**I. BASIC COURSE INFORMATION:**

Professor Ketty Maisonrouge, along with Parsons’ faculty Professor Jessica Corr  
**Wednesdays: 5:45 - 9:00 PM**  
Location: TBC  
Break-Out: TBC  
*Please note classroom assignments are subject to change*

**Instructor Information:**  
Ketty Pucci-Sisti Maisonrouge  
Adjunct Professor, Marketing Division  
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Office Hours: by appointment only

**Additional Instructor’s Information:**  
Jessica Corr  
Assistant Professor of Design, School of Design Strategies  
Parsons School of Design  
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**Teaching Assistants’ Information:**  
Christina D. Clark  
MBA Candidate 2020, Columbia Business School  
Email: ChClark20@gsb.columbia.edu

**II. COURSE DESCRIPTION:**

This class addresses the unique properties, opportunities, and challenges of the luxury industry by studying issues relevant to companies small or large, at early stages of growth or global brands, in the various aspects of the business, from design, production and management to distribution and promotion. The course structure includes presentations (by faculty, industry presidents, CEOs, and senior executives), discussions, and the team project.

In-class faculty presentations will cover both general key aspects of the luxury industry, as well as analyze processes and challenges through current case studies of niche luxury brands.

In this semester-long course, MBA students from Columbia Business School work in teams of 8 with students from Parsons School of Design (4 MBA and 4 Parsons students) to solve actual case studies created exclusively for this class by the participating companies. The following companies will participate in the Fall 2019 semester: Cartier, Chanel, Dior, and Shiseido.

Each team will work closely with faculty from both Columbia Business School and Parsons School of Design, as well as their company’s senior executive(s). Teams will present progress update report(s) throughout the semester to the class, the faculty and their company, as well as a final presentation in front of the class, all participating companies, press and VIPs from the luxury industry.
III. COURSE REQUIREMENTS:
   i. 16 MBA students maximum (16 CBS + 16 Parsons students for a total class of 32 students).
   ii. 2nd year MBA Students, only.
   iii. Attendance at all classes and meetings is MANDATORY (see attendance & grading policies below), as well as for schedule of classes and company meetings)
      a. Students who do not attend the first class will automatically be dropped from the course.
      b. Failure to attend classes or meetings will significantly impact the student’s final grade. Please note that unexcused tardiness will also impact the final grade. (IMPORTANT: Please refer to SECTION III-iii-c below for the MANDATORY company meeting schedule and please refer to the Master Class Student Requirements, Grading, and Code of Conduct document that you must sign).
   c. Mandatory Company Meetings: This course is challenging and requires substantial time and effort in and outside of the classes. In addition to the scheduled Wednesday evening classes, each student will have to attend THREE company meetings on Fridays with Professor Maisonrouge, Professor Corr and their company’s senior executives. The company meetings will last approximately 1h30min and will take place at the company’s headquarters in Manhattan (unless specified otherwise). Please block 2 hours in case the meetings take longer.
      • Mandatory Company Meeting Schedule: Please note that these dates are subject to change. However, your attendance would not be mandatory should the company change the meeting date after you have signed the Code of Conduct document. Once you have been accepted to the course, please note the meeting schedule for your specific company in case of any changes.
         1. Friday, September 20
         2. Friday, October 11
         3. Friday, November 15
   d. Please note the following important class dates due to differences in Academic Calendars:
      1. Monday, August 12: Team Conference Call for CBS Students. Welcome and course introduction. Professor Maisonrouge and TA will answer outstanding questions about pre-semester research assignments.
      2. Wednesday, August 28: Pre-Class Session for Parsons Students. Parsons students will receive welcome and course introduction with Jessica Corr. She will answer outstanding questions about pre-semester research assignments.
      3. Wednesday, October 9: Class #6 for CBS Students ONLY. Attendance is required for CBS students and optional for Parsons students due to Yom Kippur holiday.
      4. Wednesday, October 16: Class #6 for Parsons Students ONLY. Attendance is required for Parsons students and optional for CBS students due to exam period.
   iv. Prerequisites:
      a. Students must have received a HP or better in B6601 – Marketing (core).
      b. Students must have taken or be enrolled in at least one elective course focused on Retail, Marketing or Branding. In your application, please note the courses that you have taken or will be taking that are relevant.
      c. Under exceptional circumstances, students with proven and relevant professional experience in the luxury field may waive certain academic elective pre-requisites in order to enroll for this course. Requests for waivers may be sent to the TA Christina D. Clark at ChClark20@gsb.columbia.edu
      d. IMPORTANT: this waiver can only be requested in lieu of taking the elective courses listed above, but does NOT excuse students from the grade pre-requisites pertaining to core marketing courses.
v. Class Policies, Attendance and Grading:
   a. Attendance at all classes and company meetings is mandatory (for all Friday meeting dates, please refer to SECTION III-iii-c).
   b. Attendance will be conducted promptly at 5:45PM at the beginning of each class. Students who are not present at the time of roll call will be counted absent. Please note that unexcused tardiness will also impact the final grade.
   c. Constructive participation in team activities and classroom discussions is expected from every student.
   d. Participation in team and faculty meetings, as well as company meetings and the final presentations is MANDATORY. If you are ill, you must contact faculty prior to class and arrange to deliver your work to your team.
   e. Only one permanent grade will be given at the end of the semester. The grade will take into consideration your individual participation in the classroom and during meetings, attendance and personal input in the team’s project, as well as your team’s performance throughout the entire semester (please refer to the detailed grade breakdown in the Master Class Student Requirements, Grading, and Code of Conduct document that you must sign).

vi. Enrollment in this Master Class is BY APPLICATION ONLY (not via the bidding platform), and will cost 1,000 points.
   a. In order to apply, please email the following documents by FRIDAY, JULY 19TH BY 9AM to the TA Christina D. Clark at ChClark20@gsb.columbia.edu:
      1. Resume
      2. Short text (400 words) explaining interest in this master class, relevant experience/classes, professional goals after graduation, and what the student expects the course to add to his/her Columbia MBA experience and how this master class will help the student in his/her career.
   b. Students will be notified by MONDAY, JULY 29TH BY 9AM if they have been accepted.
   c. A waiting list will also be created for students who did not get in, should a spot open during final add/drop period.

vii. Pre-Semester Assignments and Deliverables: registered students must submit the following to Professor Maisonrouge and the TA Christina D. Clark by THURSDAY, AUGUST 1ST BY 5PM:
   a. Project Preferences for Team Selection: Each student must list the 4 projects in order of preference and submit a 150-word paragraph describing their possible contribution to and perspective on each particular project (one paragraph per project – therefore a total of 4 paragraphs), including:
      1. Relevant past experience.
      2. Specific skills relevant to the project – please highlight any relevant financial, analytical, marketing research, design and other professional or academic assets/talents.
      3. Highlight possible contributions to the team for each project.
   b. Project ranking: Please make sure to rank the 4 projects in order of your preferences (see list at the end of document), clearly identifying your selection, making your top choice as #1 and least preferred choice as #4. Students who do not rank the four projects in order of preference will be automatically assigned to a team.
   c. Written Assignment on the Class Video: 1 paragraph (150-200 words) on your takeaways from the student interviews featured in the online video available at https://www.youtube.com/watch?v=Qu2nnbWSmcw
viii. Team Assignments will be issued by TUESDAY, AUGUST 6TH
   a. We cannot guarantee that all students will be assigned to the project of their top choices.
   b. Once the team contact information has been issued, CBS students will need to contact one another ASAP because they will participate in a 30min team conference call with Professor Maisonrouge and the TA Christina D. Clark on MONDAY, AUGUST 12TH.
   c. Once your team is confirmed on TUESDAY, AUGUST 6TH, we will forward you the detailed project brief and the pre-research requirements for your project. These requirements are split into 4 pre-research areas. As a team, you are responsible for working within your team to divide the 4 pre-research areas evenly amongst your teammates (represented by Students A-D Research Assignments in Project Brief). Please inform Professor Maisonrouge and the TA Christina D. Clark of these Student A-D assignments by MONDAY, AUGUST 12TH.

ix. Complete Master Class Enrollment by submitting the following signed documents no later than FRIDAY, AUGUST 9TH at 5PM:
   a. Signed Copy of the MANDATORY Class and Meeting Schedule.
   b. Signed Master Class Student Requirements, Grading, and Code of Conduct.
   c. Signed NDA Form (available on Canvas).

x. Team Conference Call with Professor Maisonrouge and the TA Christina D. Clark on MONDAY, AUGUST 12TH between 9:00 – 11:00 AM: Registered MBA students will be required to conference in with the TA for a 30 minute team call on MONDAY, AUGUST 14TH (details and exact 30 minute time slots will be emailed to registered students). Professor Maisonrouge and the TA will make themselves available during this time to answer any questions the MBA students might have in preparing their research. Only Columbia MBA students will be on the call. Please review the extensive pre-research requirements for your assigned project in advance of this call and come prepared with questions.

xi. Individual Pre-Semester Research due by TUESDAY SEPTEMBER 10TH BY 12PM: Extensive research is required to be conducted by this date. It is estimated that this research should take each student around 15-20 hours on average. Please also bear in mind that each student will be required to conduct in-person research (mystery visits) in NYC as part of the pre-research requirements, so please ensure you leave enough time to do this as some of you may be traveling towards the end of the summer break. Your findings will need to be emailed to both Professor Maisonrouge and the TA by 12PM ON TUESDAY SEPTEMBER 10TH. Please refer to the project Research Briefs for full descriptions of the research each student must prepare. These guidelines will be distributed to each student once the student has been assigned to a team. This research will account for 20% of your grade (for the detailed grade breakdown information, please see the Master Class Student Requirements, Grading, and Code of Conduct document). Late submission will affect grade. Guidelines as well as past student research will be provided to registered students for clarification on the requirements of the research assignments.

xii. Resources and Readings: Required reading materials will be available online on Canvas. Additional articles may be distributed throughout the course of the semester. All company case study briefs are available on Canvas. Furthermore, client meetings provide the ideal opportunity to request additional research and reading material.
IV. **CASE STUDY 2019 PROJECT BRIEFS:**

**CARTIER**

**Overview:** Being a Maison that has been creating special pieces since 1847 with product lines that span from accessories to high jewelry, we are immersed in the world of craftsmanship. We are looking for a fresh perspective on ways to communicate with clients of all levels. The intention of this project is to understand clients’ interest in craftsmanship and explore how Cartier can connect with clients through craftsmanship.

**Key Focus Areas and Deliverables:**

1. Do clients of each generation have an interest in finding out about the craftsmanship that goes into the creation of product?
   - What does craftsmanship mean to each generation?
   - What aspects of craftsmanship would be relevant and of interest to each generation?

2. Build an action plan that showcases craftsmanship for each of the generation’s client journey in an impactful way that will resonate with them.
   - Given that clients’ journeys differ and that each generation of clients are different, we are looking for a multi-faceted approach across key touchpoints.
   - Include plans for a pop-up / white box space activation outside of a boutique environment centered around the theme of craftsmanship.

**CHANEL**

**Overview:** In 2019 and beyond we will continue our expansion of stand-alone fragrance and beauty boutiques (there are four today) to increase our direct to client relationships – a shift for the Fragrance and Beauty business that has been traditionally wholesale driven. As we continue to evolve the model, we would like to understand what makes these most successful in gaining and retaining a loyal client. This could be from the store environment, to how to engage with clients through CRM (Client Relationship Management) to experiences and services we provide. Product is less of a lever, as it is globally managed.

**Key Focus Areas and Deliverables:**

1. The research should have a very particular focus on omnichannel and what specific actions brands are taking to connect the .com and in store experiences (appointment booking, events, etc.).

2. Understanding the competitive landscape - including new players such as Glossier and DECIEM - as well as those outside our industry who are providing experience and service in a retail environment.

3. What is the role of the stand-alone boutique within the greater distribution ecosystem (wholesale, online, fashion boutiques) and how does it fit into the client journey?

4. Connecting offline and online, and creating a universe for her.
DIOR

Overview: In the context of our WE ARE DIOR North America mission “to connect new and existing clients to the richness of the House of Dior – its timeless elegance, its eternal desirability, and more than ever, its bold, timely relevance,” we would like to take a more anticipatory Marketing approach to deliver better orchestrated and impactful 360-Integrated Communications and Image/Client event initiatives.

Key Focus Areas and Deliverables:
1. Complete a Communications Competitive Analysis, taking a deep dive into what our competition is doing – events, client treatments, gifting, digital, PR. Our Communications department will provide a 360 degree grid for use in this Analysis.

SHISEIDO:

Overview: Clé de Peau Beauté (“CPB”), a Japanese luxury skincare and makeup brand, must attain aggressive double-digit growth year-over-year for the foreseeable future in the U.S. market. The brand’s recent success suggests that there is significant opportunity to reach these ambitious goals. However, due to CPB’s price point, low awareness and niche appeal, CPB is challenged to find consumers qualified and interested in converting (from demographic and psychographic perspectives). CPB has identified 4 key consumer segments: Affluent Boomers, American Royalty/Gen X, HENRY, and Young Asian Elite. These segments are utilized to target all aspects of Marketing, which lead to customer acquisition and eventually retention. With a new CRM system in place, brand retention is improving. However, customer acquisition, amongst this highly sought-after, luxury audience, is challenging.

Key Focus Areas and Deliverables: This case’s objective is to develop a plan to reach and acquire qualified leads based on CPB’s existing segmentation and unlock potential new target audiences. The plan should include:
1. Migrating market share from identified competitors in Skincare (e.g., La Mer, La Prairie, Sisley, SKII, Chantecaille) and Makeup (e.g., YSL, Armani, Chanel, Dior, Tom Ford, Guerlain, Chantecaille) as well as niche Luxury competitors.

2. Transitioning clients from existing prestige beauty brands (e.g., Estee Lauder, Lancôme, etc.) into luxury.

The plan should be a 360 strategy, and therefore will include potential Marketing levers like partnership programs, influencer campaigns, media opportunities, new sampling venues and/or in store activations, pop-up/experiential initiatives, etc. To reach acquisition goals in the U.S. market, current limitations from a creative and product development perspective must be considered (as these elements of the business are managed via CPB’s Global Brand HQ Student in Tokyo, and cannot be significantly impacted for U.S. strategy).