

## **B8655: "Marketing of Luxury Products" – Block Week Program January 2014**

### **I. BASIC COURSE INFORMATION**

Ketty Maisonrouge  
Course Dates: January 13<sup>th</sup>-17<sup>th</sup>, 2014  
Location: WJW 208

#### **Instructor Information:**

Ketty Pucci-Sisti Maisonrouge  
Adjunct Professor, Marketing Division  
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#### **Teaching Assistant:**

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### **II. COURSE DESCRIPTION**

The class "Marketing of Luxury Products" addresses the unique properties, opportunities, and challenges of the luxury industry by studying issues relevant to the field in the various aspects of the business, from production and management to distribution and promotion. The course structure includes presentations (by faculty and industry executives), discussions, and the team project.

In this intense block week program, Columbia Business School MBA students will work in teams of 5-6 to solve an actual project created exclusively for this class by **Loro Piana**. Each of the teams will work on a specific aspect of the project, and the teams will coordinate their research and recommendations to present together to the company's executives at the last session of the program.

### **III. CLASS POLICIES**

- i. 24 student limit
- ii. MBA and EMBA students
- iii. **Attendance at all classes is MANDATORY** (see below for attendance policy and grading policies)
  - a. Failure to attend class will impact your final grade. Please also note that unexcused tardiness will also impact your final grade.
  - b. Attendance will be conducted approximately 15 minutes after the set time of each class. Students who are not present at the time of roll call will be counted as absent.
  - c. Constructive participation in team activities and classroom discussions is expected from every student.
  - d. Participation in marketing reviews and the final presentation is 100% mandatory. If you are ill, you must contact faculty prior to class and arrange for delivering your work to your team.

- e. Only one permanent grade will be given at the end of each semester. This grade will take into consideration your individual pre-semester research, your individual participation in the classroom and meetings, your attendance and personal input in the team's project, as well as your team's performance throughout the entire semester (please see details below).

#### IV. PRE-SEMESTER ASSIGNMENTS, DELIVERABLES AND TEAM SELECTIONS

- i. Registered students must submit to Prof. Maisonrouge and the TAS by **Monday, December 9<sup>th</sup>, 2013 at 4PM** the following:
  - a. **Resume**
  - b. **Project Preferences for Team Selection:** each student must list the 4 teams in order of preference (please refer to the project and research descriptions by team below) making sure to make a note of:
    - Any relevant past experience
    - Specific skills relevant to the team assignments
  - c. **Signed NDA document** (available on Canvas)
- ii. **Team Assignments will be issued by Friday, December 13<sup>th</sup> at 9AM**
  - a. Please note that we cannot guarantee that all students will be assigned to their top two choices.
- iii. **Individual Pre-Semester Research due by Monday, January 13<sup>th</sup> at 9AM**
  - a. Extensive research is required to be completed prior to the first day of class. Your individual findings must be emailed to Prof. Maisonrouge, the TA and Natasha Birnbaum by 9AM on the first day of class, Monday, January 13<sup>th</sup>. Please refer to the research guidelines and the full research descriptions each team and student must prepare. This individual research will account for 20% of your grade (please refer to the below Grading Guidelines for more information on the grade breakdown). It will be each team's responsibility to organize itself to split up the research amongst each of its members in a fair manner so that each student has a similar workload. As a team, the entire team's research must be fully covered.
- iv. **Team Research Presentations on Monday, January 13<sup>th</sup>:**
  - a. Each team will be responsible for gathering all individual research and for presenting all their findings in a coherent PowerPoint presentation format (which will be presented on the first day of class, Monday, January 13<sup>th</sup> to the faculty and entire class). Guidelines as well as past student research will be posted on Canvas for clarification on the requirements of the research assignments.
  - b. This team presentation will count towards your in-class presentations to faculty portion of your grade accumulating to 20% of your final grade (please refer to the below Grading Guidelines for more information on the grade breakdown).
- v. **Resources and Readings**
  - a. All readings are required to be completed prior to the first day of classes. This is to ensure that all students are fully prepared and can focus on the demanding work that the project will require during the week of classes. Please see below for the list of mandatory and suggested readings.
  - b. **Mandatory Readings**
    - *The Luxury Alchemist*; Ketty Pucci-Sisti Maisonrouge
    - *The Luxury Strategy: Break the Rules of Strategy to Build Luxury Brands*; Jean-Noel Kapferer and Vincent Bastien
    - Coursebook: articles will be uploaded onto the course's Canvas page.
  - c. **Suggested Readings**

- *Luxury Online: Styles, Systems, Strategies*; Uche Okonkwo
- *Putting the Luxe Back in Luxury: How New Consumer Values are Redefining the Way we Market Luxury*; Pamela Danziger
- *Luxury Brand Management: A World of Privilege*; Michel Chevalier and Gerald Mazzalovo
- *Luxury World: The Past, Present and Future of Luxury Brands*; Mark Tungate
- *Deluxe: How Luxury Lost its Luster*; Dana Thomas
- *Let Them Eat Cake: Marketing Luxury to the Masses- as well as the Classes*; Pamela Danziger
- *Trading up: Why Consumers Want New Luxury Goods*; Michael Silverstein and Neil Fiske
- *The Cult of the Luxury Brand: Inside Asia's Love Affair with Luxury*; Radha Chadha and Paul Husband
- *Knockoff: the Deadly Trade in Counterfeit Goods*; Tim Phillips
- *Priceless: Turning Ordinary Products into Extraordinary Experiences*; Diana LaSalle and Terry Britton
- *Why People Buy Things They Don't Need: Understanding and Predicting Consumer Behavior*; Pamela Danziger
- *Luxury Fever: Why Money Fails to satisfy in an Era of Excess*; Robert Frank
- *Buzzmarketing: Get People to Talk About Your Stuff*; Mark Hughes
- *Billions: Selling to the New Chinese Consumer*; Tom Doctoroff

#### v. GRADING

<u>% OF FINAL GRADE</u>	<u>ASSESSMENT</u>	<u>GRADE DESIGNATION</u>	<u>ADDITIONAL INFORMATION AND GRADE DROP POLICIES</u>
20%	Pre-Research	C – Individual	To be completed by the first day of classes: <u>Monday, January 13<sup>th</sup></u> .
20%	Class Participation and Attendance	C – Individual	If a student misses two (2) sessions (classes or meetings), the student's grade will automatically be lowered by one (1) full grade (e.g., H to HP, HP to P, P to LP, LP to fail). If a student misses three (3) sessions, their grade will be lowered by two (2) full grades. Moreover, if a student misses four (4) or more sessions, they will fail the class.
20%	Peer Evaluations from Team Members	C – Individual	Each student will evaluate each member on their team based on a 100 point scale. The TAs will email you a form to complete at the end of the week.
20%	Presentations to Faculty during In-Class Debriefings and Reviews	A – Group	Students will present a few times during the week to faculty and to the company's executives.
20%	Final Presentations	A – Group	Students will present their final recommendations at the end of the week.

#### vi. OBJECTIVES

The word “luxury” seems to be used for everything nowadays, and this phenomenon reflects the increased attraction for what the luxury industry represents in the minds of the public: the ultimate sign of personal success, the fulfillment of individual dreams but, in the current challenging economic environment, it is also sometimes perceived as the inappropriate display of financial disparities. So what are the challenges inherent to this industry? Historically driven by inspiration and sometimes guesswork, it is now regarded as a distinct product field that requires specific skills. This

class addresses the idiosyncrasies of the luxury industry by studying issues relevant to the field in the various aspects of the business, from production and management to distribution and promotion.

The objectives of the course are:

- To identify, analyze and manage the issues specific to the luxury industry
- To use your previous marketing knowledge and apply it to this specific industry and project
- To sharpen your presentation skills in front of the participating company's senior executives
- To learn how to work efficiently in teams under tight time constraints
- To take advantage of the unique opportunity to work on a real project that the participating luxury company, in this case Loro Piana, is currently addressing, to interact with the senior executives of this world-renowned firm, and to understand from their feedback what makes a good solution to the issue at hand.

## vii. COURSE CONTENTS

In this intense block week program, MBA students from Columbia Business School work in teams of 5 to 6 students to solve an actual project created exclusively for this class by the participating company, (Loro Piana for January 2014). Each team will work on a specific aspect of the project, and the teams will coordinate their research and recommendations to present to the company's executives during the company meetings and at the last session of the program.

**Classroom activities are broken down into 4 parts:**

1. Presentations and discussions focusing on specific issues of the luxury industry, such as counterfeiting, the challenges of the luxury market in China, etc.
2. Review of teamwork on the companies' projects
3. Preparation for Presentations to the Company
4. **Guest Speakers**, CEOs and other luxury specialists will share their views on recent developments affecting the industry and their companies. Guest Speakers (TBC) include:
  - **Henri Barguirdjian** – President & CEO – Graff (TBC)
  - **Pamela Baxter** – President & CEO – Christian Dior and LVMH Perfumes & Cosmetics
  - **Valerie Chapoulaud** – President & CEO – Louis Vuitton
  - **Hermann Elger** – General Manager, Montage Hotel Beverly Hills (TBC)
  - **Emmanuel Perrin** – President & CEO – Cartier (TBC)
  - **Thomas Serrano** – President – Havas Luxe

Class debriefings provide the opportunity for each team to share their findings, get feedback from class, and ensure that all students have the same overall vision for the project.

The students will meet four times with the company's Senior Management (see tentative class schedule). These meetings will take place at Columbia Business School. These meetings are mandatory for all students, and this additional requirement must be taken into consideration when signing up for this class.

Team meetings during the block week are strongly encouraged to take place at CBS during the allotted times so faculty can be at hands to provide guidance and feedback.

**Please see below for details on the Company Project and the required research to be done prior to the Block Week.**

### **PROGRAM**

The "Marketing of Luxury Products" is a hands-on class that enables students to understand what makes marketing of luxury products different from other industries. Through the project that the class will jointly work on, students will use their knowledge and skills in the specific context of the submitted project.

**Students need to be ready to work in teams outside of the classroom, PRIOR TO AND DURING the Block Week**, in order to answer this real project for one of the world's most reputable luxury firms. The standards are very high, both

in terms of content (thorough research, in-depth competitive analysis, in-store visits, online research, creative thinking, financial projections; and any other aspect required for the project) as well as presentation (attention to details, aesthetical approach to presentation from layout to font and visuals). In the world of luxury, it is essential to realize that every single detail can derail an entire project.

The presentations to the participating company will be made on a PowerPoint format. This tool allows students to experience that communication of content (both visually and orally) is as important as the content itself. Luxury companies are driven by design, and aesthetics must be taken into consideration at every level of the company, both internally and when communicating with customers. The company's history, its core values, and the in-house best practices must also be absorbed when presenting.

Please see the outline of the project below. Please see detailed outline for the deliverables both in terms of research and recommendations, and how the student teams will work on each part. Before the class, students will be asked to review each team's assignments, and send me their outlook for each team assignment, describing possible contribution and perspective on each team's specific part of the project (one paragraph for each specific part), including relevant experience, specific skills, such as financial, analytical, marketing research, design and other professional or academic assets/talents (*see Course Requirements*). Students are also asked to send a current resume, and rank the teams' topics in order of preferences, clearly identifying their selection. With this information, I'll assign students to the various teams, taking into account both students' preferences and necessary skills for each team. **Students are encouraged to form their own team if they wish.** Team selection will be confirmed by mid-December.

Given the fast pace and condensed timeframe of the class, **all research must be completed prior to the first class:** details of this research are included in the description of each team's tasks (see below). As a special requirement, all reading is also expected to be completed prior to the first class, so that students are fully prepared and can focus on the demanding work that the project will require during the week of class. This preparation is expected of each student individually. Once the class will start, most of the work will be done in teams, so it is essential that each student comes fully prepared in order to best contribute to the team efforts on the company project.

Each project submitted is different so there are no frameworks that can be handed out ahead of time. The deliverables for the project include:

- All research and recommendations presented to the executives
  - o In Electronic format and two hard copies
- Final presentation on PowerPoint that will cover all aspects of the project
- An executive summary in a word document (see detailed general description)

In order to work on your project, the company will share with the class sensitive information critical to the success of the case study. A confidentiality agreement has been approved by the school's legal counsel: faculty and students registered in the class are required to sign it. You will be asked to review it carefully, sign it and email it back prior to the first class.

Finally, I would like to emphasize all the time, energy, expertise and coordination that go into this course, as well as the personal commitment of the senior executives of the participating company: I expect in return your full dedication to this class. Faculty will be at hand to guide you through the process during the entire week. This class requires a lot of work, it will be frustrating at times, but I also know that the students who took this class in the past felt it was one of the highlights of their MBA experience, and I really hope that you too will have a fascinating experience.

**COMPANY PROJECT: LORO PIANA**  
**Case Study Description**

**1) PROJECT OVERVIEW:**

The project focuses on determining the correct online marketing tools to utilize in order to increase Loro Piana's brand awareness with current or potential customers in the NYC area.

Specifically, the project should focus on educating these NYC customers on Loro Piana's heritage, website, and products through utilizing various online marketing tactics that will reinforce how the Eshop's services and capabilities can fulfill these customers' needs (ex: same day delivery in NYC.)

**2) COMPANY PROFILE**

**Vision:** Loro Piana's unique vision is to be the ultimate reference point for sophisticated consumers all over the world, especially those who demand the very best that life has to offer.

**Loro Piana: The Company**

For six generations Loro Piana has been supplying the finest cashmere and wool fabrics to the most sophisticated and demanding clients. In doing so Loro Piana has become the largest cashmere manufacturer and the biggest single purchaser of the world's finest wools. For more than 20 years, by pursuing the same tradition of excellence, Loro Piana has been catering to the lifestyles of like-minded consumers with exclusive lines for men, women, and children, along with home furnishings, accessories, and gifts. Manufactured in the company's own facilities, these distinctive products are distributed through a worldwide network of directly operated stores and specialty retailers

Loro Piana is the mark of genuine quality, committed to providing the highest Italian quality to those who embrace life with discernment. Loro Piana provides its customers with access to the finest and rarest raw materials found in the most remote corners of the world. The selection and conversion of these previous "ingredients" is part of a unique system of research and development that dates back six generations in the Loro Piana family.

**3) POSITION IN MARKETPLACE**

**a) Customer Profile: Overview**

- Men and Women over 30 with a flair and a passion for quality
- High income, especially socially active professionals
- People who are more sensitive to understated elegance than to fashion trends
- Cosmopolitan business and leisure travelers, who appreciate beauty
- Outdoor sports enthusiasts, including sailing, polo, horse riding, golf, and vintage cars, all of which identify a certain lifestyle

**b) Customer Profile: New York Eshop Customers: January 2013-September 2013**

<b>Manhattan</b>	<b>% of Total Orders</b>	<b>% of Unique Customers</b>	<b>% Same Day Delivery For Neighborhood</b>
Upper East Side:	23%	28%	26%
Upper West Side:	16%	16%	44%
Midtown:	13%	23%	46%
Flatiron/Greenwich Village:	20%	14%	30%
West Village:	13%	7%	15%
Soho/Noho:	6%	5%	50%
Tribeca/Wall Street:	9%	7%	22%
	<b>100%</b>	<b>100%</b>	

<b>NYC</b>	<b>% of Total Orders</b>	<b>% of Unique Customers</b>
Brooklyn:	9%	9%
Queens	11%	14%
Staten Island	2%	5%
<b>Long Island</b>		
Nassau County	8%	14%
Suffolk County	25%	23%
<b>Hudson Valley</b>		
Orange County	17%	5%
Rockland County	12%	5%
Westchester County	17%	27%
	<b>100%</b>	<b>100%</b>

**c) Major Competitors (across all categories):**

1. Bottega Veneta
2. Brunello Cucinelli
3. Brioni
4. Burberry
5. Hermes
6. Kiton
7. Armani Black Label
8. Ralph Lauren Collection

**4) THE CASE STUDY**
**a) Project Objective:**

The project focuses on determining the correct digital marketing tools and tactics to educate qualified NYC customers on Loro Piana's heritage, website, and products and to inform these same customers on how the Eshop's services and capabilities can fulfill their needs (ex: same day delivery in NYC.)

**b) Project Expectations:**

Please see specific team assignments. Class Debriefings provide the opportunity for each team to share their findings, get feedback from class, and ensure that all students share the same overall vision for the project.

**All required research to be completed prior to the first class and compiled in a PowerPoint Presentation to be presented to faculty and class on the first day of the Block Week – Monday, January 13<sup>th</sup>.** See class schedule below. Pre-work involves store visits, specific reading, etc.

**c) Team Assignments:**

Students will be split into **4 teams** (maximum 6 students per team): each team will be responsible for specific factions of the project, first for the research, and then afterwards for the recommendations (see block week schedule for presentation to company's CEO and other executives):

<i>Team:</i>	<i>Research:</i>	<i>Recommendations:</i>
<b>A</b>	Full Loro Piana Brand Research	Strategy for NYC at Loro Piana Point-of-Sales for integration with LoroPiana.com
<b>B</b>	Competitive Research on Luxury Brands	Development of targeted e-services and marketing for Loro Piana's VIP clientele
<b>C</b>	Competitive Research on Luxury E-Retailers and Luxury Department Stores	Development of targeted e-services and marketing for Loro Piana's aspirational customer
<b>D</b>	Parallel Industries Research	Cross- e-Promotion and e-Partnership Opportunities/Strategy

**d) Company Contacts**

**Fabio Leoncini** – Managing Director, Luxury Goods

**Michal Saad** – E-Commerce Project Manager

**ALL TEAMS/STUDENTS PRE-WORK (to be conducted before start of Block Week):**

- i. Visit the Loro Piana Store on Madison Avenue
- ii. Visit the Loro Piana Website [Loropiana.com](http://Loropiana.com) and compile an overview of Loro Piana's current digital offerings (Loro Piana website content, e-commerce offerings, customer service tools and features)

**\*\*PLEASE NOTE:** Loro Piana cannot provide you with access to our Customer Database. The survey must be conducted based off of your team's best approximation of potential/existing Loro Piana Customers\*\*

**TEAM PRE-WORK (to be conducted before start of Block Week) in addition to the above pre-work:**

- a) **Team A: Loro Piana Team:** This team will present all research on Loro Piana’s current brand awareness in the NYC area for potential and existing clientele and its current in-store interactivity with its digital platforms.
1. Interviews:
    - a. Interview the Loro Piana Store Manager and Sales Associates to gain insights on consumer brand awareness
    - b. Interview the Loro Piana Representatives at Specialty Retailers (ex: Bergdorf Goodman) to gain insights on consumer brand awareness
    - c. Conduct online research to gauge fashion magazines’, fashion blogs’, and relevant lifestyle publications’ knowledge and promotion of the Loro Piana brand and lifestyle
  2. Mystery Shopping: Each student must conduct one mystery shopping at the Loro Piana Madison Store as well as at specialty retailers in the NYC area carrying Loro Piana:
    - a. Focus on the interaction of the sales professionals with any in-store technology and/or digital platforms
      - i. Ahead of the visit, assess items that are available on website (ex: view product and craftsmanship videos on Loropiana.com and reference when in the physical store.) Try to get a sense of how the sales staff recommends the e-commerce website.
      - ii. If not volunteering the information, how does the staff react when asked about product availability on the e-commerce site?
      - iii. How does the staff respond when clients request photos and information of products either via phone or in the store?
      - iv. How does the staff react when asked about the online services available (ex: same day delivery, gift options?) Do they proactively tell clients about these services?
      - v. Do they encourage client to use the store technology to visit the website?
      - vi. Do they encourage the client to use other technological tools in or out of the store?
      - vii. Any other question that you feel appropriate to understand the interaction between on and offline platforms for the brand
    - b. Engage in discussion with sales associates as much as possible
  3. Explore Loro Piana’s online presence
    - a. LoroPiana.com
    - b. Social Media, etc
  4. Conduct an online survey targeted at customers that fit into the “Loro Piana Customer Profile” to gauge customer knowledge of the brand and of competitors’ brands
- b) **Team B: Competitive Research Team on Luxury Brands:** This team will present all competitive research on luxury brands’ digital services for VIP customers both online and in the physical stores and discover how these services work together to create a more seamless omnichannel experience.
1. Visit the following luxury brands and conduct mystery shopping to determine their interactivity with digital platforms/how they bridge the gap between physical retail stores and their e-commerce sites (see details of mystery shopping below on point 3):
    - Louis Vuitton
    - Hermes
    - Brunello Cucinelli
    - Cartier
    - Dior
    - Prada

- Gucci
- Bottega Veneta
- Brioni
- Kiton
- Zegna
- Burberry
- Armani
- Chanel

2. Research the above brands' websites and e-commerce opportunities

3. Mystery Shopping: Each student must conduct at least 3 mystery shopping at the luxury brands listed above (team is expected to coordinate between team members so that all brands above are covered at least once):

- Focus on the interaction of the sales professionals with any in-store technology and/or digital platforms
  - Ahead of the visit, assess items that are available on website (for example, some e-commerce exclusive products) and not in the store and try to get a sense of how the sales staff recommends the e-commerce website. How familiar are they with the products available on the website?
  - Ahead of the visit, assess what unique and exclusive tools are available online. What did you find most useful about the brand's website?
  - If not volunteering information, how does the staff react when asked about availability of e-commerce?
  - Do they encourage client to use the store technology to visit the website?
  - Do they encourage the client to use other technological tools in or out of the store?
  - Do they educate the client on what technological tools are available?
  - Any other question that you feel appropriate to understand the interaction between on and offline platforms for the brand
- Engage in discussion with sales associates as much as possible

4. Research the above brands' digital services for VIP customers

- a. General Digital Specific Services and Tools
- b. Personalized Digital Services
- c. Exclusive Digital Services
- d. DMA Specific Services

c) **Team C: Competitive Research on Luxury E-Retailers and Luxury Department Stores**: This team will present all research on luxury e-retailers and high end department stores e-services to target aspirational and existing customers.

1. Visit the below luxury E-commerce websites and understand what digital services they offer to their clients

- a. General Digital Specific Services and Tools
- b. Personalized Digital Services
- c. Exclusive Digital Services
- d. DMA Specific Services

- Net-A-Porter
- Moda Operandi

- Mytheresa
  - Shopbop
  - LUISAVIAROMA
  - Mr Porter
  - Dunquan Quinn
  - MatchesFashion.com
2. Visit the following luxury department stores and their respective websites and conduct mystery shopping to determine their interactivity with digital platforms/how they bridge the gap between physical retail stores and their e-commerce sites (see details of mystery shopping below on point 3)
- Bergdorf Goodman
  - Neiman Marcus
  - Barney's New York
  - Saks Fifth Avenue
3. Mystery Shopping: Each student must conduct mystery shopping at the luxury brands listed above. Each student must conduct at least 1 mystery shopping at the department stores listed above (team is expected to coordinate between team members so that all department stores above are covered at least once):
- Focus on the interaction of the sales professionals with any in-store technology and/or digital platforms
    - Ahead of the visit, assess items that are available on website (for example, some e-commerce exclusive products) and not in the store and try to get a sense of how the sales staff recommends the e-commerce website
    - Ahead of the visit, assess what unique and exclusive tools are available online
    - If not volunteering information, how does the staff react when asked about availability on e-commerce?
    - Do they encourage client to use the store technology to visit the website?
    - Do they encourage the client to use other technological tools in or out of the store?
    - Do they educate the client on what technological tools are available?
    - Any other question that you feel appropriate to understand the interaction between on and offline platforms for the brand
  - Engage in discussion with sales associates as much as possible
- d) **Team D: Parallel Industries Research**: This team will present all research on parallel industries focusing on partnership opportunities and strategy.
1. Research the below VIP Concierge Companies' digital service offerings.
    - a. Personalized and Exclusive Digital Services and Tools
    - b. DMA Specific Services
    - c. Other VIP Services:

**VIP Concierge Services:**

    - American Express Black Card/Centurion
    - Vertu
    - Quintessentially
  2. Research the below industries' aspirational and existing client digital service offerings.
    - a. Personalized and Exclusive Digital Services and Tools
    - b. DMA Specific Services
    - c. Other VIP Services:

**Parallel Luxury Industries:**

- Luxury cars: Ferrari, Rolls Royce, Bentley, Porsche, etc.
- Private Clubs: Soho House, Core Club, University Club
- Major airlines First Class Lounges and other VIP services: British Airways, Lufthansa, Air France
- Shared private jets options such as Netjets
- Major luxury hotels: Ritz Carlton, Four Seasons, Aman Resorts, boutique hotels, etc.
- High end restaurants - what VIP services do they offer?
- Yachts, luxury cruise companies, etc.
- Luxury travel services: Abercrombie and Kent, Cazenove, Virgin Limited Services, etc.

3. When appropriate for brands listed above, conduct mystery Shopping. Each student must conduct at least 1 mystery shopping at the brands listed above (team is expected to coordinate between team members so that there are no duplicates in the brands listed above:
  - Focus on the interaction of the sales professionals with any in-store technology and/or digital platforms
    - Ahead of the visit, assess items that are available on website (for example, some e-commerce exclusive products) and not in the store and try to get a sense of how the sales staff recommends the e-commerce website
    - Ahead of the visit, assess what unique and exclusive tools are available online
    - If not volunteering information, how does the staff react when asked about availability on e-commerce?
    - Do they encourage client to use the store technology to visit the website?
    - Do they encourage the client to use other technological tools in or out of the store?
    - Do they educate the client on what technological tools are available?
    - Any other question that you feel appropriate to understand the interaction between on and offline platforms for the brand
  - Engage in discussion with sales associates as much as possible

**5) TENTATIVE SCHEDULE – JAN 13-17:**
**DAY 1. Monday, January 13, 2013**

- A. 9:00 AM – 10:00AM:  
Class Introduction  
Introduction to Marketing of Luxury Products  
(60 min)
- B. 10:00 AM – 12:00 PM:  
***Company Presentation and Q&A by:***
  - Fabio Leoncini, Managing Director, Luxury Goods
  - Michal Saad, E-Commerce Project Manager***(120 min)***
- C. 12:00 PM – 1:00 PM: LUNCH BREAK
- D. 1:00 PM – 3:00 PM:  
Review of students' Research in Class - each team has maximum 30 minutes to present their findings to faculty and the rest of the class  
(120 min)
- E. 3:00 PM – 4:00 PM:  
Work in Teams - Faculty present to assist and answer any questions - prepare presentation for next morning to Loro Piana executives  
(60 min)
- F. 4:00 PM – 5:00 PM:

**Guest Speaker: Pamela Baxter, President & CEO, Christian Dior and LVMH Perfumes & Cosmetics**  
**(60 min)**

**DAY 2. Tuesday, January 14, 2013**

- A. 9:00 AM – 10:00 AM:  
**Guest Speaker: Valerie Chapoulaud, President & CEO, Louis Vuitton NA**  
**(60 min)**
- B. 10:00 AM – 11:00 AM:  
Final Review of Students Presentation to Loro Piana executives  
(60 min)
- C. 11:00 AM – 1:00 PM:  
***Students present research to LORO PIANA Executives: Debriefing and Q&A (30 minutes per team)***  
**(120 min)**
- C. 1:00 PM – 2:00 PM: LUNCH BREAK
- D. 2:00 PM – 3:00 PM:  
Presentation on Distribution in the Luxury Field  
(60 min)
- E. 3:00 PM – 4:00 PM:  
**Guest Speaker 3**  
**(60 min)**
- F. 4:00 PM – 4:45 PM:  
Presentation and Discussion on the Louis Vuitton Case Study  
(45 min)
- G. 4:45 PM – 5:30 PM:  
Work in Teams - Faculty Present to assist and answer any questions  
(45 min)

**DAY 3. Wednesday, January 15, 2013**

- A. 9:00 AM – 10:00 AM:  
Presentation on Promotion and Social Media in the Luxury Field  
(60 min)
- B. 10:00 AM – 11:00 AM:  
Presentation and Discussion on the J.Mendel Case Study  
(60 min)
- C. 11:00 AM – 12:00 PM:  
Work in class and final review of initial recommendations  
(60 min)
- D. 12:00 PM – 1:00 PM: LUNCH BREAK
- E. 1:00 PM – 2:00 PM:  
Presentation on Brand Identity in the Luxury Field  
(60 min)
- F. 2:00 PM – 3:15 PM:  
**Guest Speaker: Thomas Serrano, President, Havas Luxe**  
**(75 min)**
- G. 3:30 PM – 5:00 PM:  
***Students present Initial Recommendations to LORO PIANA with Feedback***  
**(90 min)**

**DAY 4. Thursday, January 16, 2013**

- A. 9:00 AM – 10:00 AM:  
**Guest Speaker 5**  
**(60 min)**

- B. 10:00 AM – 11:00 AM:  
Students work in class on Recommendations  
(60 min)
- C. 11:00 AM – 12:30 PM:  
Presentation and Discussion on Vertu Case Study and Presentation on How to Create a Luxury Brand  
(90 min)
- D. 12:30 PM – 2:00 PM: LUNCH BREAK
- E. 2:00 PM – 3:00 PM:  
**Guest Speaker 6**  
**(60 min)**
- F. 3:00 PM – 4:30 PM:  
Presentation on the Opportunities of the Asian and Emerging Markets for Luxury Products  
(90 min)
- G. 4:30 PM – 5:30 PM:  
Class Debriefing + work in class  
(60 min)

**DAY 5. Friday, January 17, 2013**

- A. 9:00 AM – 10:00 AM:  
**Guest Speaker 7**  
**(60 min)**
- B. 10:00 AM – 11:00 AM:  
Presentation on the Challenges of Counterfeiting in the Luxury Field  
(60 min)
- C. 11:00 AM – 12:00 PM:  
Students work in class  
(60 min)
- D. 12:00 PM – 1:00 PM: LUNCH BREAK
- E. 1:00 PM – 2:00 PM:  
Final review of students' presentations  
(60 min)
- F. 2:00 PM – 4:00 PM:  
**Students' Final and Full Presentation to the LORO PIANA executives**  
**(120 min)**
- G. 4:00 PM – 5:00 PM:  
Reception  
(60 min)