
FASHION 5.0
SPECIALIZED EXECUTIVE MBA
in design, production & responsible innovation
ONLINE | HYBRID IN PARIS, MILAN, ROME, & FLORENCE
ÉCOLE DES PONTS BUSINESS SCHOOL
RETECH CENTER
ACCADEMIA COSTUME & MODA
EST. 1964

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BRIDGING PARIS AND ROME

A bridge between design excellence, craftsmanship, and creative production on one side, and technological transformation, responsible competitiveness, and business foresight on the other.

This collaboration brings together two complementary worlds: the lineage of Italian craftsmanship and creative mastery developed at Accademia Costume & Moda, and the frontier of responsible technology management, strategic innovation, and Industry 5.0 leadership championed by ReTech Center of École des Ponts Business School, Paris, France.

Bridging Paris and Rome, this program empowers a new generation of leaders who thrive at the intersection of atelier and technology, between creative production and responsible transformation, and between the heritage of making and the emerging futures of value creation.

ÉCOLE DES PONTS BUSINESS SCHOOL

Founded in 1987, École des Ponts Business School launched the first MBA program delivered in English in Paris, France. Established by Celia Russo, the school was born from her vision to cultivate value-driven global leaders, not just within France, but across the international business landscape — at a time when globalization was still just a little more than a buzzword.

A newcomer to France herself and working in a male-dominated field, Celia Russo was determined to challenge the status quo. Her groundbreaking approach to human-centric business leadership laid the foundation on which the school continues to build, year after year.

École des Ponts Business School is part of a prestigious 270-year legacy of academic excellence, applied research, and impactful innovation. Our parent institution, École Nationale des Ponts et Chaussées (a renowned Grande École), part of the Institut Polytechnique de Paris, is the world's first civil engineering school, founded in 1747. It has produced great minds like Louis Vicat, inventor of 'Grey Gold' (cement), and Jean Tirole, a Nobel Prize winner in economics.



PROF. ALON ROZEN

Dean and CEO
École des Ponts Business School

Alon Rozen



RETECH CENTER

Every step in the evolution of our societies and economies is shaped by the forces we learn to identify, master, and govern, or fail to. Ours is shaped by the exponential gravitational forces of two transitions, at the confluence of digital transformation and responsible transition, remaking how value is created, how leadership is exercised, and how societies decide what is worth building and scaling. ReTech Center exists because the exponential emergence is happening across dimensions and horizons, and because the leaders of the coming decades will be defined by how well they read it, translate it, and enact it.

ReTech Center was designed to rethink and reimagine what technology makes possible, and to reshape and regenerate the economies, markets, and societies it serves. It was founded and is led by the school's Vice Dean, Prof. Saman Sarbazvatan, a doctoral alumnus of the school. Through his dedication to its conception and design he has led its development and the growth of its community since 2021. It came to life with the strong support of the Dean, the team, faculty, and the alumni network of the school, and is nurtured by a global network of professors, researchers, policy makers, expert practitioners, innovators, investors, and senior executives leading the public and private frontiers.

ReTech Center has presented its initiatives and contributed to leading platforms globally, from Harvard Business School, UNESCO Paris, and the World Expo in Japan, to the United Nations at Palais des Nations, and the World Government Summit in the UAE, with a unique voice and approach, curated with a strong network of fellows, communities, and partners.

Shaping the cognitive and intellectual infrastructures of desirable futures of economies, markets, and societies, ReTech Center marks a new chapter for École des Ponts Business School: a dedicated platform for advancing Research, Innovation, Skills, and Engagement (the ReTech RISE Labs) at the encounter of technology and innovation with responsibility and regeneration, where the desirable futures of markets and societies emerge.

These desirable futures emerge where technology is leveraged to enhance human, social, and institutional agency, creativity, and values, responsibly.

The Specialized Executive MBA in Fashion 5.0

Fashion 5.0 begins with the opportunity to rethink and reimagine the fashion industry responsibly, around value creation that enhances human values and social values, and innovation that regenerates rather than extracts.

The responsible transition and the digital transformation are converging with fashion's culture, craft, and human creativity all at once. For the frontrunners ready to shape the emerging futures of responsible fashion, this is the most generative moment the industry has offered in a generation.

It is a practice of innovation from the first month to the last. Participants learn by building, between Paris and Rome, in the company of the designers, executives, makers, and investors already shaping the industry's next chapter. They develop the design capabilities to imagine what is worth wanting, the production expertise to make it responsibly, and the responsible innovation to make it endure.

They leave as the frontrunners they set out to become, reshaping the emerging desirable futures of their brands, their maisons, and their industry.

Design, Production, Responsible Innovation

Join the frontrunners making desirability responsible, and responsibility desirable



PROF. DR. SAMAN SARBAZVATAN

Vice-Dean & COO
École des Ponts Business School

Saman Sarbazvatan

PROGRAM DIRECTOR

Fashion is entering a new era in which technology no longer replaces human creativity, but amplifies it.
An era in which artificial intelligence reshapes systems of production, forecasting, logistics, materials, and decision-making, while human beings remain at the center of meaning, emotion, identity, and culture.

Fashion has never been merely about products. It has always been about aspiration, symbolism, belonging, and imagination.
The challenge of our time is not technological adoption alone, but the capacity to preserve what makes fashion human while embracing unprecedented innovation.



PROF. SIMONE CIPRIANI

Former Manager and Founder Ethical Fashion Initiative ITC
Professor and Senior Fellow at ReTech Center of
École des Ponts Business School

Simone Cipriani

ABOUT THE PROGRAM

The Specialized Executive MBA in Fashion 5.0 - Design, Production & Responsible Innovation is where the legacy of Italian excellence in craftsmanship, design, and production is narrated, contextualized, and strategically elevated through the lens of responsible innovation, digital transformation, and the business administration of fashion ecosystems.

The program is jointly delivered by Accademia Costume & Moda (ACM) and ReTech Center (RTC) of École des Ponts Business School.
The degree of "Specialized Executive Master of Business Administration" is awarded by École nationale des ponts et chaussées (ENPC) and École des Ponts Business School, which provide the MBA core courses and modules, the academic framing, and AMBA accreditation. The specialization courses and modules are delivered jointly by ACM and RTC and lead to the joint "Specialized Executive Certificate in Fashion 5.0" as part of this Executive MBA. Upon graduation, this is reinforced by the Executive Certificate in "Leading Responsible Fashion Ecosystems," awarded by ACM.

Participants immerse themselves in the full continuum from creativity to making, and from building to scaling. They learn at the cutting edge of business, technology, strategy, and responsible innovation, and prepare to lead the desirable futures of the fashion industry. More than 50 professors, experts, innovators, and senior industry leaders from around the globe come together to deliver the courses, projects, and innovation workshops in live online sessions, to maximize the reach, exposure, and engagement of participants worldwide and provide valuable opportunities to meet and learn from industry leaders.

Made in France and Italy, and integrating a global community of professors, experts, and industry leaders, this Specialized Executive MBA is designed to help participants position themselves strategically in the evolving landscape of luxury, creativity, and fashion, and to lead the emerging desirable futures of the industry.

ACCADEMIA COSTUME & MODA

Accademia Costume & Moda (ACM), founded in Rome in 1964 by Rosana Pistolese, boasts a long tradition in training professionals in the fields of Fashion, Costume, Communication, and Management, establishing itself over the years as a center of excellence for its academic offerings.

A family legacy spanning three generations has led ACM to gain global recognition, ranking among the top three fashion schools in the world for undergraduate and Master's programs in Fashion Design, according to the Business of Fashion in 2019. ACM emphasizes experimentation, culture, design, and craftsmanship—elements that prepare its students to excel in both the Fashion System and the entertainment industries.

With over 160 Industry Partners, ACM has achieved a 93% job placement rate, with graduates rapidly entering leading roles across fashion, luxury, and creative industries. Students from its Rome and Milan campuses (approximately 500 in total) stand out in prominent national and international competitions such as Milano Moda Graduate (winners in 2021, 2022, and a special mention in 2024) and the LVMH Graduate Prize (second place globally). Furthermore, in 2022, students of the Bachelor of Arts in Costume & Fashion program won the Best Costume Designer award at the Premio le Maschere del Teatro Italiano, regarded as the Italian theatre Oscars.

ACM offers a wide range of Academic Programs: Foundation courses (introductory courses for undergraduate studies), Bachelor of Arts (First-Level Academic Diplomas), Academic Master's, Master of Arts, Specialization Courses, and Summer Courses. Recently, it introduced the first Italian Bachelor of Arts program recognized by the Ministry of University and Research in Patternmaking, Tailoring, and Prototyping for Fashion and Costume.

With a strong tradition and an innovative outlook on the future, Accademia Costume & Moda continues to represent a benchmark for education and innovation in the world of fashion and costume.

ACCADEMIA COSTUME & MODA
EST. 1964

ACCADEMIA COSTUME & MODA

Accademia Costume & Moda (ACM) brings to this program not only its deep connection to the Italian fashion and luxury ecosystem, but also its unique position at the intersection of education, creativity and industry.
Through decades of relationships with leading companies, creative professionals, manufacturers and cultural institutions, ACM provides participants with privileged access to the people, knowledge and networks that shape the future of fashion and luxury.

Participants are exposed to design culture, product development processes, manufacturing excellence and artisanal savoir-faire, while embracing a vision of creativity that extends beyond aesthetics to become a strategic driver of value creation, competitiveness and innovation.



LUPO LANZARA

Chairman Accademia
Costume e Moda

Lupo Lanzara



FURIO FRANCINI

Chief Executive Officer
Accademia Costume e Moda

Furio Francini

PROGRAM FORMAT

The FASHION 5.0 Specialized Executive MBA in Design, Production & Responsible Innovation is offered in three formats, providing participants with greater flexibility and a more personalized learning experience. The first format is Fully Online, enabling participants to pursue the program without travel obligations and associated costs, and time away from family and work. The second format is Hybrid, combining the flexibility of online learning for courses and projects with immersive, week-long study trips across France and Italy. It is designed to maximize executive dialogue, networking opportunities, experiential learning, and engagement with industry ecosystems. Finally, the Hybrid+ format extends the Hybrid experience by integrating privileged access to École des Ponts Business School's flagship sessions in Paris. It offers participants a deeper, more connected learning journey.

ONLINE

12 CORE COURSES

12 SPECIALIZATION COURSES

12 SPECIALIZED ADVISORY SESSIONS

4 ELECTIVES FROM ACROSS SPECIALIZATION TRACKS

3 EXECUTIVE COACHING SESSIONS

3 INTEGRATION AND INNOVATION PROJECTS

3 PROJECT MENTORSHIP SESSIONS

3 INVESTOR PITCHES AND WORKSHOPS

HYBRID

Includes the Online format, plus:

4 STUDY TRIPS

4 DESTINATIONS ACROSS FRANCE AND ITALY

4 PROJECT SYMPOSIA

4 CONFERENCES AND ALUMNI GATHERINGS

HYBRID+

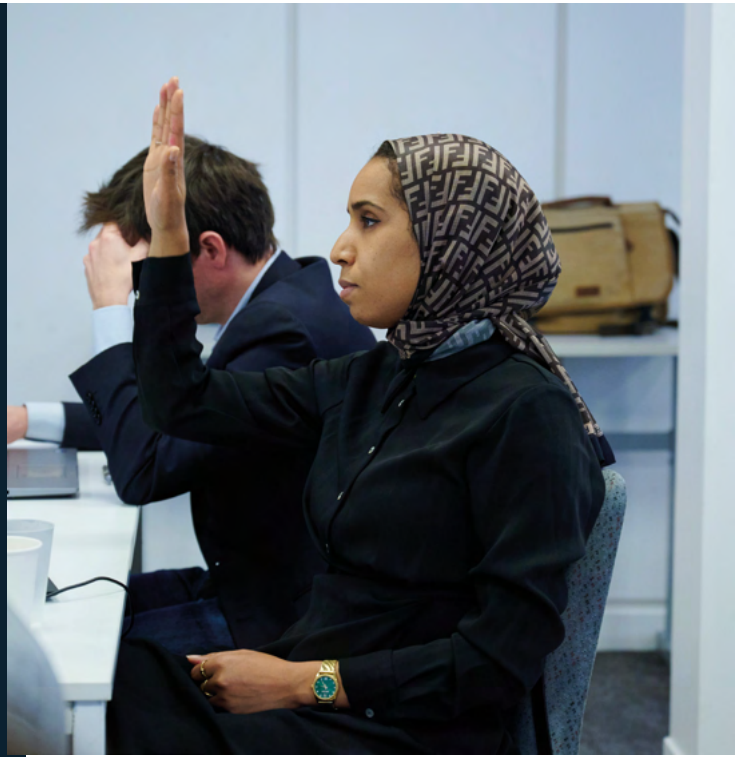
Includes the Hybrid format, plus:

3 IMMERSIVE WEEKS (5 DAYS EACH)

9 DAYS OF COURSES AND CASE STUDIES

6 DAYS OF INNOVATION WORKSHOPS

3 INNOVATION CHALLENGES



ONLINE FORMAT

Join live, interactive sessions fully online, or watch replays anytime. No travel or accommodation needed—learn flexibly, stress-free, and at your own pace.

HYBRID FORMAT

Combine online flexibility with immersive study trips in France and Italy. Deepen your learning with in-person workshops, networking, and cultural experiences.

HYBRID +

Elevate the hybrid experience with exclusive access to three immersive Executive MBA weeks at École des Ponts Business School's Paris Campus for a deeper, more connected learning journey.

PROGRAM STRUCTURE

The program is divided into 4 Streams.
Each Stream has 3 months of Core and Specialization Courses and
2 months of Integration and Innovation Workshops, Symposia and Pitches.
In each month, there are 4 Core Course Sessions of 3 hours and
4 Specialization Course Sessions of 2 hours.

22
MONTHS

Divided into four streams

(with August and December off for Summer and Winter holidays)

THE PROGRAM ALLOCATES:

3
MONTHS
of course sessions in each of the four streams

6
MONTHS
dedicated to Innovation Projects and Workshops through the whole program

MONTHLY STRUCTURE:

4
CORE SESSIONS
once a week, 3 hours each

4
SPECIALIZATION SESSIONS
Specialization Sessions once a week, 2 hours each



TWENTY-TWO MONTHS, FOUR STREAMS

Four streams, one continuous arc

Stream 1 - Explore

3 course months · 2 month of Integration and Innovation Workshops, Symposia and Pitches

Reads the frontiers and turns them into solutions

Stream 2 - Build

3 course months · 2 month of Integration and Innovation Workshops, Symposia and Pitches

Reads the markets and makes the solution run

Stream 3 - Lead

3 course months · 2 month of Integration and Innovation Workshops, Symposia and Pitches

Reshapes the pillars: leadership, risk, capital

Stream 4 - Scale

3 course months · 1 month for final submission and graduation

Carries it into the world and its flows of funds

Join the frontrunners making desirability responsible, and responsibility desirable.

COURSE OVERVIEW

Twenty-two months, four streams

Four streams, one continuous arc. In each stream, every core course faces a specialization course, month by month, before the cohort turns to integration and innovation projects: ideas become solutions, solutions find markets, and markets reward what endures. (No courses in August and December: this time is for autonomous work, reflection, and catch-up.)

Explore

MARCH TO AUGUST 2027
Problems worth solving

Core courses

- Technology Frontiers and Responsible Innovation Matrix
- Product and Solution Innovation and Experience Design
- Responsible Business Model Innovation

Specialization courses 1 to 3

- Fashion's Unfolding Frontiers: Evolution, Craft, and Responsible Reinvention
- Designing Desirable Fashion: Craftsmanship and Timeless Creativity
- Fashion Business Model Innovation: Circular, Digital, and Service-Led Growth

Project months | June and July

Advisory sessions and innovation workshops, mentorship and a symposium, an investor pitch, then feedback and project submission.

Build

SEPTEMBER 2027 TO FEBRUARY 2028
Ideas worth building

Core courses

- Business Intelligence and Strategic Analysis
- Operations, Supply, and Value Chain Management
- Marketing, Communication, and Storytelling

Specialization courses 4 to 6

- Trend Intelligence and Market Foresight for Fashion Transformation
- Fashion Production and Sourcing: Responsible Craft at Industrial Scale
- Fashion Narratives: Meaning, Product Story, and Cultural Value

Project months | January and February

December for autonomous work, then an innovation project workshop, a symposium, and project presentations

Lead

MARCH TO AUGUST 2028
Missions worth leading

Core courses

- Enhanced Leadership and Governance
- Risk, Resilience, and Competitiveness
- Intellectual and Innovation Capital: IP, Technology Transfer, and Innovation Finance

Specialization courses 7 to 9

- Leading Creative, Product, and Production Transformation in Fashion
- Fashion Ecosystems Under Pressure: Risk, Resilience, and Competitiveness
- Creative Capital: Talent, IP, and Financing Fashion Innovation

Project months | June and July

Advisory sessions and innovation workshops, mentorship and a symposium, an investor pitch, then feedback and project submission.

Scale

SEPTEMBER TO DECEMBER 2028
Solutions worth scaling

Core courses

- Tech-Enhanced Responsible Value Flows
- Adoption at Scale: From Traction to Growth
- Dynamic Business Modeling

Specialization courses 10 to 12

- Traceable Fashion: Governance, Compliance, and Policy Intelligence
- Fashion Brands in the Market: Positioning and Identity Through Responsible Desire
- Performance, Productivity, and Impact in Fashion Design and Production Systems

December

Final submission and graduation

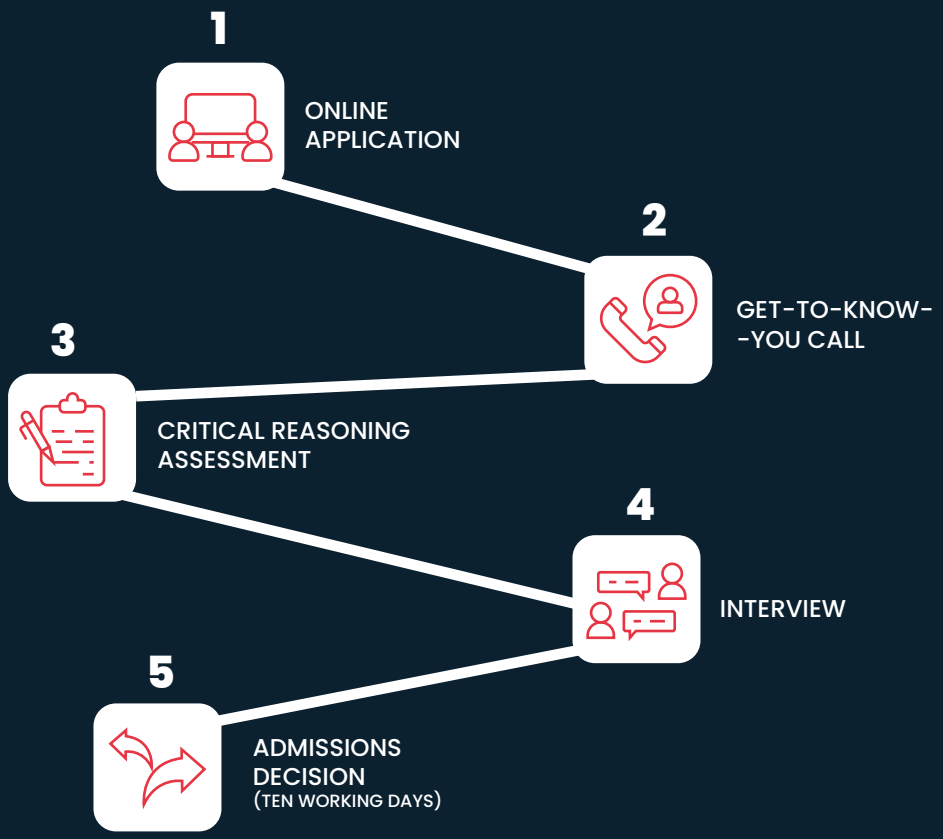
ADMISSIONS AND REQUIREMENTS

ARE YOU ELIGIBLE TO JOIN THE PROGRAM?

- ☐ You hold a Bachelor's, Master's, doctoral or equivalent degree in any discipline and a minimum of 5 years of work experience.
- ☐ You are proficient in English. All courses are taught in English and all coursework must be submitted in English.
- ☐ You want to strengthen your skills and stay ahead of the curve of technology, innovation, management, and leadership.
- ☐ You are committed to continuous learning and eager to apply your knowledge in meaningful, innovative, and impactful ways.
- ☐ You aspire to grow vertically, horizontally, or diagonally in your own domains or across disciplines.

Please note: We are an equal opportunity institution and welcome candidates from all industries, backgrounds, ages, genders and nationalities.

START YOUR APPLICATION



APPLY NOW

TUITION FEES

	ONLINE	HYBRID	HYBRID+
TUITION	€70,000	€90,000	€110,000

TUITION INCLUDES

. Program tuition for the Specialized Executive Master of Business Administration

. Course materials

. Online preparatory course pack and any further online modules that are mandatory

. Access to networking and alumni events

. Course materials on the Learning Management System

TUITION DOES NOT INCLUDE

. Personal learning materials such as laptop, recommended or further reading

. Travel and accommodation costs

SCHOLARSHIPS

Career Booster: Open to all applicants, awarded based on professional merit, career potential and financial need.

Alumni: Graduates of École des Ponts Business School or Accademia Costume & Moda.

Entrepreneurship & Resilience: Founders, entrepreneurs, intrapreneurs and business builders who have demonstrated resilience and initiative.

Purpose-Driven: Professionals advancing sustainability, social impact, responsible innovation and mission-driven initiatives.

Corporate Partnership: Company-sponsored professionals benefiting from corporate agreements. Contact the Admissions Team for details.

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