

Strategic Plan 2025-2029



Istituto Marangoni London
November 2025

Intro

Istituto Marangoni was founded in 1935 by Giulio Marangoni, who established the Istituto Artistico dell' Abbigliamento Marangoni in Milan with the aim of training highly skilled professionals to support the rapidly-growing Italian fashion industry. Istituto Marangoni now has 11 schools and training centres in 8 countries across 3 continents and continues to grow its global presence. Many influential figures in world of fashion have honed their craft at IM schools, including Rahul Mishra, Domenico Dolce, Franco Moschino, Julie de Libran, Alessandro Sartori, Min Young Jung, Sandra Mansour, Sofie Insam, Cesara Quattrini and Robert Liptak.



Istituto Marangoni London opened in 2003 and over the past twenty years has established itself as a leading centre of fashion and design education, situated in the heart of vibrant Shoreditch. We now have over 1100 students and offer 11 undergraduate degrees, 10 postgraduate degrees and numerous short courses in the areas of fashion design, fashion business, fashion styling, interior design, product design and visual design. As a mature UK higher education institution that is part of a worldwide network of schools and training centres, we combine the advantages of being an agile small, specialist provider with the connections and reputation of our global education brand.

In setting out our strategy for the London School, we aim to articulate how the values of the wider Istituto Marangoni group are applied in our specific context. This five year strategic plan has been developed in partnership with staff, students and directors and is a reflection of our shared vision for the future. It outlines our unique mission, vision and values and the goals and objectives through which we will maximise our impact and grow our reputation as both a provider of high-quality education in the UK and as key component of the IM group.



Contents



01 // Mission

02 // Vision

03 // Values

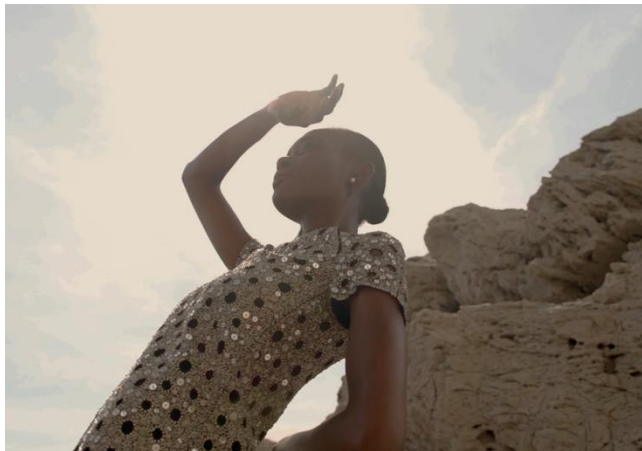
04 // Goals & Objectives

05 // Core Goal 1, 2, 3, 4, 5, 6

06 // Enablers

Mission

At Istituto Marangoni London we embody a commitment to excellence in education. We are devoted to igniting and nurturing talent and creativity within our globally diverse student community, empowering each individual to thrive in the ever-changing fashion and design industries.



Vision

We will shape the future of creative education through unparalleled industry connections and transformative educational experiences that inspire our graduates to drive the evolution of their disciplines. Our graduates will be bold change-makers, able to implement creative responses to rapidly shifting local and global scenarios through sustainable, critically aware and socially responsible approaches to innovation and entrepreneurship.



Values



Values

Diversity:

Our international community embraces multicultural perspectives, fostering an inclusive and supportive environment. As a people-focused organisation, we value and celebrate the unique backgrounds, experiences and contributions of our students and staff.

Creative Leadership:

Creative leadership: We foster an environment that values experimentation and interrogation, while embedding professional knowledge and a transformative mindset. Through our close connections with key actors in the fashion and design sectors, we nurture future leaders and creative entrepreneurs, instilled with the confidence to challenge the status quo and emerge as influential change-makers.

Responsible Luxury:

We believe that luxury is an evolving value, synonymous with exceptional quality and craftsmanship, as well as cutting-edge and sustainable practice. We empower our students to conceptualise and reconceptualise luxury through the creation of products and experiences that embody their original, authentic voice while demonstrating social, cultural, and environmental awareness.

Innovation :

We drive the development of our disciplines through the integration of state-of-the-art technology with traditional methods of design and creation. By embedding new software within our programmes and harnessing the potential of virtual environments such as our Metaverse, we equip our students with the advanced digital skills to transform the creative

Collaboration:

By working in partnership with others, across disciplines, cultures and in different global contexts, we continuously create new opportunities to explore emerging ideas and push creative boundaries. Our collaborations with industry enable us to shape the future as it happens, preparing our students to enter the dynamic worlds of fashion and design.

Goals & Objectives

Summary Overview

Core goal 1: Develop a future-focused academic portfolio that enhances educational opportunities in fashion and design and supports the emerging needs of the creative industries

Core goal 2: Provide an environment that supports student and staff wellbeing

Core goal 3: Grow our reputation as an established, thought-leading UK higher education provider

Core goal 4: Nurture highly employable graduates equipped to shape the future of the creative industries

Core goal 5: Place environmental, social and cultural sustainability at the heart of our learning community

Core goal 6: Ensure that the School's operations and strategy are financially sustainable to enable it to provide the resources to support student development and achievement



Goals & Objectives

Core goal 1:

Develop a future-focused academic portfolio that enhances educational opportunities in fashion and design and supports the emerging needs of the creative industries

Key Measures

Validate and Launch MBA by 2025

Develop 2 MA one in hospitality, one in Digital art direction by 2025

Expand IMAC focus on design in 2026

2025-2026

Validate and launch our first MBA programme
Launch integrated foundation programmes
Expand the Istituto Marangoni Advisory Committee (IMAC) to include a greater focus on design.

2025-2027

Seek CMI accreditation for fashion business programmes
Develop an MA in hospitality for the luxury industry.
Develop a new MA Digital art direction
Incorporate new technologies and digital environments (e.g. Generative AI and the) into the delivery of all of our programmes.

2025-2029

Develop an expanded portfolio of postgraduate Business and Management, and Fashion and design programmes.

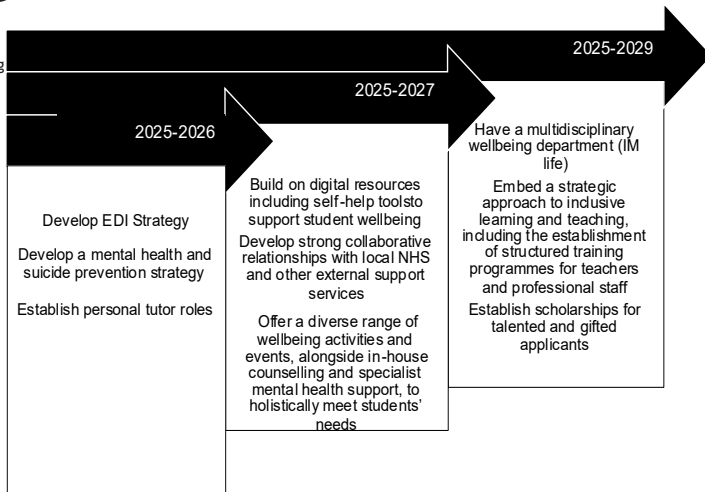
Goals & Objectives

Core goal 2:

Provide an environment that supports student and staff wellbeing

Key Measures

- Maintain positivity rating above 80% for NSS student wellbeing services question
- Meet published timescales for all student complaints and disciplinary cases



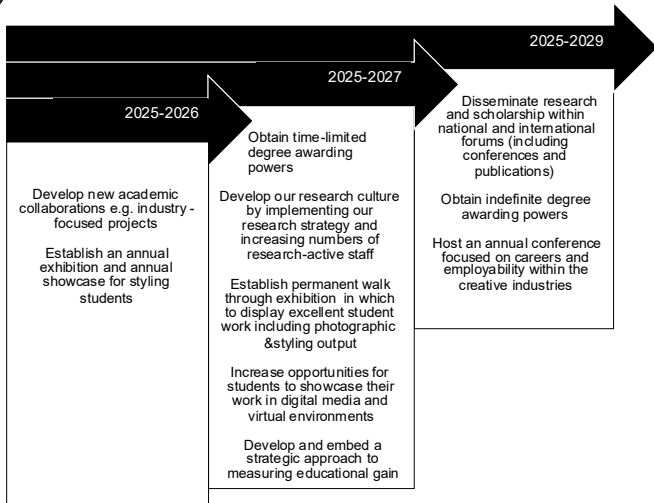
Goals & Objectives

Core goal 3:

Grow our reputation as an established, thought-leading UK higher education provider

Key Measures

- Make our first IM UK degree awards.
- Increase our overall TEF rating to at least silver in 2027
- Achieve over 80% positivity in NSS themes 'the teaching on my course' and 'assessment and feedback' across all programmes



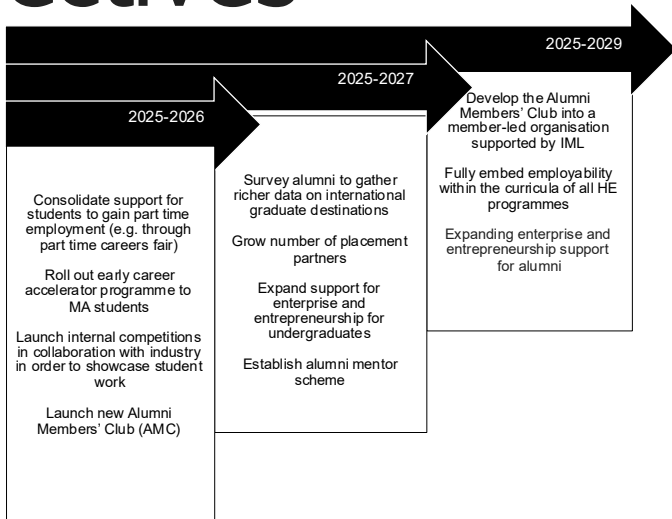
Goals & Objectives

Core goal 4:

Nurture highly employable graduates equipped to shape the future of the creative industries

Key Measures

- Year on year increase in number of undergraduate students opting for sandwich years
- Maintain over 70% progression from First Degree programmes to graduate employment or further study (source: OfS student outcomes measures)



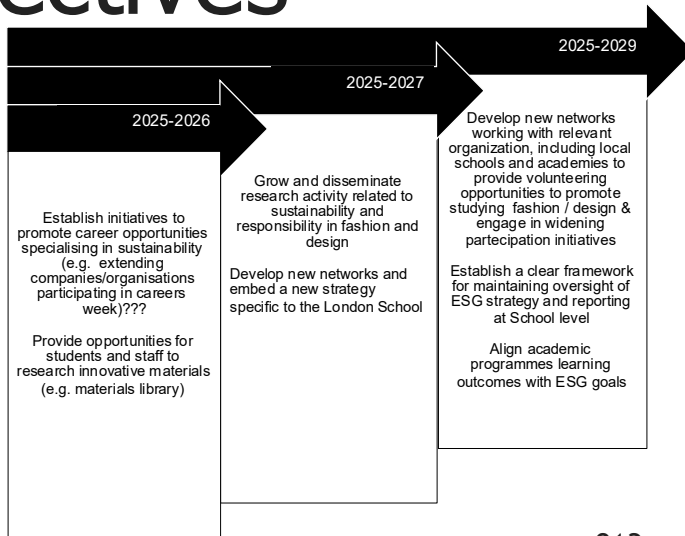
Goals & Objectives

Core goal 5:

Place environmental, social and cultural sustainability at the heart of our learning community

Key Measures

- Year on year growth in research outputs (including publications, conferences, collaborative research projects)
- Return all requested annual ESG KPI data to IM HQ
- Establish 2/3 partnerships per year with Independent schools
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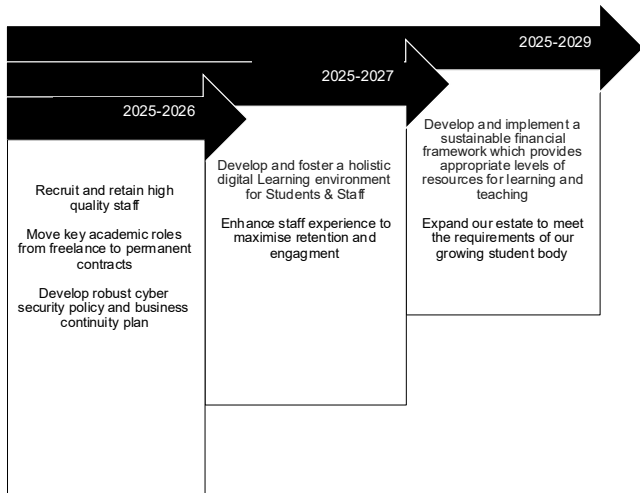
Goals & Objectives

Core goal 6:

Ensure that the School's operations and strategy are financially sustainable to enable it to provide the resources to support student development and achievement

Key Measures

- Target maximum staff turnover rate of 15%
- Increase the current number of academic staff employed (18 FTE) up to 50% by 2029
- Maintain a direct margin (academic budget including teaching, learning resources, support services, accreditation) above 19% of turnover



Enablers

Our People

We currently employ around 65 academic and professional services staff, in addition to an academic team of over a hundred lecturers who are also active in industry or teach in other institutions. This combination of a core professional team and wider pool of teacher-practitioners enables us to maintain a balance of stable management and strategic direction while optimising currency of knowledge and connection with the cutting edge of our disciplines and industry practice. We will continue to grow our established staff to support the needs of our growing student population. As part of an international education group, we also benefit from the support and expertise of the professional team based in IM's Milan headquarters. Our immensely talented students come to us from across the globe, choosing to study at IML for its combination of vibrant location, expert lecturers, close connection with the industry, and excellent facilities. The enthusiasm and commitment of our diverse student body drives our success as an organisation.

Our alumni are our strongest ambassadors, driving innovation and influence across the fashion and design industries. They embody our values, make a meaningful impact in their fields, and inspire current students by demonstrating the many ways to succeed in these dynamic sector



Enablers

Industry Links

We work in partnership with numerous industry professionals, from high profile luxury brands to independent designers and influencers. Our professional connections are second to none and our students benefit from career-defining advice, placement and employment opportunities.

Through our VIP mentor scheme, industry talks and industry projects we provide our students and graduates with the insights and connections necessary to succeed as creative leaders.



Enablers

Robust Governance

Our Board of Directors is comprised of experienced executive and non-executive directors with the right skills to maintain effective oversight of IML's approach to risk, financial sustainability and academic standards. The Board has established committees with further independent membership to oversee audit and risk and finance and resources. These committees ensure that the School's operations are subject to ongoing scrutiny and that it complies with all of its statutory and regulatory responsibilities.

The School has adopted the Independent HE Code of Governance and regularly commissions external reviews of governance to help it evaluate its effectiveness.

The Academic Board and its sub-committees maintain effective oversight of academic quality and standards across all of our programmes. Our academic governance structure includes representation from students and from staff in a range of roles, ensuring that control and oversight of higher education is conducted in partnership with these key stakeholder groups.



Enablers

Our Digital Infrastructure

IML's IT systems provide a strong foundation for delivering an excellent student and staff experience. Accurate record keeping and advanced data capability enable us to meet the rigorous compliance standards of the UK higher education sector, while also giving us clear insights into our performance and progress towards strategic goals.

Our student portal, virtual learning environment, and feedback tools already play an important role in supporting learning and engagement. We are committed to the ongoing development of these systems, ensuring they remain responsive to sector requirements and continue to enrich the student journey.



Enablers

UK and international reputation

We are committed to enhancing UK higher education through our membership of sector bodies such as CHEAD, GuildHE, Independent HE, Advance HE, QAA and London Higher. At the same time, we maintain strong links with leading organisations including the British Fashion Council, Walpole and Design Week, reflecting our deep connection to the creative economy. These relationships, together with our global IM network, enable us to collaborate with academics and professionals worldwide in shaping the future of our disciplines.



Enablers

Excellent Student Services

The wellbeing of our students is a central priority. We are developing a dedicated Mental Health and Suicide Prevention Strategy to ensure that every student feels supported, safe, and able to thrive during their time with us. The strategy will provide clear pathways to help, strengthen early support for those who may be at risk, and foster a culture where conversations about mental health are encouraged and free of stigma. By combining proactive wellbeing initiatives with responsive support, we aim to protect and empower our students throughout their learning journey.



