

Abstract

CASE A

This case is about the problems encountered in fashion and luxury goods companies when they have to manage designers.

Case A describes the interpersonal conflict between the creative director and a new designer with a more commercial approach.

It describes the problematic managing the ego of the designers, in this type of companies the creative directors are the key of the entire organization due to their imagination and creativity is decisive for the success of the product.

Managing creative people is very difficult as they have certain distinctive characteristics.

CASE B

The final conclusion of the debating in case A.

TEACHING NOTE

After a sort summary of the both cases, the teaching note presents the following topics of discussion: the management of the ego of the designers, the organizational problematic in the fashion and luxury goods companies and valuation of intangible versus economics results.

The underlying problem of the case is that the product manager has not been able to understand how to manage the Creative Director, Luciano Coveri. The problem is how Coveri should have been managed by the product manager and to find out the best way of coaching him.

There appears the design of the blackboards and the session timing.