

ERASMUS EXCHANGE REPORT

Program at KEA: Fashion Management 6th semester

Program at AMFI: Fashion & Management/Business & Development 2nd year

Semester at AMFI: Spring semester - Fashion Business & Strategy

LOUISE TUNNING 2022

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Mentor at AMFI: Natalie Brandt

Duration: 5 months

INTRODUCTION

My name is Louise Tunning, I am 24 years old and currently studying Design & Business –Fashion Management at KEA. I saw studying abroad as the ultimate challenge to grow as a person, as it puts you outside of your comfort zone and forces you to think independently and differently from what you are used to at home. Studying abroad is also beneficial when looking for a future in fashion as it is an international industry, where communication with and understanding of other cultures and countries are crucial when forming good intercultural relationships. I am particularly interested in gaining a more international perspective as I also have the ambition to work in production/buying management abroad after my studies. The reason why I chose AMFI for my semester abroad, is because I saw it as a school particularly focused on fashion at a higher level, which would broaden my knowledge about fashion management and strengthen my skills in the areas I wish to be better at. I heard AMFI had a more modern approach to fashion, which I was particularly interested in learning more about.

EXPERIENCES AT THE HOST UNIVERSITY

A week before school started, we had an orientation day at the school with Natalie, our mentor at AMFI, who took us through all the necessary information, showed us around the school and we had a celebratory drink and some snacks, which was a really nice start to the semester. We got a good understanding of the school, she was able to help us if we did not have a place to live yet or needed help with anything else and we were able to meet the other exchange students at AMFI, which was really nice, as we were only 15 in total and knew we would have a friendly face around school. I really loved Natalie throughout the whole semester, and she was always very helpful when the mentor of the class was of no help. We were 3 exchange students in my class, which have become my very close friends. I am very happy that we had Natalie at the school. We could not choose our own classes since the semester was already planned out for Fashion & Management/Business & Development, so not much help was needed in this process. I have been here through the spring semester, which was Fashion Business & strategy and included the following subjects:

Situation Analysis

The semester started out with a situation analysis of a brand, which we would be working with throughout the entire semester. We had the option to choose between 8 different brands in 4 different categories. After this the teacher put us in groups of two for the internal analysis, where we analysed the current situation of the company internally and hereafter, we put together with another group with the same brand, where we had to add our internal analysis' together and thereafter analysis the external situation of the company. All of this was done to understand the current situation of the company. All of this was done to understand the current situation of the company, so we could work on a strategic plan for the company to ensure their success in 2030. I chose Hermès and ended up in a group with a girl that worked full-time next to the school, which was not ideal. I have done many situation analysis before though, so this was a very easy subject, almost too easy I would say, as I did not learn anything new and it the classes was very slow as I have worked with most of the models before but on a higher level for example Business Model Canvas, which I have already been introduced to twice during my time at KEA. For the external analysis, I ended up with 2 other girls, which also did not work. I ended up complaining after finishing this subject, as I knew I would otherwise have to work with them for the rest of the semester.

Strategic Plan

After finishing the situation plan, we started on the strategic plan, where we had to come up with strategic advice for Hermès to ensure the future success of the company looking into the year 2030. The school is not very organised, so the planned classes about the models for the subject, which we could not do anything with as we had to finish other models first, which was planned after these classes. We had 3 weeks with almost no classes and then we had way too much to do because it was planned so badly that the school ended up extending the deadline since we would not be able to finish the report in time. On top of that, the teachers do not communicate and would say the opposite of each other when teaching us about the different models, which made everyone confused and really difficult to write. Again, I do not think this class was very useful, but mostly because of the organisation of the school, as it left us with no time to actually write a good report, but just had to finish quick. After I complained about my group the teacher decided to put us together with another Hermès group which was also having problems. This in the end just meant that we were two people doing the work of seven, and I was insanely tired of the school and the students at the end of it. The person doing work in the group was another exchange student, who was not in my class, but someone we then ended up becoming really good friends with.



STRATEGY ROADMAP

AISSION

For Hermès creation is the heart of the business model. The brand creates products to last, passed on from generation to the next, made from excellent materials balancing sustainability and quality and with creative freedom for the designs and craftspeople. Their focus on crafts-manship and creation can be seen through their many different divisions, 16 métiers as of 2020 (Hermès International, 2021, p. 14).

It's important to Hermès to ensure that its rich history cra in production capacity as Hermès opened two r to open even later(Hermès International. 2020). Hermès' r objects to elegantly satisfy the needs of its customers. Its métiers, with craftsmanship at the heart of its model." (He -----

Hermès is working with vertical integration through partnerships and pu This supports the company's development strategy regarding its materi-savoir-faire. The company explains the vertical integration meant that He agile in the face of the covid-19 crisis. The company was able to adjust its and relocate its orders to enable an efficient inventory flow (Hermès Inte

> Hermès has an in-house distribution model for its stores stores is personalized to best meet the needs of the loca the distribution while still securing growth in sales, the c relevant for the changes in the customers' demands (He ny has reopened 11 stores in 2021 and two in 2022, while The investment in vertical integration period. (Hermès International. n.d).

més is focusing on a strong family-based shareholding structure to st shops for the different departments. This rand's independence made it possible to keep making operational inver can help increase innovation and 020 in both production, distribution, and cross-functional projects. The c savoir-faire as the employees can learn ial dependence of the House has meant that the company was able to r asic salaries of the company's highly valued employees. With financial ir ompany can ensure and safeguard its long-term strategy. (Hermès Inte control its production volumes. Though

> 6. Focus point: Virtuous and responsible growth und division of the production as it can mean Hermès wishes to pursue a growth model focused or closing down entire production departvalue-based growth with a commitment to regions w savoir-faire to ensure the creation of high-quality jobs mès International, 2021, p. 16). This can among other t having 100% of employees trained in occupational he spread out. The company has a strong focus of employees trained in occupational he spread out. The company has a strong

Internal Analysis

becomes clear in the company's in-house and exclusive workshops. The production is organized in regional hubs and by métiers, thereby having specialized work

Spring ;

PARIS

nsure and safeguard its long-term strategy. (Hermès Inte control its production volumes. Though covid-19 also proved the difficulties of the measuring the footprint of major supply chains by 20 focus on internal training for the employ-

ees of leather goods to guarantee the best transmission of the brand's savoir-faire to each of its employees. This ensures that each object is created with the same standard of quality and craftsmanship matching the principles and standards of Hermès (Hermès International, 2021, p. 53).

34

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Hermès focuses its distribution of sales on quality over quantity and exclusivity. Hermès has been favoring relaunching and reopenings of its current stores nstead of continuously opening new ones, ensuring the quality of the stores. Hermès focuses its ourchasing strategy for its etailers and stores on purchasng freedom, so the product oortfolio is tailored to fit the ocal customers making the offerings relevant and varied. lermès has placed great imporance on its CSR communicaion working towards becoming more transparent (Hermès nternational, 2021, p. 54).

Hermès places great impor-

tance on its purchase of raw materials. The company mainly uses raw materials in small quantities, favoring high-quality materials as well as producers concerned about the environmental and social impacts. The company has put a lot of effort time, and resources into under standing the guality control of its suppliers and ensuring the sustainability of its partners' supply chains. On top of that, the company also carries out programs to improve its manufacturing partners. The most important raw materials of the brand are leather, silk, and cashmere.

Hermès has a centralized logistics model giving the company greater control over its distribution. The products are distributed from the Hermè group's integrated logistics platform Hermès explains that this logistics model gives the company a bigger opportunity to optimize flows, find ar implement new transport solutions, meet product delivery requirements and streamline the volume and pack aging of orders (Hermès Internation 2021, p. 53). Its largest distribution site a 31,00 m^2 site in France. 90% perce of its distribution from these sites is

Hermès objects are designed to last. They develop patina and ar taken care of, while the brand also offers repairs and renovation through the savoir-faire of its specialized craftspeople in the brand's in-house workshops in France and abroad, no matter th date of manufacturing, where 80,00 employees take care of the 120,000 renovation/reparation request each year It allows the objects to be passed on from one generation to the next. (Hern International, 2021, p. 54).

The 4 scenarios

MERGED REALITY

Brands and consumers will inhabit increasingly fluid realities, moving seamlessly between the virtual and physical worlds. This new merged reality will serve every major aspect of life, and inspire companies to rethink their business models. Synthetic media such as deepfakes, NFTs, block chains and virtual reality will reshape what consumers define as "real", and digital assets will become as valid as physical products for self-expression and displaying affluence. For brands, it means that they are able to add a layer of deep service to their offering increasing consumer connections (WGSN. 2022). It wil also change the manufacturing process as companies will be able to create and test designs and goods in the digital realm before producing it in the physical world. This will enable companies to quickly determine the value of new products and streamline the production process (Fujitsu 2020).

RETAILTAINMENT

After the pandemic getting adjusted to the new normal was a struggle after getting familiarised with online pla forms. Because of this, the shopping experience has to l ented to ensure extra experiences and retail se vices. Retailtainment is the term used for the ambience emotion, sound and activity to get customers interest nd in a mood to online and off

Desirability

Viability

The in-house product development of vegan materials optimized through digital twin processes is a sustainable solution. It ensures viability now and, in the future, as it focuses on ethical and sustainable production. It has a riple bottom line per benefits people, the planet, and profit.

The strategy of the in-house product developcustomer-driven strategy, Hermès will enhance ment of vegan materials through digital twins the current business model to meet customers' influences most aspects of the tows analysis. As needs and stay up to date with the changing it uses both strengths and opportunities to tacktechnology. It focuses on a triple bottom line perspective as it will benefit people, the planet, le weaknesses and threats. The changing values and profit. These 3P's can be translated into of customers play a high risk on companies since it changes purchase behaviors. We see a Desirability, Viability, and Feasibility (image 1), which at the center shows the innovation sweet move from conspicuous consumption toward conscious consumption, in which ethical living spot. To implement this strategy there are two is the norm (Euromonitor, 2017). For Hermès possible strategic implementations; Hermès it is of high importance to understand these could choose its own in-house product develchanging aspirations to enhance market posiopment of vegan materials or Hermès can build tion and ensure market future. Hermès relies new partnerships with companies who specialheavily on animal leather for the quality of ize in vegan product development. The strategy its products (Hermes Leather Guide, 2019). of in-house product development creates the However, this reliability does not fit with the most advantages as it makes use of most of the new ethos of customers. Hermès will need to strengths of the company. change its production process as it can threaten its currently strong market position. With this





HERMÈS

INNOVATIVE ETHICS

As the implications of the anthropocene become more clear, sustainability and ethics have taken the utmost mportance. Any discussions regarding ethics have com-pletely diminished as it has become the norm of every

SUPPLY WHEEL

The changes required to achieve the strategic implementation for 2030, will not only have an impact on the company's external players and relationships, but also affect the value created in the supply network, and a new focus could be needed in the supply chain management to ensure the competitive strategic implementation will be realized by 2030.



STRATEGIC PLAN FOR 2030

surchase decisions based on a feeling of socia purchase decisions based on a teeling of tocial responsibility. It is of high importance to produce ethically and sustainably to fit the new ethos. As customers can easily make purchase decisions based on their aspirations through the alternatives and research in the online world.

> Innovation sweet spot

Feasibility

Through in-house produc pment, a new strategy is cre development, a new strategy is created that is built upon the strengths of the company. 1. It can create the USP of craftsmanship, and high-quality products through vegan materials 2. It keeps the strategy of vertical integration as the materials are made in-house 3. The strength of having a strong brand name enables them to inverse in such a large operation 4. In-house production keeps the exclusive distribution network. distribution network

will be required to complete since the strategy's focus has l competencies will be rethe strategic and operational e implementation with the lues and USPs of craftsmanusivity shows to be a signifiie company (Holleman, M.,

nt changes in the supply :h high cost and time invests currently financially healthy in the new implementation. ay off for Hermès because ble to reach new customer s production and developfocus on TBL, and increase

ighlighted in the supply

FINANCIAL ANALYSIS

Financial Plan

The financial plan class was split into two. We first wrote a report on the financial situation of the company looking at the balance sheets of the company over the past few years and calculating the ratios - liquidity, solvency, investment, and profitability. This first part was quite easy to calculate, but it took some time to understand the different financial terms, as I had never really learned about this before. This report was connected to the situation analysis. For the second part, we had to do a forecast of the financial situation of the company in 2024 based on our strategic advice. Here we investigated the growth of the company and the different KPIs we had presented in the strategic plan. Afterwards, we again calculated the liquidity, profitability, solvency, and investment ratios of the company, so we could compare them to our previous work. As I have not learned a lot about the financial situation of a company and looking into financial reports of a company, I was interested to learn more about it. Even though I think it can be boring, I was still really happy to learn this as I can definitely see myself using what I learned in my future career as well as my graduation project I must write in a couple of months

Hermès is currently finacially stable. Analysising from the benchmarks the company is doing well on all ratios, as non of them are below the benchmarks.

Profability ratios

I lamada (in milliona of surea	800	8060	242	Denchmark
Earnings before interest and taxes	209	2273	312	
Average total easets	20065	10406	24+0	
Profit after tax	1515	1990	2454	1
Average equity	6003	21963	840°,5	
Heturn on assets	aforth.	2.7%	28%	High
Date an an equity	256	2036	795	High

Hermès' profitability ratios shows that the company is able to earn profits from its operation/sales, balance sheet assets or its shareholders equity. The ratios prove the company is able to generate profit efficiently as the ratios are considered high, and its ratios has continued to improve throughout the pandemic. Though this is based on all sectors and not just within fashion luxury (Investopedi, 2022)

Solvency ratios

Hermbs (in milians of eurost	2013	2030	3026	Benchmaak
Ecuity Total assets	6575 38F1	7390	9412 13865	
Earnings before interest and tax	2339	2073	3530	-
mie/est	69	36		
Debt ratio	67%	67%	58%	+ 3091
merest coverage ratio	23.90	2430	36,77	*3

Hermès solvency ratios shows the company is able to meets its long-term financial commitments as it owns more than it owes. All solvency ratios are well above the benchmarks indicating the company has a postive networth and manageable loans. The company's interest coverage rate took a dive in 2020 but has improved above its previous rates in 2021 (Hayes, A. 2021).

Static liquidity ratios

sectors in an insure of actual			-	a procession
Equity	ab/o	7591	3412	
Long torm liabilities	1282	19,00	1950	
Flood assuess Furnant assars	3751	9+-08 6650	3002 8PA4	
Short term liabilities	2024	10229	2575	
inventory	133	1299	1449	
Net working capital	4067	438	6220	- 0
Carrient ratio	2,08	5,62	3,94	>2
Acid text ratio	245	2,92	2,27	×1

Investment ratios

Hermés (in millions of euros) number per chares	2015	2020	2021	Servinnak
dividend per shere	2,434742	3,000020	4,64870	
market price share	635.9	784.3	12115	
profit per ahers	14,60	15,27	23,57	
market value eer share	635.9	784 <u>-</u>	12115	
cach flow por shake	13,27	12,34	29,03	
net asset value per shale	34,14	45,33	69,25	
dividend yield	0,397%	038/%	O,38-N	Doponicit
pey our ratio	1.002	0,22	0,20	Liepencs
pricepoarninge ratio	42,36	21,62	61,95	O-30.8
pricago así a flow nacio	61,51	64,08	41,74	1.00
nicenat asset ratio	19,47	17,74	18,41	3-7

Hermès static liquidity ratios shows the company's current assets are sufficient to cover its current liabilities. All the ratios are well above the benchmarks indicating the brand is well equipped in terms of meeting its short-term obligations, even though the acid test ratio has dropped in 2021 from 2020 its has still improved since 2019 (Hayes, A. 2021).

Hermès investment ratios shows the company's shares are performing well, as they are above the benchmarks. Some ratios need to be analysed further to get a clearer idea of its performance, since the recent financial report from 2021, shows the company's shares has gone down 7% in the last quarter. This indicates the company might be looking into a darker future, since some ratios also have decreased over the years (REUTERS. 2022).

Based on the ratios above the company is financially healthy and are continuously improving financially. To gain a deeper understanding of the company's financial situation the next step will be to compare Hermès to its competitors.

Process Book (Future Skills)

For this class, we had to look into the future skills of 2030, which we would need to succeed, and afterwards think of 4-5 SMART experiments, which we then had to do during the semester. We did not have any actual classes, as they were all pre-recorded, and were therefore not able to ask any questions. The other students had done this before, but we exchange students had more work as we had to do things they had done in the previous semester. I in the end did really like this subject, since we had to be very reflective of our own journey and what we would need to get to the goals we had for our own careers. I again did not enjoy the organisation of the school though as there was one teacher teaching the class, and another one assessing us without looking at the examples we were giving and told us things were wrong, that the other teacher had specifically told us to do. In many ways, I just do not think this school really makes any sense. But I still did enjoy writing the report for this subject, as I learned a lot about myself.

Training on the Job (TOJ)

In this subject, we had to actively participate in the assessment of the class below us. We had to prepare for the exam by looking into with the students had done this semester and what the objectives were of the exam. During the assessment, the students would do a presentation, and then we had time for questions, where we had to ask at least one question each and, in the end, we had to sit with the teachers and find out which grade they should have. Afterwards, we were then graded on how well we performed during the assessment as well as a written reflection of what we got out of the TOJ. I did the assessment with a good friend of mine, which was also an exchange student, which was really nice as we were both in the same situation, not knowing anything about the year below us and what they have done so far. Going into the assessment we both could not see why we had to do this, as neither of us was attending the school and therefore did not need to understand the grading process of the school. During the assessment, though we had a lot of fun and actually really enjoyed TOJ, and ended up learning a lot from it, because you got to understand what teachers were looking at when grading the students, and we got to see our own mistakes when presenting as we could see ourselves and our own mistakes in the people presenting. We also did the assessment with our favourite teacher Esther, who was definitely the best teacher we had. She is a great organiser, takes time to understand the students, is great at teaching and always had a good overview of the courses.



CREATIVITY TYPE





SMART EXPERIMENT 1









PDP Assessment

The PDP Assessment was about creating a portfolio of your work, which was meant to help the students get a better idea of what they wanted to do in the next semester, as they then get to choose their own subjects. The exchange students had a different assignment, where we had to create a portfolio of our work during the semester and write a report about our experience at AMFI. I was allowed to create a portfolio about everything I have done so far since I could then use it to look for internships. We did not have a lot of classes, but it was really nice to be told how to create a good portfolio, which I can definitely use in the future. The only problem with this class was that they did not know who was supposed to assess the exchange student, so we had no one to ask if we had questions about the assignment. When we finally learned whom, the teacher was going to assess us, we were not allowed to ask him any questions. We could only ask another teacher, who knew nothing about the course. I think the teacher forgot he had to assess us since we still have not got the grade for the course, and he now says that he is "kind of" in charge of it and will investigate during the next few weeks.

Theoretical and Critical Reflection

This class was about fashion theory and looked into different social issues in the fashion industry. I found this class quite weird because the theoretical classes were pre-recorded and no one showed up for the discussion classes, not even the teacher, and we did not have to do a report or exam in the end, as we were told that they had removed the exam for this course in at the end of the year since people kept failing. This meant that no one participated in the course, and I did not learn a lot from it. Luckily, I have previously studied at London College of Fashion where I learned a lot about Fashion Theory, which I would say is really interesting if taken seriously.

Overall, I think the school is not serious enough and have a serious problem with organisation, planning and communication, and I in the end understood why the students in my class had kind of given up on everything. I think the level of school is very low and think I would have learned a lot more staying at home at KEA. I would not choose this program if you are very focused on learning a lot and wanted to be very school focused during my time here, but I still did not regret it as I had the best time here and instead learned a lot about myself and way more out of the social and cultural experiences than I could ever imagine.

LOUISE TUNNING

WORK SUPPLIER MANUAL PROJECT MANAGEMENT & SUPPLIER COMMUNICATION AP GRADUATION PROJECT WORK EXPERIENCE

> ABOUT ME REFERRALS CONTACT

FRIENDS FRIENDS MINI FRIENDS NEWBORN

FRIENDS



SOCIAL AND CULTURAL EXPERIENCES

Before leaving KEA and going to Amsterdam, I expected that I would be spending a lot of time with myself, as I did not know anyone in Amsterdam. But I quickly learned I would have a completely different experience than I expected. There were a lot of opportunities to get to know people through different Erasmus events and there are a lot of exchange students and international people in the city who are all looking to meet new people and make new friends, so socially I had no problems. I got some really good friends at the school both the international students studying their bachelor's at the school (not from by study groups) and became very close with the other exchange students in the class. I met people where I lived, which was a student accommodation with other exchange students and we all met each other's friends, so I quite quickly got a very big network. I will say that my room at most times felt like a hotel room as I would almost only sleep there and nothing else. At home used to need a lot of time to myself and recharge, but after my semester here in Amsterdam I also feel relaxed and recharged with the people around me. I think I have become a lot more social and open, as I also get to hang out with people from all over the world and now have friends in Germany, Poland, South Korea, Japan, Sweden Morocco etc. I also found some Danish friends in the Facebook group "Danskere i Amsterdam", which was really nice because I now also have new friends, whom I will see back in KBH. Amsterdam is a very vibrant city with a lot of things to do, many cool bars and restaurants, nice stores and museums, a lot of good parks and a really good nightlife. The city never really sleeps, except for the public transport which stops at 00 to 5, so you need to bike a lot during the night or pay for an uber, but this never really bothered me as I always bike at home. I would especially recommend getting a museum card and going to all the museums. The NXT Museum is definitely my favourite. I would also recommend hanging out in the Pijp, which is a really fun area, and I would recommend Volks Hotel for studying, where we also spend a lot of our time since you can always charge your computer and it doesn't close until 1.

Overall, I really enjoyed my social and cultural experiences here, and I would say the hardest thing was saying goodbye to all the exchange students because we really had such a good time here and became very close over a very short period of time. I enjoy the city so much that I have decided to stay here for my internship.

















PRACTICAL EXPERIENCES

Honestly, I do not remember much of the application process as so much has happened in between, but I remember it taking a long time, and I got very insecure in the end if I got in. But it all worked out fine in the end, and KEA will help you through the entire process. I travelled to Amsterdam by plane, which was very easy, and moved into student housing that I had gotten through the AMFI. I would definitely recommend doing this as it is very difficult and very expensive to do it on our own. When I arrived there were still some covid restrictions, but it quickly eased off and we had no problems after that. I ended up living in Diemen, which is actually a city next to Amsterdam. First, I hated it but grew to really like it and I had a really nice room and paid way less than other people, so I was happy with my housing situation in the end, but I am also looking forward to moving closer to the city, so I do not always have to bike that far every day. Amsterdam is in general cheaper than KBH, but I actually ended up spending a lot more money here than I do at home and a lot more than I budgeted for. This was due to the many social events, going out, visiting other cities like Utrecht, Rotterdam, Den Haag etc. When only spending 5 months here you want to experience everything, and I wanted to take part in everything as I really enjoyed the social life here and knew I might not get the chance again as I would at home in the city, Hive in I had Erasmus and SU, which I thought would be enough, but because of the very social and cultural life as I mentioned I spend a lot more. I was lucky to receive a grant from Nordea, which I would really recommend applying for since it really saved me. For transport I would recommend getting a Swapfiets bike at is really easy and public transport in Amsterdam is super expensive. On top of that most supermarkets do not take MasterCard or Visa, so you would have to get a maestro card, which is the only thing that really works. Here I would recommend Revolut, as I had no problems with that, and it was very easy to use and also transfer money to other international straight away and for free when we can't use Mobilepay.

Overall, I did not have many difficulties, but I would really recommend applying for some grant before going on an exchange, just because it is really nice to have and look into what the city has to offer before going if you want to be able to see all the things you want within the semester here because time goes by very fast and you might not have time to do and see everything you wanted to.

CONCLUSION

In conclusion, my time here in Amsterdam was very different from what I thought it would be. I expected to be learning a lot of new things at AMFI, and spend a lot of time by myself going to the gym, knitting etc. But in reality, it turned out completely different and I would not change it for the world, as I really did have the best time here and grew a lot as a person, and got to focus on other things in life, which I think was really good for me as I have always been very focused on school and my career. I am very happy I came here, for all the experiences I gained and all the people I met.