

E.MARINELLA

A SILK THREAD CONNECTING NAPLES AND LONDON

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ABSTRACT

E.MARINELLA, ALSO REFERRED TO AS MARINELLA, IS AN ITALIAN FAMILY-OWNED COMPANY OPERATING IN THE FASHION AND LUXURY INDUSTRY. FOUNDED IN 1914 IN NAPLES BY EUGENIO MARINELLA AND SUCCESSIVELY INHERITED BY LUIGI IN 2022, THE BRAND WAS MANAGED BY MAURIZIO AND ALESSANDRO, RESPECTIVELY, THIRD AND FOURTH GENERATION FAMILY MEMBERS.

The main goal of the founder was to create a “small corner of England in Naples”, building an imaginary bridge between the English capital, renowned for tailor-made luxury fashion, and the southern Italian city. By selling English-style clothes and accessories and producing shirts and ties with silk from England, Eugenio blended the English men’s elegant style perfectly and uniquely with Neapolitan artisan traditions. The brand became primarily known for its elegant ties, worn by the most famous Heads of States, politicians, and celebrities worldwide.

In 2022 Marinella was a solid company with flagship stores and corner stores in 27 countries across Europe, Asia, and America. Nevertheless, the business was facing several strategic challenges, including the digital and sustainability transitions, the evolution of the retail strategy, and a delicate leadership change.

This case is for educational purposes and is not intended to illustrate either effective or ineffective management of an organisational situation. The situations and circumstances described may have been dramatized or modified for instructional purposes and may not accurately reflect actual events.

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Biography

Paolo teaches Strategy, Consulting and Sustainability at UCL School of Management, where he is also a member of the School's senior management team.

Before UCL, Paolo spent six years at Imperial College London, where he is still a Visiting Professor. Paolo's research on corporate sustainability is internationally recognised, and his books internally appreciated. Outside of the academy, Paolo has significant consultancy experience in the fields of strategy, education, and sustainability. Today, he advises influential organisations in the UK, Italy, the US, Canada, and India.

His projects, quotes, and opinions have been featured over 250 times in media outlets like The Financial Times, Forbes, Sole 24 Ore, Sky News, Mediaset, and CNN.

In 2018, Paolo was chosen by the influential website Poets & Quants as one of the world's top 40 business school professors under the age of 40. In 2021, Paolo was indicated by Italian's leading business daily Sole 24 Ore as the most influential Italian under the age of 40.

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Biography

Chiara is a Ph.D. candidate at Copenhagen Business School and a visiting Ph.D. student at UCL School of Management. Her research focuses on corporate sustainability and social impact measurement.

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