohesion in reporting data as it often falls on brands to self-report their data which often omits critical environmental data. This is an opportunity for Loewe, known for its creative and daring brand philosophy, to set the standard for consumers and other competitors in making sustainability a tangible and realistically achievable aspiration.

This strategy blends in-house reporting data and metrics with elevating supply chain interactions and the end-consumer experience. Currently, Loewe's moderately transparent supply chain and increased Gen-Z interest in the brand leaves room for efficient materials procurement, in addition to lowered production and transportation costs with a combination of digital product passport and holistic, real-time sustainability data reporting.

Loewe can utilize data reported and gathered from its suppliers and consumers to better forecast demand, increase inventory turnover, and realize its craftsmanship in products and initiatives. This project will positively impact Loewe's already favorable brand image and identity among Gen-Z consumers, all while further reducing supply chain emissions.

SECTION 1

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Proposed ESG

Brand Integration

Concept	Implementation	Benefit	Integration	Departments
51-0 Integration	Technology will exist in backend reporting data, tracking, and documentation, used for traceability and transparency	Gain consumer, supplier insight and trend forecasting for product development	Loewe will hire consultants to educate employees on technology, announce in yearly update report	Upper management, supply chain/procurement, marketing, sales
Fibretrace Integration	Technology will be integrated into textile and later leather goods, used for traceability	Higher customer awareness and satisfaction, adequate regulatory approval	Loewe will hire consultants to educate employees on technology, announce in yearly update report, also announce via press report	Upper management, supply chain/procurement, marketing, sales
Digital Product Passport (DPP)	Technology will provide customer-facing interface for traceability data integration, includes data such as: GHG emissions, water utilization	Higher customer awareness and satisfaction, adequate regulatory approval	Loewe will use this phygital tag on product as campaign for traceability	Marketing, sales

SECTION 6

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Proposed ESG

Competitive Analysis

Strengths

- Bold creative designer, teams willing to adopt new plans
- Suppliers with similar ESG initiatives
- LVMH roadmap provides pathway for initiative refinement

Opportunities

- 51-0 simplifies data collection with AI
- Possibility of integrating supply chains, forecasting, sales
- Expansion of technology, learning to other LVMH houses

Weaknesses

- Kering has better developed, implemented traceability programs
- Other suppliers may not be willing to divulge data
- Current technology segregated by material (leather vs. fabric/cotton)

Threats

- New EU and US regulations place time pressure (from FY2024+)
- Potential divergence of sustainability pilot programs within LVMH houses, lack of unity
- Other US state regulations planned

SECTION 2

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Stakeholder Role

Implementation Timeline

Month 0: Loewe upper management forms working group for new initiative implementation, financing

Month 16-20: Web developers and marketing team formulate interactive page for DPP

Month 20-24: Link supply chain, GHG data with DPP

Month 1: Loewe hires developers, engineers for proof of concept development

Month 10-16: Integrate data collection for internal operations with external suppliers

Month 24-26: Launch initial public test for DPP with traceability integration

Month 2-6: Proof of concept development includes centralizing, harmonizing using 51-0 with supply chain & GHG emission data

Month 6-10: Train using 51-0 support integrating data with API

Month 26+: Continually refine and adapt 51-0 traceability API to brand and consumer needs

SECTION 6

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Current ESG

ESG Initiatives

Loewe developed sustainability practices in late 2019

Creative circularity, in line with LVMH sustainability vision

All industrial sites certified by ISO 14001 reduces environmental impacts in manufacturing process

Regular audits of supply chain, including voluntary SMETA (Sedex Members Ethical Trade Audit) ethical audit formats

Initiatives in line with 'LVMH Initiatives for the Environment' as a roadmap for environmental performance

Goal of digital product passport (DPP) development in line with EU regulations, traceability systems by 2030

Analysis

Becoming ISO 14001 certification is an initial step in opening Loewe's supply chain for external and customer knowledge and information and assists in standardizing reporting information by following ISO certification

Voluntary audits is successful in realizing transparency and ethical business practices in product creation

Transparency and traceability are the industry's current goals and is successful in being future- and society-oriented in meeting regulatory and consumer expectations

Current DPP development is lackluster compared to competitor developments and within other LVMH houses, solutions could better address goal of product creation and nature being

SECTION 3

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Measurable Impact

Financial Cost for Implementation

Accounting	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Technology	€287 000	€320 000	€320 000	€320 000	€320 000	€1 277 000
	ESG Reporting					€15 000
	Digital Product Passport					€50 000
Data	Data Migration					€500 000
	Data Storage					€250 000
Labor	Developers		€75/hr		3200hrs	€600 000
	Engineers		€30/hr		2800hrs	€84 000
	Supply Chain Analysts		€24/hr		2200hr	€52 800
Marketing	Campaign					€500 000
Total						€3 330 800

SECTION 7

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Consumer Impact

Target Market

- Luxury, higher income earners
- College educated
- Asia: Symbolism, status, function
- United States: Uniqueness, authenticity, transparency
- European Union: Function, quality, elegance
- ESG strategy aligns with status and quality brand image, aligning with consumer values and trends

Generation Z

- Expected to constitute one-third of luxury market by 2030
- Asia: Symbolism, status, function
- United States: Uniqueness, authenticity, transparency
- European Union: Function, quality, elegance
- ESG strategy aligns with status and quality brand image, aligning with consumer values and trends

Impact

This ESG brand strategy is expected to impact Loewe's customer base who are loyal customers and for other prospective customers/stakeholders. Ambitious creative design, one of Loewe's key modern characteristics, can be blended with a strengthened environmental connection, leading the industry in its initiatives connecting consumers with its identity to elevate the brand's image as a holistic lifestyle image



SECTION 5

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Measurable Impact

Key Performance Indicators

	Scope 3 Greenhouse Gas Emissions from Supply Chain	Perfect Order Rate (POR)	Inventory-to-Sales Ratio
Definition	Scope 3 Emissions are result of supply chain activities not directly controlled by reporting organization but represent majority of greenhouse gas (GHG) emissions	POR assesses whether order fulfillment meets customer needs, measuring shipment efficiency and accuracy in fulfillment process	Inventory-to-Sales measures relationship between inventory to monthly sales, representing number of months inventory in relation to one month of sales
Measurement Application	Daily reporting of supply chain emissions with initial monthly updates, targets emission reduction metrics	Daily reporting of shipment receipt, inventory turnover, and sales, targets inventory metrics	Daily reporting of shipment receipt, inventory turnover, and sales, targets sales and inventory metrics
Rationale	Scope 3 emissions capture all greenhouse gas emissions as result of supply chain activities. Important for progress towards becoming carbon neutral	POR encompasses procurement, shipping, and sales efficiency and whether suppliers/production are meeting demand, or if demand is unbalanced	Inventory-to-Sales engages POR from the store-side, capturing turnover of merchandise and if inventory is equal to demand
Considerations	Metric is critical to meeting Loewe and LVMH ESG goal success and progress towards becoming carbon neutral	Loewe must monitor POR for accuracy in meeting shipment and fulfillment demands around peak shopping periods	Sales must be reasonably forecasted by procurement to account for demand within Loewe margins of error

SECTION 7

General Guidelines

Exclude College / University

Do not include your name or college/university affiliation on the title page or anywhere in the case study as the review process is anonymous.

Your name should be included on your resume and unofficial transcript; those documents are not a part of the case study judging process.

Format Your Way

No specific font or format will be enforced. You are encouraged to utilize visuals throughout your presentation. It is advisable to not overload each slide with information, and to keep your presentation concise and to the point: each slide should take no more than 1-2 minutes to absorb by the reader.

Stick to the Page Length

Do not exceed the page limit. Ensure your content connects from section to section to tell the story you are trying to convey. This is the first time judges will be exposed to your case study and they should be able to fully interpret your intended plans.

References

All references should be included within a references/ bibliography page at the end of your slide deck or annotated in footnotes visible within the slide. Do not use hyperlinks in a footnote as the content cannot be accessed once the case study is uploaded.

Proofread

Be sure to proofread your case study. Points will be deducted for not following format directions, as well as for grammar and spelling errors.

AI Disclosure

You may use AI programs (e.g. ChatGPT) for brainstorming and help in generating ideas. However, note that the material generated by these programs may be inaccurate, incomplete, or otherwise problematic. You may not submit any work generated by an AI program as your own. If you include material generated by an AI program, it should be properly cited like any other reference material.

Judging Criteria

Your case will be reviewed by industry professionals including the FSF Board of Governors, FSF Mentors, and FSF Alumni.

Creativity & Feasibility (40%)

- Is the applicant's idea unique, inspiring, and innovative?
- Is the applicant's idea well-thought-out and conceivably executable?
- Is the applicant's idea clearly connected to the selected brand(s)/retailer(s)?

Research & Development (40%)

- Has the applicant researched the selected companies (i.e., brand/retailer and collaborator), demonstrating depth of knowledge of the company's activities and competitive positioning as relevant to the presented concept?
- Has the applicant conducted thorough research regarding the retail landscape and the attitudes, behaviors, and lifestyle traits of the intended consumer?
- Has the applicant presented their research and partnership strategy in a manner that is clear and supports the overall business objective?
- Has the applicant developed an innovative partnership concept, supported by research, that will increase the fashion brand's relevancy in the future?
- Has the applicant addressed how consumers will be impacted by their proposed strategy?
- Has the applicant identified KPIs that align with their project goals and clearly explained why these KPIs are important?

Clarity (15%)

- Does the applicant clearly and consistently tell their story, aligning direction from executive summary, through core content, and into the conclusion?
- Does the applicant's case follow logical development and a clear structure; is it easy to follow and summarize?
- Did the applicant clearly complete each portion of their prompt?

Format (5%)

- Did the applicant use correct grammar and spelling?
- Did the applicant include a title page with one sentence to summarize the case?
- Was the applicant's name and school kept anonymous?

Getting Started with Research

A variety of tools and supporting files are available in the [FSF Student Dropbox](#). Research-specific resources are available for all case study tracks in the subfolder: [FSF Student Resources](#).

(1) Start by getting familiar with this year's theme.

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