

文化ファッション大学院大学 ファッションマネジメント専攻

2026 年度入学試験 「英語」 解答例および出題意図

【I 期 解答例】

A1	A2	A3	A4	A5
3	2	2	3	2
A6	A7	A8	A9	A10
2	2	2	2	3

A11
<p>Adanola has established a strong foundation with its minimalist aesthetic and competitive pricing. To triple its revenue over the next five years, the brand should prioritize two core strategies: aggressive digital expansion through influencer marketing and a carefully curated physical retail presence.</p> <p>Adanola's existing partnerships with high-profile figures like Kendall Jenner and Kaia Gerber demonstrate the power of aspirational marketing at an accessible price point. To scale this effectively, Adanola should develop a tiered influencer strategy that combines macro-influencers for broad brand awareness with micro-influencers who cultivate engaged, niche communities around fitness, wellness, and everyday lifestyle. These smaller creators tend to drive stronger conversion rates and feel more authentic to consumers. Adanola should also invest in user-generated content campaigns that encourage customers to share their own styling, reinforcing the brand's airport outfit and everyday versatility messaging. This approach requires relatively low capital compared to traditional advertising, aligning well with the brand's DTC model and protecting its margins.</p> <p>While e-commerce currently constitutes 90 percent of sales, opening flagship retail stores in key US markets such as New York and Los Angeles would serve as powerful brand-building tools. Physical stores allow customers to experience product quality firsthand, which is critical for converting consumers who may hesitate to pay even a mid-range price without touching the fabric. These stores should be designed not merely as points of sale but as experiential spaces — hosting fitness classes or wellness events — reinforcing Adanola's identity as a lifestyle brand. Selective wholesale partnerships with premium retailers like Equinox should continue in parallel. (254 words)</p>

A12

Adanola's rise to a \$530 million valuation reflects a carefully constructed strategy built on differentiation, market understanding, competitive positioning, and influencer marketing.

Differentiation and Pricing - Adanola stands apart from competitors like Lululemon and Alo Yoga through its minimalist aesthetic and tightly curated assortment of just three categories: active, sweats, and swim. Its best-selling leggings at \$65 are nearly half the price of Lululemon's comparable product, yet are perceived as premium. This "price accessible" positioning is its most powerful differentiator in today's value-conscious market. The brand's website is also designed for intuitive navigation, reinforcing its identity of simplicity and strengthening overall brand equity.

Target Market Needs - Post-pandemic consumers increasingly seek versatile pieces suitable for both exercise and everyday life. With inflation pressuring budgets, American shoppers are trading down in apparel. Adanola's mid-market positioning directly addresses this reality, offering premium aesthetics without the premium price tag. Women's activewear grew 5 percent in the most recent 12-month period tracked by Circana, confirming that Adanola's core demographic remains an expanding opportunity.

Competitive Strategy - By focusing sales through its direct-to-consumer website, which accounts for 90 percent of revenue, Adanola commands higher margins without relying on discounting. Its selective wholesale partnerships with Harrods, Selfridges, and Equinox reinforce brand prestige, while collaborations with lifestyle brands like Erewhon embed Adanola within the wellness culture its target customer aspires to.

The Role of Influencers - Campaigns featuring Kendall Jenner build aspirational appeal, while TikTok micro-influencers drive authentic, high-conversion engagement among younger consumers. This dual approach sustains cultural relevance cost-effectively across multiple demographics. Having sold over 1.5 million legging units, the influencer strategy has clearly delivered measurable commercial results.

Future Growth - To triple revenue over five years, Adanola should open flagship stores in key US cities and invest in product innovation beyond leggings to sustain consumer excitement. Expanding its influencer network to include fitness and wellness professionals will further deepen its lifestyle brand credibility.

In conclusion, Adanola's success stems from deliberate choices around pricing, curation, and marketing. With disciplined execution, it is well positioned to become a dominant force in global activewear. (341 words)

【Ⅱ期 解答例】

A1	A2	A3	A4	A5
2	2	4	1	2

A6	A7	A8	A9	A10
4	1	1	2	2

A11
The restructuring of Ssense poses both risks and opportunities for emerging designers. On one hand, if Ssense is unable to stabilize, it could lead to a loss of a vital sales channel for these designers, diminishing their access to visibility and growth. Many young brands rely on platforms like Ssense to reach a global audience and test their collections. On the other hand, if a new buyer emerges with a commitment to supporting indie talent, it could potentially lead to a revitalization of the platform, allowing it to continue fostering innovative designs. For example, brands like Marine Serre and Ottolinger benefited from Ssense's support in their early stages, illustrating the importance of such partnerships in the fashion industry. (118 words)

A12
The fashion business today is fraught with risks, particularly for emerging brands that often rely heavily on a few key wholesale partners. This dependence can lead to significant vulnerabilities if one partner faces difficulties, as seen with the recent troubles at Ssense. However, there are also opportunities for brands to diversify their revenue streams. For instance, brands could explore direct-to-consumer (DTC) models, collaborations with established retailers, and innovative marketing strategies through platforms like TikTok. By building strong relationships with customers and leveraging social media for engagement, brands can create a loyal customer base that supports their growth. Additionally, seeking out alternative retail channels, such as smaller boutiques or unexpected partnerships, can provide new avenues for sales. Implementing these strategies could help emerging brands navigate the current landscape and thrive despite the challenges. (132 words)

【全期共通 出題意図】

本問では、ビジネス英語の読解力を基礎とし、ファッションビジネスにおける諸課題に対して自らの知見を論理的に構築できる資質を問う。具体的には、英文から市場の動向や経営戦略を正確に把握する能力に加え、それらを基に自らの意見を体系化する「論理的思考力」、および実務的な視点から解決策を見出す「実践的な課題対応力」を総合的に評価する。