

An Analysis on Cases of Fashion Collaboration Strategy

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Abstract

The purpose of this study is to analyze the various types and areas of recent collaborations in fashion industry and to find the utility value of collaboration. Seventy seven cases of fashion collaboration marketing strategies were selected from officially announced literature survey and enterprises information around the world. Among the seventy seven cases of fashion collaboration surveyed in this study, collaboration with other fields made up 59.7 percent, collaboration between the same fashion categories made up 40.3 percent. Among the areas of other fields, collaboration with IT(Information Technology) or Motor enterprises were included and made up 36.4 percent. Collaborations with Culture and art world that fashion brands collaborate with world-renowned industrial designer or artist and star entertainers were also included and made up 23.3 percent. Among the areas of the same categories, collaboration of fashion designer and sports or casual brand made up 22.1 percent. Collaborations of home shopping mall and fashion designer made up 18.2 percent. Collaboration cases surveyed in this study were classified according to three types; co-product development, co-branding, and co-marketing. Collaboration for co-product development made up 72.7 percent. Collaboration for co-branding made up 27.3 percent. Collaboration for co-marketing made up 37.7 percent. These collaboration marketing strategies are very efficient to upgrade brand image and cut the marketing cost by creating new target, product, brand, and promotion through successful partnerships. Therefore, much more various types and areas of fashion collaborations should be developed to create something new for future consumers.

Key Words : Collaboration Strategy, Co-branding, Co-product, Co-marketing

I. Introduction

Collaboration Strategy in various fields of industry has become a mainstream issue recently. Latest collaboration strategies performed in and out of Korea are well appreciated for reducing marketing costs, expanding business boundaries, creating new

consumer groups, obtaining effective publicity, and developing new products. In addition, collaboration styles have changed from one time and plain collaborations to long-term and repetitive collaborations in various fields. Among those collaborations in various industries, fashion industry is the most popular collaboration partner with other industries

because fashion categories have a variety of fashion codes. Another reason for this is that fashion is continuously evolving and its surroundings and values are also ceaselessly changing with it. For these reasons, many companies in other industries pursue to collaborate with fashion brands to add the creative points to previous products. Therefore, collaboration type in fashion industry is diverse and gradually expanding the areas of business. Collaboration with other categories of industries, not to speak of collaboration with same fashion categories is going in progress with activity throughout the total processing such as product development, production planning, promotion, sales, and distribution. Furthermore, there are many cases of collaborations between offline brands, offline and online brands, and online brands.

The purpose of this study is to analyze the various types and areas of recent collaborations in fashion industry and to find the utility value of collaboration. In addition, this study will suggest the effective collaboration strategy to create new market in competitive global fashion market.

To analyze the various types and areas of latest collaborations in industry and to find the effective collaboration strategy, three research questions were addressed. This study intended to 1) examine the cases of collaboration by the areas of collaboration in fashion industry, 2) examine the cases of collaboration by the types of collaboration in fashion industry, and 3) suggest the efficient strategy according to analysis on the types of collaboration strategy.

II. Literature Review

1. Concept of Collaboration

Collaboration is defined as people working together on nonroutine cognitive work. This activity is about behavior, work habits, culture, management, and business goals and value.¹⁾ Betsy Burton(2005)²⁾ emphasized that you must view collaboration as more than a technology deployment to derive value from collaboration investments. As its original meaning, collaboration stands for cooperation, teamwork, and combined effort. It is a strategy to maximize company profits through working together with similar or different businesses. Cooperative business between companies has begun in earnest since 2001 and has been praised as the best measure to boost profits of each company involved in it. In addition, as cooperative business takes on a hybrid form, a combination of various fields in businesses, it tends to be more diversified and subdivided. Parkhe(1993) defined strategic collaboration as voluntary collaboration agreement between businesses which is characterized by the unstable nature of business under dubious environments.

Three levels of collaboration identified in the Amherst Wilder Foundation's Collaboration Handbook are cooperation, coordination and true collaboration. Coordination occurs when participants start to work together as a group to achieve a common goal. Cooperation means exercise that are cooperative in nature largely support individual learning goals, and participants tend to be concerned with the results of their personal assessments. And When the success of the group is paramount and all individuals must contribute to that

success, you have true collaboration.⁴⁾

Samsung designnet⁵⁾ states two forms of collaborations: combining form of businesses and strategic form of common marketing. The former includes symbiotic marketing and hybrid marketing and the latter includes co-branding, ingredient branding, and co-marketing. Symbiotic marketing is when companies involved in collaboration are in fact competitors in the same industry. Each company can keep its own brand while working together. Hybrid marketing is when companies involved in collaboration are in different industries and each company keeps its own brand while collaborating with each other. Co-branding is to launch a new product by combining existing company brand with affiliated company brand. Ingredient branding is to create a brand by applying essential parts of existing brand products. Water-proof Goretex is a good example of ingredient branding. Co-marketing is to enhance sales by coupling relative brands' products and doing comprehensive marketing such as advertisements and sales promotions.

2. The Present status and Effects of Fashion Collaboration

Collaboration is well noticed as a business key word for fashion industry in the 21st century. Collaboration of businesses appears on various areas from online market to offline market, B2C to B2B, domestic market to global market, and SOHO to large enterprise. Collaboration in fashion industry started to receive attention when Addidas, sports merchandising brand, worked together with the world's famous fashion designer Yoji Yamamoto to produce a casual clothing

brand, Y3 in year 2000⁶⁾. Puma, a global sporting goods company, launched new products with a Japanese Fashion designer Mihara Yasuhiro in early 2000 and has continuously worked with many well known fashion designers to produce joint products. Recently, Puma joined with Alexander McQueen, the chief designer of luxury brand Gucci, and released new products⁷⁾. Another luxury brand Louis Vuitton joined hands with a prolific contemporary Japanese artist Takashi Murakami and produced a "Murakami bag" which was a huge hit⁸⁾. This evidently demonstrated the power of collaboration. Moreover, brand development and joint productions through collaborations between the same kinds of industries have begun abroad since the middle of the 1990s and those collaborations have evolved one step further to collaborations between the different kinds of industries since the beginning of 2000. Among those collaborations between different industries, collaboration of fashion and high technology gets the most attention. As mobile phones become more fashionable, co-marketing between mobile phone company and fashion brand has a big influence on the design of mobile phone, mobile phone case, and mobile phone contents. The auto industry can get closer to its consumers and clothing manufacturers can upgrade its images by collaborating with each other. In addition, many clothing brands and designers are making efforts to do various types of co-marketing through collaborating with artists from different industries, and with other industries such as hotels and apartments⁹⁾. Those collaboration cases outside Korea will increase in the future. Following the foot steps of the overseas collaborations, demands for collaboration in domestic fashion industry

became more stronger. Therefore, many Korean fashion companies carried out collaborations in various forms to achieve common goals, and increased its competitive power and sales.

III. Research Methods

1. Data Collection

To investigate what areas of enterprises in fashion industry collaborate, and what types of collaboration are accomplished, collected the cases of fashion collaboration announced outside officially known cases of fashion collaboration in the domestic and foreign market were surveyed. Literature data collection was conducted for two months(December 2005 to January 2006). Seventy seven cases of fashion collaboration marketing strategies were selected from officially announced reports^{10)~11)} and enterprises information^{12)~17)} around the world.

2. Data Analysis

The cases of fashion collaboration collected were divided into two areas: collaboration within the same fashion categories and among other categories. And these collaboration cases were classified according to three types: co-product development, co-branding, and co-marketing.

The ranges of this study are limited the types of collaboration as equal terms for strategic necessity between two partners, not as vertical relationship. This study was not concerned with the content of collaboration agreement between partners and limited the

types and areas of collaboration strategy.

IV. Results and Discussion

1. Analysis on areas of fashion collaboration

Among the 77 cases of fashion collaboration surveyed in this study, collaboration with other fields made up 59.7 percent(n=46), collaboration between the same fashion categories made up 40.3 percent(n=31). Therefore, among those examined collaboration cases, there are more cases of collaboration between the fashion industry and other industries than that of within the fashion industry. This tells us that fashion plays a very important role in other industries and partnerships among fashion companies are expanding its domains.

1) Fashion collaboration with other categories

Among the areas of other fields (59.7%, n=46), collaboration with IT or Motor enterprises were included and made up 36.4 percent (n=28). These cases of collaboration are presented in detail in Table 1. Collaborations with Culture and art world that fashion brands collaborate with world- renowned industrial designer or artist and star entertainers were also included and made up 23.3 percent (n=18) <Table 2>. The reason for more cases of collaboration between the fashion industry and IT is that the two different industries share the same target consumers in the name of digital mania and fashion leader. Therefore, these cases are effective in promotions and the unique appeal of hybrid and issue making have an enormous synergy effect.

<Table 1> The cases of Fashion collaboration with other categories

Fashion
collaboration
with IT or
Motor
(n=28
36.4%)

IT company	Fashion Brand & Designer	Co-product	Market
Samsung Electronics	Louis Quatorze Bean Pole Accesory	Notebook, bag PDA phone ase	Korea(2004) Korea
Bang & Olufsen	Louis Vuitton	MP3 case	Europe(2005)
Apple	Fendi, Hermes	Ipod mini case	Europe(2005)
Sony	Luella Batley	MD workman case	Global
KTF	Bean pole Jean	3D game phone Jean	Korea(2005)

Samsung+Louis Quatorze www.samsungdesign.net IT+Fashion blog.naver.com Bang&Olufsen +L.V

Mobile Phone Company	Fashion Brand & Designer	Co-product	Market
Samsung Electronics Co	Bestsey Johnson Diane von Furstenburg Anna Sui	Fashion Phone	US(2000/2004/2005)
Nokia	Anna sui Vivienne Westwood Versace	Fashion Phone	Taiwan (2003/2004)
Motorola	Coach Co/ Phat Farm Vivienne westwood Baby Phat Phat	Fashion Phone	US(2000/2003) UK,Italy(2004)
SIEMENS	ESCADA	Fashion Phone	France(2004/2005)
LG Telecom	EXR Roberto Cavalli	Fashion Phone	Korea(2005) Europe(2006)

LG Telecom +Exr blog.naver.com SIEMENS + ESCADA Samsung + Anna Sui www.samsungdesign.net

Motor Company	Fashion Brand & Designer	Co-product	Market
MINI	PUMA	MINI driving shoes	global(2003)
Goodyear	Adidas	Tire shoes	global(2001)
Ferrari	PUMA	Ferrari Puma t-Shirt	global(2005~)
Peugeot	Icoqsportif	Peugeot line	Korea(2004~)
Ford	FUBU	Fubu racing line	Korea(2005~)
Benz	Giorgio Armani	Armani CLK	global(2003)
BMW	Donatella Versace	Mini Cooper Cabrio	Europe(2004)
GM	Bvlgari	Escalade	US(2003)

BMW+ Versace blog.naver.com Peugeot + Icoqsportif blog.naver.com Ford + FUBU

<Table 2> The cases of Fashion collaboration with other categories

fashion collaboration with culture and Art (n=13 16.8%)	Artist	Fashion Brand & Designer	Co-product, Co-brand	Market
	Takashi Murakami	Louis Vuitton	Murakami bag	Global(2004)
	Philippe Starck	Puma	Philippe Starck shoes	Korea(2004)
	Kim, Youngsae	Ssamzie	Tung shoes	Korea(1999)
		EXR	EXR by Kim,Y.S	Korea
	Nancy Lang	Ssamzie	Nancy Lang for Ss.	Korea (2006)
	JTL	BNX	JTL x BNX T-shirts	Korea
	Boa Respect M. E	Adidas Adidas	Adidas Boa t-shirts Br. Prespect M.E line	Japan (2005)
  <p>Murakami + Louis Vuitton Philippe Starck + Puma www.samsungdesign.net</p>				
fashion collaboration with other company. (n=5 6.5%)	Hotel & Apartment	Fashion Brand & Designer	Boutique Hotel	Market
	Hotel	Ferragamo	Ferragamo	US
	Resort	Versace	Versace Resort	Newzeland
	Holiday Inn	Nickelodeon	Theme hotel	US
	Rezidor	Cerruti	Lifestyle Hotel Chain	Europe
	Mariott	Bvlgari	Bvlgari hotel	Europe
	Apartment	Andre Kim	fashion Apt	Korea
	    <p>Designer Hotel Boutique Hotel Designer Hotel Andre Kim + Apartment www.samsungdesign.net blog.naver.com</p>			
fashion collaboration with other company. (n=5 6.5%)	Food & Plate Company	Fashion Brand & Designer	Co-product, Co-brand	Market
	Hineken	AMH	t-shirts, Hat, Bag	Korea
	C0oca Cola	Bean pole Jean	Coke-up Jeans	Korea(2006)
	Rosenthal	Gianni Versace	Rosenthal Versace	Europe(1993~)
	Spode	Calvin Klein	Calvin Klein Home	global
	Micasa	Ralph Lauren	Ralph Lauren Tabletop	global
	  <p>Coca Cola + Bean pole Jean blog.naver.com</p> <p>Spode + Calvin Klein www.samsungdesign.net</p>			
				

Fashion collaboration with IT or Motor enterprises: Their results of collaborative efforts are limited edition products. Most of products from collaborations with IT enterprises are fashion phones such as Nokia/Versace, Siemens /Escada and are luxury cases of notebook, Mp3, and Ipod, are Jeans to carry out them. In developed IT markets, consumers are becoming more adept at selecting their IT products, and this is driving a market towards stylish and fashionable merchandise. The most advanced technology product is accessory which early adoptors of fashion must be up-dated. In this point, their targets are same and their strategies to carry out the premium brand image to customers are also identical. Collaboration of fashion and motor can also result in an uniquely designed limited edition car and new shoes made with tire or T-shirts with printed logos of the motor brand. The motor company will get the benefit of narrowing the gap between consumers and the fashion brand can enjoy the luxurious image contributed from the motor company.

Fashion Collaboration with Culture and art world : In these areas, world-renowned artist (industrial artist, architecture, star entertainer) joined in collaboration. Collaborating fashion with humor or Originality of worldwide artist is a great discovery in fashion brand industries which always desire new things. Mania group which worships fashion Designers and star entertainers' images is a very lucrative target for marketing. If a fashion brand or designer made co-branded product collaborates with a famous artist or celebrity who has devotees, its quality can be recognized and its sales volume can be guaranteed by their enthusiasts. Their consumers come to gain the sympathy towards unique and fun through creative

products by collaboration.


2) Fashion collaboration with the same categories

Among the areas of the same categories (40.3%, n=31), collaboration of fashion designer and sports or casual brand made up 22.1 percent(n=17). These cases of collaboration are presented in detail in Table 3. Collaborations of home shopping mall and fashion designer made up 18.2 percent(n=14) <Table 4>. For collaborations within the fashion industry, sports and casual clothing manufacturers and distributors which have mass market and sensitive and reputable designers can have synergy and win-win effects through making up for each others' weak points and offering design abilities and financial aids to each other.

Collaboration of fashion designer and sports or casual brand: In this area, all of collaborations were accomplished by joining fashion brands with designers. And for the fashion brands, only sports brands were included. Luxurious sports collection lines differentiated from previous products were produced as the result of the collaborations. By combining fashion and sport technology, sport lines can be more refined and fashion can be more vividly displayed by the influence of sport. That mean innovative approach to fashion and the fusion of sport and fashion. These collection lines were only available in limited editions and have scarcity value. Only three cases of them were new co-brand launching by partnerships and two co-brand cases were going on business.

The partnership includes many exciting elements that can be revealed as we get closer to the consumer.

<Table 3> The cases of Fashion collaboration with same categories

Collaboration with fashion designer and sports brand or casual brand (n=17 22.1%)	Fashion Designer	Sports Brand	Co-product, Co-brand	Market
	Mihara Yasuhiro	Puma	MY series	global (2001)
	Neil Barrett	Puma	96 hours collection	global (2004)
	Alexander McQueen	Puma	Shoes, bag	global (2006)
	Jilsander	Puma	Jilsander Sneakers	global (1990)
	Yohji Yamamoto	Adidas	Sneakers, Y-3 brand	US, Japan (2001)
	Stella McCartney	Adidas	Adidas by Mc.	Europe (2003~)
	Hong, Sungwan Ozawa	lecoq sportif	Art line	Korea (2005)
				
	Jilsander + Puma www.samsungdesign.net Yohji Yamamoto + Adidas www.samsungdesign.net			
	Fashion Designer	Mass Brand	Co-product, Co-brand	Market
	Karl Lagerfeld	H&M	Lagerfeld line	Europe (2005)
	Stella McCartney	H&M	McCartneycollection	Europe (2005)
	Comme des garçons	Fred Perry	Fred Perry Comme des Garçons shirts	Europe (2004)
	Simon Ungles	United 3	Member Holiday	Korea (2003)
	Jung, Wook-jun (Lone Costume)	Buckaroo (Jean Brand)	Buckaroo by Lone Costume line	Korea (2004~)
	Gee Choon-hee	Giodano	Miss Gee for Giodano Ladies	Korea (2005)
	Hong, Enju	Agabang	ETTOI	Korea (2002~)
				
	Karl Lagerfeld + H&M blog.naver.com Miss Gee for Giodano blog.naver.com Hong Enju + Agabang blog.naver.com			

<Table 4> The cases of Fashion collaboration with same categories

	Fashion Designer	Home Shopping	Co-brand, Co-marketing	Market
	Andre Kim	GS home shopping	Encarta	Korea (2002~)
	Kim Junga, Suzanna, Natali	GS home shopping	LeMeilleur	Korea (2000~)
	Icinoo	CJ home shopping	Fidelia	Korea (2001~)
	Verde Veronica	GS home shopping	Verde Veronica	Korea (2003~)
Collaboration with fashion designer and Home shopp -ing (n=14 18.2%)				
	cinoo/ CJ mall Veronica + GS mall Andre Kim + GS mall			
	fashion designer	Home shopping	Co-brand, Co-marketing	Market
	Shin Kang-sik Jung, Wook-jun	GS home shopping	Isoface Lone premier	Korea (2000~) Korea (2000~)
	Chang, Kwang-hyo Song zio Hongmiwha Hong sungwan	CJ home shopping	Caruso zio songzio, sa fille, Mi, sweet be	Korea (2002~) Korea (2005~) Korea (2005~)
	Lee Won-jae Casual brand	Hyundai home shop.	by designer by casual brand	Korea (2000)
	Lee, Sang-gil F-sians	Woori home shopping	I.N F-sians	Korea (2001)
				
	Song zio + Cjmall Chang Kwanghyo+GS eshop Hong miwha+GS eshop Lee jeongwoo+GS eshop			

Collaborations of home shopping mall and fashion designer : New inner wear brands were created by collaborating home shopping mall with fashion designer. The products of these new brands are on exclusive sales in cooperative malls. New mass brands by fashion designers are also included in this area.

Their results of collaborative efforts were very similar to the creating of a new mass brand(private brand) that fashion designer plans and home shopping mall sells. By combining distribution of mass market and brand value of fashion designer, home shopping mall will provide distinctive products with high

quality to their consumers and fashion designer will have opportunity to make their brand products popular. Ultimately, these collaborations will make their co-brand more accessible to broader range of consumers and create synergy effects.

2. Analysis on the types of fashion collaboration

Collaboration cases surveyed in this study were classified according to three types: co-product development, co-branding, and co-marketing.

1) Co-product development : among the cases of collaboration surveyed, collaboration for co-product development made up 72.7 percent (n= 56). This refers to the development of a new product with an unique attraction by hybriding and promotion effect through issue marketing by joining enterprise with designer. These new products are used in sale promotion and publicity by selling only in limited edition for a short period. However, if this collaboration is successful, the company will continue to search for other partners.

2) Co-branding : collaboration for co-branding made up 27.3 percent (n=21). "Co-branding" means more than a mere joint promotion. Most of new mass brands created by collaborations of shopping malls and fashion designers are included in this area. This types mean to create a new brand so that fashion brand can expand to new business area and make up for the weak points by sharing their strong points to each other. These co-brandings are less than co-product development but continue to maintain their partnership.

3) Co-marketing : collaboration for co-marketing

made up 37.7 percent (n= 29) Co-marketing is about maximizing the synergy effect to increase sales and decrease the marketing cost by making common issue. Co-marketing can be achieved when their targets are same. Therefore, their goal is to increase recognition of each brand by sharing the target. "Co-marketing" is the key concept to strengthen communications and cut costs.

Hence, co-product development is the most popular form of collaboration in the fashion industry. As there are more short term cooperations than long term cooperations within the same industry, companies prefer practicing co-product to pursuing continuous co-branding and co-marketing. This result shows that fashion plays a role of re-creating distinctive products through stimulating the sensitivity of consumers.

V. Conclusion

This study analyzed the various types and areas of recent collaborations in fashion industry and to find the utility value of collaboration. Results are summarized as follows.

Among the 77 cases of fashion collaboration surveyed in this study, collaboration with other fields made up 59.7 percent(n=46), collaboration between the same fashion categories made up 40.3 percent(n=31). Thus, there are more cases of collaboration between the fashion industry and other industries than that of within the fashion industry. This tells us that fashion plays a very important role in other industries and partnerships among fashion companies are expanding its domains.

Among the areas of other fields (59.7%, n=46), collaboration with IT or Motor enterprises

were included and made up 36.4 percent (n=28). Collaborations with Culture and art world that fashion brands collaborate with world-renowned industrial designer or artist and star entertainers were also included and made up 23.3 percent (n=18). The reason for more cases of collaboration between the fashion industry and IT is that the two different industries share the same target consumers in the name of digital mania and fashion leader. Therefore, these cases are effective in promotions and the unique appeal of hybrid and issue making have an enormous synergy effect.

Among the areas of the same categories (40.3%, n=31), collaboration of fashion designer and sports or casual brand made up 22.1 percent (n=17). Collaborations of home shopping mall and fashion designer made up 18.2 percent (n=14). For collaborations within the fashion industry, sports and casual clothing manufacturers and distributors which have mass market and sensitive and reputable designers can have synergy and win-win effects through making up for each others' weak points and offering design abilities and financial aids to each other.

Collaboration cases surveyed in this study were classified according to three types: co-product development, co-branding, and co-marketing. Collaboration for co-product development made up 72.7 percent (n= 56). Collaboration for co-branding made up 27.3 percent (n=21). Collaboration for co-marketing made up 37.3 percent (n= 29). Hence, co-product development is the most popular form of collaboration in the fashion industry. As there are more short term cooperations than long term cooperations within the same industry, companies prefer practicing co-product

to pursuing continuous co-branding and co-marketing. This result shows that fashion plays a role of re-creating distinctive products through stimulating the sensitivity of consumers.

The apparel industry is one of the most competitive industries and fashion brands are willing to collaborate with other artists or enterprises as well as fashion designers. One of the rapidly changing distinctive strategy for survival in fashion market is collaboration of fashion brand and designer for expansion of a new business area. Fashion brand wants its brand value enhanced by collaborating design power with sensibility of fashion designer. Designer tries to increase sales and boost synergy effect to advance brand value by collaborating the distribution with marketing power of mass market.

To devise a collaboration strategy that will achieve business goals, consider a wide range of collaboration cases. The significantly first thing a company needs to do is to determine what type of collaboration will fit the best for the company. The main purpose is to create something new – a product, a service, or an enterprise – so, it is important to determine which category the company's collaboration strategy belongs in.

These collaboration marketing strategies are very efficient to upgrade brand image and cut the marketing cost by creating new target, product, brand, and promotion through successful partnerships. Therefore, much more various types and areas of fashion collaborations should be developed to create something new for future consumers.

Finally, we find some limitations to the study. The results of this study cannot be generalized to all collaboration strategies because the samples for this study were limited to

officially known cases of fashion collaboration in the domestic and global market. The study was concentrated only on external information of collaboration and not on internal information of partnership. Therefore, for future studies, detailed internal information of collaboration and various types of collaboration could be useful.

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