**B8655: "The Luxury Approach" – Block Week Program January 2018**

1. **BASIC COURSE INFORMATION**

**Course Dates:** January 8th-12th, 2018

**Location:**TBD

**Breakout Rooms:** **M-F:** TBD

**Instructor Information:**

Ketty Pucci-Sisti Maisonrouge

Adjunct Professor, Marketing Division

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Office Hours: by appointment only

**Teaching Assistant:**

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2018 MBA Candidate

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**Luxury Education Foundation:**

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1. **COURSE DESCRIPTION**

The class "The Luxury Approach" 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 **Tiffany and Co**. 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.

1. **CLASS POLICIES**
2. 24 student limit
3. MBA and EMBA students
4. **Attendance at all classes is MANDATORY** (see below for attendance policy and grading policies)
   1. Failure to attend class will impact your final grade. Please also note that unexcused tardiness will also impact your final grade.
   2. 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.
   3. Constructive participation in team activities and classroom discussions is expected from every student.
   4. 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.
   5. 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).
5. **PRE-SEMESTER ASSIGNMENTS, DELIVERABLES AND TEAM SELECTIONS**
   * 1. Registered students must submit to Prof. Maisonrouge, Lauren, and LEF by **Saturday, December 9th, 2017 at 2 PM** the following (if possible, please send them as soon as you are registered for the course):
        1. **Resume & best telephone # to reach you at**
        2. **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
        3. **Signed NDA document** (available on Canvas)
        4. **Watch the video on the class:** <http://www.kaltura.com/index.php/extwidget/preview/partner_id/24852/uiconf_id/20954482/entry_id/1_y71eb07p/embed/iframe>
     2. **Team Assignments will be issued by Monday, December 11th, 2017 at 5 PM** 
        1. Please note that we cannot guarantee that all students will be assigned to their top two choices.
        2. We encourage students to form their own teams – please notify us if you do.
     3. **Tiffany Kickoff Meeting (IMPORTANT) – Wednesday, December 13, 9:00-10:30AM CBS, LOCATION TBC**

**Meeting with Tiffany senior executives and faculty to provide an in-depth brand overview of Tiffany & Co. as well as the project objectives: Alexandra Winokur, Group VP, US Retail Sales at Tiffany & Co; and Olga Alter, VP retail, Flagship Renovation at Tiffany & Co.** The executives will answer any questions about the project to help you with your research. Attendance is strongly encouraged. Since the executives are making themselves available to you and are taking this project very seriously, it is important that you too show the same commitment to the class, project, and executives by attending this meeting.

* + 1. **Team Conference Calls on Monday, December 18th from 9:30-11:30AM** 
       1. Each team will join a conference call for 30 minutes from 9:30-10:50AM as follows (in order to discuss the research each student will be conducting and to answer any questions about it):
          - Team A: 9:30-10:00AM
          - Team B: 10:00-10:30AM
          - Team C: 10:30-11:00AM
          - Team D: 11:00-11:30AM

**Please use the following US dial-in #: Dial-in: 1-712-832-8300, Access Code: 863771**

* + 1. **All Tiffany mystery shopping charts to be sent by all students to Team A by Wednesday, January 3rd, 2018 at 12pm noon:**

Team A is responsible for collating the class’s charts and incorporating the results in its Team’s cohesive Powerpoint presentation that will be presented to the Tiffany executives on the first day of the Block Week. It is therefore imperative that **all Tiffany mystery shopping charts be sent to Team A by January 3nd at 12pm noon.**

Mystery shopping charts and digital assessment charts can be found on Canvas, as well as examples of past teams’ PowerPoint presentations. The charts will provide you with a sense of the level of thoroughness that is expected for each mystery visit and digital assessment. Please provide personal feedback/comments in the chart. A CHART THAT ONLY HAS ANSWERS YES/NO/NA WILL RECEIVE A POOR GRADE. Please put together a word doc or PPT (with copious notes and images) again emphasizing PERSONAL FEEDBACK. Please try to take pictures during your mystery service evaluation, even if only of outside windows. **Please note that Team A will share with faculty any delays in receiving the individual charts and that might affect your grade**.

* + 1. **Individual Pre-Semester Research due by Thursday, January 4th, 2018 at 5PM**
       1. Extensive research must be completed and emailed to me, Lauren and LEF prior to the first day of class. 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 and 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 an even workload.
       2. As a team, the entire team’s research must be fully covered. This research consists of various mystery shopping observations and experiences, digital assessments and a write-up of your findings. Please refer to the detailed course description for further explanation on pre-work assignments. The write-up should be done in **MS Word, PowerPoint, or PDF format**. Please be sure that it is thorough and use of visuals is encouraged. Several examples of past individual research have been uploaded to Canvas to help guide you. Your research findings should focus on your perception on Tiffany and Co.’s general retail/brand experience and any comparisons or differences that you may observe while visiting competitor brands for your respective team assignments.
    2. **Team Research Presentations on Sunday, January 7th, 2018 at 9am** 
       1. 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 formally presented to the executives on the first day of class, Monday, January 8th in the afternoon). Guidelines as well as past student research will be posted on Canvas for clarification on the requirements of the research assignments.
       2. 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).
    3. **Resources and Readings**
       1. 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.
       2. **Mandatory Readings**
* Course Book: articles will be uploaded and can be accessed via the course’s Canvas page
  + - 1. **Suggested 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
* *The Bling Dynasty: Why the Reign of Chinese Luxury Shoppers Has Only Just Begun;* Erwan Rambourg
* *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

1. **GRADING**

|  |  |  |  |
| --- | --- | --- | --- |
| **% OF FINAL GRADE** | **ASSESSMENT** | **GRADE DESIGNATION** | **ADDITIONAL INFORMATION AND GRADE DROP POLICIES** |
| 20% | Pre-Research | C – Individual | To be completed by **Thursday, January 4th** |
| 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 (Individual & Group) | A – Group | Students will present a few times during the week to faculty and to the company’s executives. |
| 20% | Executives Presentations (Individual & Group) | A – Group | Students will present 3 times to the executives during the week. |

# **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? 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 understand the importance of thorough research, customer experience, retail observation and psychographics to develop new strategy for the evolution of 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 Tiffany and Co., 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.

# **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, (**Tiffany and Co. for January 2018**). 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 luxury startups and case studies
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 specific issues of the luxury industry, such as counterfeiting, the challenges of the luxury market, etc. and their companies. Guest speakers TBC – past guest speakers include:

* **Robert Chavez, President & CEO, Hermès of Paris, Inc.**
* **Alain Bernard, President & CEO, Van Cleef & Arpels**
* **Melody Lee, Director of Brand Strategy & Planning, Cadillac**
* **Deirdre Costa Major, President - ‎Americana Manhasset / Castagna Realty Retail Group**

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 three 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.

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

**PROGRAM**

“The Luxury Approach” is a hands-on class that enables students to understand what makes the luxury industry 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 research as well as presentation. 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. 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.

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 are to send me their preference for each team option, describing possible contribution and perspective on each team's specific part of the project, 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 complete 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 starts, most of the work will be done in teams, so it is essential that each student come 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 in Electronic format
* Final presentation on PowerPoint that will cover all aspects of the project

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: Tiffany and Co.   
CASE STUDY DESCRIPTION**

1. **PROJECT OVERVIEW**

**As part of the iconic Flagship Store reinvention and redesign, Tiffany & Co seeks ways to integrate technology into their customer experience to meet the needs of the Liquid expectations of clients of all ages with the aim of making technology seamless but not very visible / tech-heavy in store, and to stay current and relevant to the new generation while preserving the core values and heritage of the brand.**

**Questions:**

- How can we engage the existing and aspirational customer before they enter the store and keep them engaged?

- How do we differentiate content and make experience personalized outside and inside the store?

- How can we integrate digital experience into the selling ceremony, tell the story of our brand, the flagship store, the product and our craftsmanship in a welcoming and interactive way, without the experience being too “tech-heavy”?

- How can we evolve the meaning of the Tiffany's "Love and Commitment" to become more relevant for the Digital natives and to clients of all ages?

1. **COMPANY PROFILE**

For more than 175 years, Tiffany & Co. has been synonymous with luxury and style. Few American companies have such an illustrious history. It begins with a founder’s vision of beauty that was brought to life through unassailable standards of excellence. As awards and accolades accrued, Mr. Tiffany led his company’s growth from a New York City legend to a jeweler of international renown.

**3) POSITION IN MARKETPLACE**

a) Categories of Focus:

**Jewelry**

(1) Necklaces & Pendants

(2) Rings

(3) Engagement Rings

(4) Earrings

(5) Wedding Bands

(6) Charms

(7) Men’s Jewelry

**Watches**

(1) Men’s / Women’s

**Accessories**

(1) Sunglasses

(2) Small Leather Goods

**Gifts**

(1) Gifts for Her/Him

(2) Wedding

b) Current Communication Tools Online:

i) Website: <http://www.tiffany.com>

ii) Social Media:

Instagram: @Tiffanyandco,

Facebook,

Twitter,

Pinterest,

YouTube,

Tumblr

iii) World of Tiffany: <http://www.tiffany.com/WorldOfTiffany/Default.aspx>

c) Major Competitors (across categories):

List top major competitors –

i) Cartier

ii) Bulgari

iii) De Beers

iv) Harry Winston

v) Van Cleef & Arpels

vi) David Yurman

**STUDENT PRE-WORK (to be conducted prior the beginning of the Block Week)**

**ALL STUDENTS:**

* Visit 2 of the following Tiffany & Co. stores NY locations:
  + - 727 5th Ave (Flagship)
    - 97 Greene St (SoHo)
    - 37 Wall Street (Financial District)
    - and/or any Tiffany & Co. store in the US
* Visit the Tiffany & Co. Website at: www.tiffany.com
* Analyze the following components of the Tiffany & Co. Brand:
* Price Positioning
* Brand Image Positioning
* VIP/Celebrity Engagement
* Communications & Advertising
* Digital Strategy
* Customer Relations Management & Events
* Explore Tiffany & Co.’s Media Presence:
  + - Editorial
    - Newspaper
    - Blogs
    - Social Media
    - Online Video Content or Major Digital Campaigns
* **Team A: Tiffany and Co, and Competitor Jewelry Brands:**

1. Product Experience: Each student must conduct at least 2 mystery visits to competitor jewelry brands (in addition to the 2 mystery visits to Tiffany and Co. stores for all students) from the major competitors list below. Each student should select one brand from each list i.e. one luxury jewelry brand and one contemporary brand. Students must complete a mystery shopping chart for each of these 2 brands. Consider:
   1. How are these brands creating an experience that highlights their products, engages their customers and promotes their sales?
   2. What resonates with their core customers as far as experiences? What do the brands do to stay relevant to a younger generation while preserving the core values and heritage of the brand?
   3. Notice the interaction of the sales and clientele to create the customer experience
   4. Reference in store experience vs. online /digital platforms of products. Consider the Tiffany and Co. project scope- what do these brands do to integrate technology into the customer experience? How tech-heavy/visible is this?
2. Reference in store experience vs. online /digital platforms of products
3. Explore the online presence of your 2 chosen brands and complete a digital assessment chart for each brand (in addition to the mystery shopping charts for those two brands, per prior point):
   1. Website
   2. Social Media
   3. Online Magazines, blogs, etc.

*Please select one brand from each list below (i.e. one Luxury Jewelry brand and one Contemporary Jewelry brand). Please liaise with your team to ensure each student visits a different brand from each list i.e. if there are 6 students on your team, we expect you to cover 12 brands in total.*

LUXURY JEWELRY BRANDS:

1. Cartier
2. Bulgari
3. De Beers
4. Harry Winston
5. Van Cleef & Arpels
6. David Yurman
7. Buccellati
8. Chopard
9. Piaget
10. Blue Nile

CONTEMPORARY JEWELRY BRANDS:

1. Switch *(The Rent the Runway of high-end jewelry:* *https://joinswitch.com/ )*
2. Dannijo (Bergdorf Goodman or Bloomingdale’s)
3. Reinstein Ross jewelry /art gallery
4. Bauble Bar (Bloomingdale’s)
5. Stone and Strand Boutique (multi-brand store): 185 Franklin Street NYC
6. Broken English (multi-brand store): 56 Crosby Street, NYC
7. Iosselliani (Broken English multi-brand store or online)
8. Cornelia Webb (online only)
9. Established Jewelry (Broken English multi-brand store or online)
10. Carbon and Hyde (Barneys or multi-brand stores)
11. Loren Stewart (Several NY locations)
12. Catbird (219 Bedford Avenue, Brooklyn, NY)
13. Wendy Nichol (147 Sullivan St, NY)
14. Love, Adorned (269 Elizabeth St, NY)
15. Ambush Design (Barneys NY)
16. In addition to the mystery visit chart(s) and digital assessment chart(s) to be completed, summarize all of your research (covering the bullet points above) in a PowerPoint presentation following the guidelines document provided.

* **Team B: Competitive Analysis:** **Non-Jewelry, Fashion & Luxury Brands**

1. Product Experience: Each student must conduct at least 2 mystery visits to non-jewelry, fashion and luxury brands (in addition to the 2 mystery visits to Tiffany and Co. stores for all students) from the list of brands below. Students must complete a mystery shopping chart for each of these 2 brands. Consider:
   1. How are these brands creating an experience that highlights their products, engages their customers and promotes their sales?
   2. What resonates with their core customers as far as experiences? What do the brands do to stay relevant to a younger generation while preserving the core values and heritage of the brand?
   3. Notice the interaction of the sales and clientele to create the customer experience
   4. Reference in store experience vs. online /digital platforms of products. Consider the Tiffany and Co. project scope- what do these brands do to integrate technology into the customer experience? How tech-heavy/visible is this?
2. Reference in store experience vs. online /digital platforms of products
3. Explore the online presence of your 2 chosen brands and complete a digital assessment chart for each brand (in addition to the mystery shopping charts for those two brands, per prior point):
   1. Website
   2. Social Media
   3. Online Magazines, blogs, etc.

*Feel free to suggest additional brands for approval. Please liaise with your team to ensure each student from the team researches and visits two different brands i.e. if there are 6 students on your team, you should cover 12 of the brands below in total.*

NON-JEWELRY, FASHION AND LUXURY BRANDS:

1. Hermès (include new website <https://www.luxurysociety.com/en/articles/2017/10/herm%C3%A8s-combines-content-and-commerce-streamlined-site/>
2. Louis Vuitton
3. Burberry
4. Tumi
5. Moda Operandi
6. Intermix
7. Material Good NY
8. Dover Street Market
9. Samsung (including Samsung 837 flagship store in NYC)
10. Nike (including 529 Broadway immersive store in NYC)
11. Emirates (online + social media research)
12. Edition Hotels
13. Prada Epicenter New York in Guggenheim SoHo
14. In addition to the mystery visit chart(s) and digital assessment chart(s) to be completed, summarize all of your research (covering the bullet points above) in a PowerPoint presentation following the guidelines document provided.

* **Team C: Best in Class – Brands that have disrupted the retail industry**

1. Service Experience: Each student must conduct at least 2 mystery shopping experiences to brands that have disrupted the retail industry (in addition to the two mystery shopping visits to Tiffany and Co. required of all students) from the list of brands below. Students must complete a mystery shopping chart for each of these 2 brands. Study in particular:
   1. How are these brands creating an experience that highlights their products, engages their customers and promotes their sales?
   2. What resonates with their core customers as far as experiences? What do the brands do to stay relevant to a younger generation while preserving the core values and heritage of the brand?
   3. Notice the interaction of the sales and clientele to create the customer experience
   4. Reference in store experience vs. online /digital platforms of products. Consider the Tiffany and Co. project scope- what do these brands do to integrate technology into the customer experience? How tech-heavy/visible is this?
2. Reference in store experience vs. online /digital platforms of products
3. Explore the online presence of your 2 chosen brands and complete a digital assessment chart for each brand (in addition to the mystery shopping charts for those two brands, per prior point):
   1. Website
   2. Social Media
   3. Online Magazines, blogs, etc.

*Free to suggest additional brands for approval. Please liaise with your team to ensure each student from the team researches and visits two different brands i.e. if there are 6 students on your team, you should cover 12 of the brands below in total.*

DISRUPTIVE BRANDS

1. Rent the Runway
2. Birchbox
3. Uber
4. The Blonde Salad
5. Yoox Net-A-Porter
6. Farfetch (research their new ‘Store of the Future’)
7. Everlane
8. Tesla
9. M.Gemi
10. Apartment by the Line (Soho, NY)
11. Story (Chelsea, NY)
12. Pirch (200 Lafayette St, NY)
13. Knot Standard
14. Clos19
15. In addition to the mystery visit chart(s) and digital assessment chart(s) to be completed, summarize all of your research (covering the bullet points above) in a PowerPoint presentation following the guidelines document provided.

* **Team D: Best In Class – Other Brands (non-Jewelry Brands) that resonate with millennials and Gen Z through innovative or edgy consumer experiences**

1. Service Experience: Each student must conduct at least 2 mystery shopping experiences to brands that resonate with millennials and Gen Z (in addition to the two mystery shopping visits to Tiffany and Co. required of all students) from the list of brands below. Students must complete a mystery shopping chart for each of these 2 brands. You must select one brand from each of the two lists: one from Millennial, one from Gen Z. Study in particular:
   1. How are these brands creating an experience that highlights their products, engages their customers and promotes their sales?
   2. What resonates with their core customers as far as experiences? What do the brands do to stay relevant to a younger generation while preserving the core values and heritage of the brand?
   3. Notice the interaction of the sales and clientele to create the customer experience
   4. Reference in store experience vs. online /digital platforms of products. Consider the Tiffany and Co. project scope- what do these brands do to integrate technology into the customer experience? How tech-heavy/visible is this?
2. Reference in store experience vs. online /digital platforms of products
3. Explore the online presence of your 2 chosen brands and complete a digital assessment chart for each brand (in addition to the mystery shopping charts for those two brands, per prior point):
   1. Website
   2. Social Media
   3. Online Magazines, blogs, etc.

*Free to suggest additional brands for approval. Please visit one brand from each list below (i.e. one millennial brand and one Gen Z brand). Please liaise with your team to ensure each student from the team researches and visits a different brand i.e. if there are 6 students on your team, you should cover 12 of the brands below.*

BRANDS THAT APPEAL TO MILLENNIALS

1. Warby Parker
2. Soul Cycle
3. Peloton
4. Uber
5. Gucci
6. Lululemon
7. Sephora
8. Under Armour
9. Everlane
10. Airbnb
11. Trunk Club
12. Bonobos

BRANDS THAT APPEAL TO GEN Z

1. The RealReal
2. Supreme
3. Fenty Beauty by Rihanna
4. PUMA
5. Victoria’s Secret
6. Anastasia Beverly Hills
7. Forever 21
8. American Eagle
9. Brandy Melville
10. MAC
11. Kat Von D
12. In addition to the mystery visit chart(s) and digital assessment chart(s) to be completed, summarize all of your research (covering the bullet points above) in a PowerPoint presentation following the guidelines document provided.