**B8655: "The Luxury Approach" – Block Week Program January 2019**

1. **BASIC COURSE INFORMATION**

**Course Dates:** January 14th-18th, 2019

**Location:**Uris 333

**Breakout Rooms:** **M-F:** Uris 329

**Instructor Information:**

Ketty Pucci-Sisti Maisonrouge

Adjunct Professor, Marketing Division

E-mail: km2233@columbia.edu ; km@kmandcoinc.com

Office Hours: by appointment only

**Teaching Assistant:**

Brittany Mays Ng

2019 MBA Candidate

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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 **Oscar de la Renta**. 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. Students who step out for prolonged period of times may also be counted as absent.
	3. Constructive participation in team activities and classroom discussions is expected from every student.
	4. Participation in project 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 the block week. This grade will take into consideration your individual pre-semester research, your individual participation in the classroom and project reviews, your attendance and personal input in the team’s project, as well as your team’s overall performance throughout the block week (please see details below).
5. **PRE-SEMESTER ASSIGNMENTS, DELIVERABLES AND TEAM SELECTIONS**
	* 1. Registered students must submit to Prof. Maisonrouge, Brittany, and LEF by **Saturday, December 8th, 2018 at 10 AM** 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. **Research Topic Preferences for Team Selection:** each student must list the 4 topic research 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 10th, 2018 at 7 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. **Oscar de la Renta Kickoff Meeting (IMPORTANT) – Wednesday, December 12th, 8:30-10:00AM CBS, LOCATION TBC**

**Meeting with Oscar de la Renta senior executives and faculty to provide an in-depth brand overview of the company as well as the project objectives.** The executives and faculty 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 Thursday, December 20th from 9:00-11:00AM**
			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: 9:00-9:30AM
				- Team B: 9:30 - 10:00AM
				- Team C: 10:00- 10:30AM
				- Team D: 10:30 - 11:00AM

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

* + 1. **All Oscar de la Renta mystery shopping charts to be sent by all students to Team A by Monday, January 7th , 2019 at 9am:**

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 Oscar de la Renta executives on the first day of the Block Week. It is therefore imperative that **all Oscar de la Renta mystery shopping charts be sent to Team A by January 7th at 9am.**

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 Tuesday, January 8th 2019 at 5PM**
			1. Extensive research must be completed and emailed to me and Brittany 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 **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 Oscar de la Renta’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 Friday, January 11th 2019 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 14th 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 **Tuesday, January 8th**  |
| 20% | Class Participation and Attendance | C – Individual  | If a student misses two (2) sessions, 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 – Individual and Group  | Students will present a few times during the week to faculty and to the company’s executives. |
| 20% | Executives Presentations (Individual & Group) | A – Individual and 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 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 experience and 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 Oscar de la Renta., 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, (**Oscar de la Renta for January 2019**). 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 and my TA 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, we'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 December 10.

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:** Oscar de la Renta

Case Study Description

1. **Project Overview:**

Oscar de la Renta is seeking to further develop its handbag category, specifically with millennial consumers. As it considers how to grow this category’s revenues, it is trying to understand:

* What are millennials looking for in the handbag category:
	+ Are they seeking to purchase a specific brand or are they purchasing more based on style and design?
	+ Do they shop for brand name or for design?
	+ Do they prefer a wide or narrow assortment?
* How are millennials engaging with luxury brands and discovering this category: Instagram, influencers, advertising?
* How are millennials entering into a luxury brand’s ecosystem and CRM?
* What channels are the most effective in driving handbag purchases for millennials?
* What does an effective omni-channel approach look like in modern luxury for ODLR?
1. **Company Profile:**

Oscar de la Renta LLC provides ready to wear apparel, accessories, fragrance and beauty products, and children and bridal wear. It offers ready to wear apparel, including dresses, gowns, blouses and knits, pants and skirts, jackets and coats, caftans, and fur for women. The company also provides fashion jewelry, such as earrings, necklaces, bracelets, rings, and broches; and shoes, handbags, belts and scarves, sunglasses, and watches. In addition, it offers fragrance and beauty products, including bath and body, nail products, and gift sets for women and men; dresses, tops, bottoms, and outerwear for girls; and tops, bottoms, and outerwear for boys, as well as accessories and trunk shows.

1. **Position in Marketplace:**

Product Categories:

* Ready-to-wear: Dresses, gowns, blouses, jackets, pants, skirts
* Handbags
* Shoes
* Accessories: Belts, scarves, sunglasses
* Jewelry: Earrings bracelets, necklaces, brooches
* Children: Dresses, tops, bottoms, mommy and me, accessories, special occasion
* Beauty: Women’s fragrance, men’s fragrance, bath + body
* Bridal

Current Communication Tools Online:

* Website: <https://www.oscardelarenta.com/>
* Social Media
	+ Instagram
	+ Facebook
	+ Twitter
	+ YouTube
	+ Pinterest
	+ Tumblr
	+ LinkedIn
	+ Weibo

Major Competitors:

|  |  |  |
| --- | --- | --- |
| Dolce & GabbanaValentino | ChanelChristian Dior | Alexander McQueenFendiElie Saab |

1. **The Case Study and Assignments:**
	1. **Project Expectations**: This class requires research to be done prior to and within the first day of the block week. Individual student research has been divided evenly and students will share who is researching which topic (A, B, C or D) with faculty.
	2. **Confidentiality**: students are bound by a NDA, which will be signed prior to any information/data given out by Oscar de la Renta.

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

* All pre-work is conducted before the start of classes
* Within your team of six students, you will break into three pairs
* Each pair will research a topic below (i.e. one pair researches topic A, one researches topic B, one researches topic C and one researches topic D)
* You must create a PPT deliverable and conduct research for both the topics listed under **ALL STUDENTS** PLUS your pair’s topic’s research (either Topic A, B, C or D)

|  |  |
| --- | --- |
| **Pair** | **Deliverables** |
| 1 | Complete Oscar de la Renta mystery shopping cart and digital assessment chart (more information under ALL STUDENTS section below) | **Topic A** research and PPT deliverable +Consolidated pre-research on ODLR  |
| 2 | **Topic B** research and PPT deliverable  |
| 3 | **Topic C** research and PPT deliverable  |
| 4 | **Topic D** research and PPT deliverable  |

|  |  |
| --- | --- |
| **Topic A** | **Oscar de La Renta + Handbag Success Stories:** understanding the brand, its handbag positioning (pricing, SKUs, retail channels etc.). Analyze 6 current handbags’ success stories (looks, design, brands, price points) – see list below |
| **Topic B** | **Luxury and other fashion brands** **positioning of handbags** on the spectrum of pricing, exclusivity (i.e. amount of units available), SKU count, etc. Conduct a full review and analysis of luxury handbags landscape, trends, winners and losers etc.  |
| **Topic C** | **Non luxury fashion brands** (including streetwear brands): review and analyze brands that resonate with Millennials - what makes these brands successful with this specific customer? How do they engage with millennials through various channels (advertising, influencers, celebrities, Instagram) and how do the millennials purchase their products? |
| **Topic D** | **Omni-Channel Strategies**: innovative retail models that resonate with Millennials and how could they be interpreted by ODLR  |

**ALL STUDENTS:**

* Visit 2 of the following Oscar de la Renta stores NY locations:
	+ - 772 Madison Avenue (Flagship)
		- 1000 3rd Ave, 4th Floor (Bloomingdale’s)
		- 754 5th Avenue (Bergdorf Goodman)
		- 611 5th Ave, 3rd Floor (Saks 5th Avenue)
		- and/or any Oscar de la Renta store in the US
* Visit the Oscar de la Renta Website at: <https://www.oscardelarenta.com/>
* Analyze the following components of the Oscar de la Renta Brand:
* Price Positioning
* Brand Image Positioning
* VIP/Celebrity Engagement
* Communications & Advertising
* Digital Strategy
* Customer Relations Management & Events
* Explore Oscar de la Renta’s Media Presence:
	+ - Editorial
		- Newspaper
		- Blogs
		- Social Media
		- Online Video Content or Major Digital Campaigns

***Use these visits to complete the two mystery shopping visits AND one digital assessment chart for Oscar de la Renta***

**ADDITIONAL TOPIC EXPLANATIONS:**

**TOPIC A:**

1. Mystery Shopping: in addition to the work to be completed by all students (see above), since Team A must compile the class’ mystery shopping charts, each student in Team A will only conduct one mystery shopping visit and one digital assessment chart for one additional brand listed below (in addition to the 2 mystery visits to Oscar de la Renta stores for all students) from the list below.
* Understand the brand’s positioning, marketing strategy, and the customer demographic that is shopping in-store
* Dive deep into the brand’s handbag position: how many SKUs exist? How much do the bags costs? How do they sell the bags? What are the designs and patterns consistent with the brand?
* For the Success Story brand that you choose: analyze how the handbag product line has become a success (looks, design, brands, price points, strategies, etc.)
1. Reference in store experience vs. online / digital platforms of products
2. Conduct interviews and include key findings in your individual research presentation (either in-person or via email) with the following executives pertaining the current state and strategic priorities of the handbag product line and merchandising strategy. The goal of the interviews is to understand Oscar de la Renta’s current approach and priorities to help bring additional context with the in-store mystery shopping.
* Alex Bolen: CEO
* Robert Kogan: SVP licensing and business development
* Tyler Blake: VP of Wholesale
* Rebecca Goodman: VP of Global Communications
1. Explore the online presence of your chosen brand and complete a digital assessment chart for the brand (in addition to the mystery shopping charts for that brand, per prior point):
	1. Website
	2. Social Media
	3. Online Magazines, blogs, etc.

*Please liaise with your team to ensure each student visits a different brand i.e. if there are 6 students on your team, we expect you to cover 6 brands in total.*

SUCCESS STORIES:

* Coach
* Longchamp
* Valentino
* Away
* Fendi
* Cuyana
* Lo & Sons (note: no stores exist)
* Senreve (note: no stores in NYC)
1. In addition to the mystery visit chart(s) and digital assessment chart(s) to be completed, each student must individually summarize all of your research (covering the bullet points above) in a PowerPoint presentation following the guidelines document provided.
2. 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 executives on the first day of the Block Week. It is therefore imperative that all Oscar de la Renta mystery shopping charts be sent to Team A by January 2nd at 12pm noon.

**TOPIC B:**

1. Mystery Shopping: in addition to the work to be completed by all students (see above) Each student must conduct 2 mystery shopping visits to luxury handbag / fashion brands (in addition to the 2 mystery visits to Oscar de la Renta stores for all students) from the list of brands below. Students must complete one mystery shopping chart and one digital assessment chart for each of these 2 brands. Consider:
* Understand the brand’s positioning, marketing strategy, and the customer demographic that is shopping in-store
* Dive deep into the brand’s handbag position: how many SKUs exist? How much do the bags costs? How do they sell the bags? What are the designs and patterns consistent with the brand?
* Understand how the brand approaches handbag exclusivity (i.e. amount of units available)
1. Conduct and present a full review and analysis of the luxury handbag landscape: trends, winners, losers, etc.
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 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.*

FOCUS ON THE **HANDBAG CATEGORY** FOR THE FOLLOWING BRANDS:

* Chloe
* Loewe
* Chanel
* Hermès
* Louis Vuitton
* Gucci
* Tom Ford
* Celine
* Alexander McQueen
* Kate Spade
* Michael Kors
* Bao Bao
* Tory Burch
1. In addition to the mystery visit chart(s) and digital assessment chart(s) to be completed, each student must individually summarize all of your research (covering the bullet points above) in a PowerPoint presentation following the guidelines document provided.
2. As a team, you will be responsible to putting together an in-depth review and analysis of the luxury handbags landscape, trends, winners and losers etc.

**TOPIC C:**

1. Mystery Shopping: in addition to the work to be completed by all students (see above) Each student must conduct at least 2 mystery shopping experiences to non-luxury brands that resonate with millennials (in addition to the two mystery shopping visits to Oscar de la Renta required of all students) from the list of brands below. Students must complete one mystery shopping chart and one digital assessment chart for each of these 2 brands. Study in particular:
* What makes these brands successful with this specific customer?
* What do the in-store customers look like? Are they millennials?
* How do they engage with millennials through various channels (advertising, influencers, celebrities, Instagram)
* How do the millennials purchase their products?
* How are these brands creating an experience that highlights their products, engages their customers and promotes sales?
1. Reference in store experience vs. online / digital platforms of products
2. Explore the online presence of your 2 chosen brands and complete a mystery shopping chart and 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.*

BRANDS THAT RESONATE WITH MILLENNIALS

* Allbirds
* Supreme
* Fenty Beauty by Rhianna
* Lululemon
* Under Armour
* Bonobos
* PUMA
* Victoria’s Secret
* Forever 21
* Anastasia Beverly Hills
* Brandy Melville
* Kat Von D
* Naadam
* Rebecca Minkoff
* Nike
* Apple
* Supreme
* Everlane
* MAC
* Sephora
* Mansur Gavriel
* Adidas
* Rag & Bone
1. In addition to the mystery visit charts and digital assessment charts to be completed, each student must individually summarize all of your research (covering the bullet points above) in a PowerPoint presentation following the guidelines document provided.

**TOPIC D:**

1. Mystery Shopping: in addition to the work to be completed by all students (see above) Each student must conduct at least 2 mystery shopping experiences to brands that have **innovative retail models** that resonate with Millennials (in addition to the two mystery shopping visits to Oscar de la Renta required of all students) from the list of brands below. Students must complete one mystery shopping chart and one digital assessment chart for each of these 2 additional brands. Study in particular:
* How does the brand use the innovative retail model to engage millennials? Where does the customer engagement and lifecycle begin (online or in-store)?
* What omni-channel experiences are available through the brand (i.e. buy online, pick up in store, online communication available with a real in-store associate, iPad and mobile purchasing, etc.)?
* How is the brand innovating and what aspects of this innovation could Oscar de la Renta adopt?
* 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?
1. Reference in store experience vs. online / digital platforms of products
2. 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 a different brand i.e. if there are 6 students on your team, you should cover 12 of the brands below.*

BRANDS WITH INNOVATIVE RETAIL MODELS THAT APPEAL TO MILLENNIALS

* Rent the Runway
* Everlane
* Trunk Club
* Birchbox
* The Blonde Salad
* Farfetch (“store of the future”)
* Yoox Net-A-Porter
* Story
* Warby Parker
* Stitch Fix
* Snowe
1. In addition to the mystery visit chart(s) and digital assessment chart(s) to be completed, each student must individually summarize all of your research (covering the bullet points above) in a PowerPoint presentation following the guidelines document provided.

**CHECKLIST OF PRE-CLASS DELIVERABLES AND ASSIGNMENTS:**

***Checklist for Saturday, December 8th, 2018 at 10 AM- ALL STUDENTS:***

 *Resume*

 *Project preferences for team selection*

 *Signed NDA document*

 *Watch student video*

***Checklist for Monday, December 10th, 2018 at 9 AM - ALL STUDENTS:***

 *Submit any questions for Oscar de la Renta executives (for kick-off presentation)*

***Checklist for Thursday, December 20th 9 AM – 11AM – ALL STUDENTS:***

*Join team conference call (note: it’s a US dial-in so dial in while in the US or find affordable international dial-in method) with Professor Maisonrouge to ask questions about pre-research and mystery shopping*

***Checklist for Monday, January 7th at 9 AM – ALL STUDENTS:***

*Complete 2 store visits to Oscar de la Renta stores listed and complete mystery shopping charts for both*

*Complete one digital assessment for Oscar de la Renta’s online/digital/social presence*

*Send these 3 charts on ODLR (in PPT format) to faculty, TA and the members of TEAM A to consolidate for the class*

***Checklist for Tuesday, January 8th at 5 PM – ALL STUDENTS:***

*Complete mystery shopping charts and digital assessments for the additional companies you are assigned in each Team’s specific section*

*Consolidate all findings, insights, and applications on all brands (including interviews you may have conducted) and create in-depth analysis on all in a PPT presentation. Include both ODLR and your other brands in this presentation and ensure you discuss both the instore and digital experience and the other points noted in your team’s specific pre-research requirements.*

*Send all remaining mystery shopping charts (in addition to the ones on ODLR that you already submitted on January 7th, see above), digital assessment charts + consolidated presentation of findings to Brittany Ng*

***Checklist for Friday, January 11th 2019 at 9am – TEAMS B, C AND D***

*Consolidate and finalize your team’s pre-research in a PPT and present to Professor Maisonrouge in advance of Monday’s presentation to the executives*

***Checklist for Friday, January 11th 2019 at 9am – TEAM A***

*Consolidate and finalize consolidate pre-research for all Oscar de la Renta mystery and digital shopping experiences and present to Professor Maisonrouge in advance of Monday’s presentation to the executives*