B8655: "The Luxury Approach" – Block Week Program January 2015

I. BASIC COURSE INFORMATION

Course Dates: January 12\textsuperscript{th}-16\textsuperscript{th}, 2015
Location: WJW416

Instructor Information:
Ketty Pucci-Sisti Maisonrouge
Adjunct Professor, Marketing Division
E-mail: km2233@columbia.edu
Office Hours: by appointment only

Teaching Assistant:
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Course E-mail: ta@luxuryeducationfoundation.org
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Luxury Education Foundation:
Natasha Birnbaum
Program Director
E-mail: natasha@luxuryeducationfoundation.org

II. 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 The St. Regis Hotel New York. 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 **Friday, December 19th, 2014 at 9AM** the following (if possible, please send them as soon as you are registered for the course):

   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)

   d. **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

ii. **Team Assignments will be issued by Saturday, December 20th at 5PM**

   a. Please note that we cannot guarantee that all students will be assigned to their top two choices.

iii. **Team Conference Calls on Tuesday, December 23rd from 9:30-10:50AM**

   a. Each team will join a conference call for 20 minutes from 9:00-10:50AM as follows (in order to discuss the research each student will be conducting and to answer any questions about it):

      • Team A: 9:30-9:50AM
      • Team B: 9:50-10:10AM
      • Team C: 10:10-10:30AM
      • Team D: 10:30-10:50AM

   Call-in details and calendar invites will be emailed out for your convenience.

iv. **Individual Pre-Semester Research due by Monday, January 12th 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 12th. 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.

v. **Team Research Presentations on Monday, January 12th:**

   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 12th 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).
vi. 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
   - Course Book: articles will be uploaded onto the course’s Canvas page.

c. 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
v. **GRADING**

<table>
<thead>
<tr>
<th>% OF FINAL GRADE</th>
<th>ASSESSMENT</th>
<th>GRADE DESIGNATION</th>
<th>ADDITIONAL INFORMATION AND GRADE DROP POLICIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
<td>Pre-Research</td>
<td>C – Individual</td>
<td>To be completed by the first day of classes: Monday, January 12th.</td>
</tr>
<tr>
<td>20%</td>
<td>Class Participation and Attendance</td>
<td>C – Individual</td>
<td>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.</td>
</tr>
<tr>
<td>20%</td>
<td>Peer Evaluations from Team Members</td>
<td>C – Individual</td>
<td>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.</td>
</tr>
<tr>
<td>20%</td>
<td>Presentations to Faculty during In-Class Debriefings and Reviews (Individual &amp; Group)</td>
<td>A – Group</td>
<td>Students will present a few times during the week to faculty and to the company’s executives.</td>
</tr>
<tr>
<td>20%</td>
<td>Final Presentations (Individual &amp; Group)</td>
<td>A – Group</td>
<td>Students will present their final recommendations at the end of the week.</td>
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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 St. Regis, 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, (St. Regis Hotel for January 2015). 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 Barguidjian, President & CEO, Graff
   - Pamela Baxter, President & CEO, Dior and LVMH Perfumes & Cosmetics
   - Jean-Marc Bellaiche, SVP, Strategy & Business Development, Tiffany & Co. (TBC)
   - Robert Chavez, President & CEO, Hermes
   - David Friedman, President, Wealth-X (TBC)
   - Francois Kress, President, Stuart Weitzman (TBC)
   - Sam O'Donahue, Co-Founder, Established (TBC)
   - Maz Zouhairi, President & CEO, Lalique

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.

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 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 (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
  - 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: THE ST. REGIS HOTEL NEW YORK
Case Study Description

1) PROJECT OVERVIEW:

The St. Regis brand's rich heritage began over 110 years ago with the opening of the landmark Fifth Avenue location. As St. Regis New York evolves, how can it tailor its services, customer engagement initiatives and expectations to stay relevant and fresh for today's society and young wealth while remaining true to its brand culture and sophistication?

2) COMPANY PROFILE

The St. Regis heritage is infused with modern inspiration which informs every St. Regis address. Cherished traditions such as fresh flowers, afternoon tea and midnight supper events are carried out as flawlessly today as they were over a century ago at the very first St. Regis hotel. The St. Regis continues to honor the spirit of its visionary founder, John Jacob Astor IV, who built the original St. Regis Hotel in New York as the finest expression of art and architecture. This timeless blend of innovation and tradition are the foundation of St. Regis Hotels and Resorts, inspiring today's new global traveler with personalized service, contemporary design and refined elegance at the best destinations around the world.

The story of St. Regis begins during New York’s Gilded Age, where the country’s first aristocracy rose to prominence. Among this elite group of families were such illustrious names as Carnegie, Vanderbilt and Rockefeller. One of the leaders at the helm of this new high society was the matriarch Caroline, of the renowned Astor family. Visionary and tenacious, “The” Mrs. Astor created the first true expression of New York society by hand-selecting those with whom she associated – known as the “400.” Her son, Colonel John Jacob Astor IV, was later inspired to develop his vision of a private estate featuring technological advancements of the time and elegant touches such as butler service. These innovations debuted in 1904 when The St. Regis New York hotel opened inside Astor’s classic Beaux Arts landmark, located on 55th Street and Fifth Avenue. St. Regis ushered in a new era of lavish soirees and notable names, which have come to personify luxury and style. Throughout its history, St. Regis has attracted the most glamorous, creative and intriguing personalities of each era including Marlene Dietrich, William Paley and his wife Barbara (“Babe”) who lived at The St. Regis New York, as did Salvador Dali, his wife, Gala and their pet ocelot.

Since its inception more than a century ago, St. Regis has experienced unparalleled growth, expanding its portfolio with hotels and resorts in such coveted locations as Abu Dhabi, Bali, London, Rome, San Francisco and Singapore.

3) POSITION IN MARKETPLACE

a) Customer Profile:

- HNW Men and Women over 30 with a flair and a passion for quality
- High income, especially socially active professionals
- People who are attracted to classic elegance, yet follow 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) Competitors:

NEW YORK:

i) Direct competitors

- Four Seasons
- Ritz Carlton
• The Carlyle
• The Essex House
• The Mandarin Oriental
• The Mark Hotel
• The New York Palace
• The Park Hyatt
• The Peninsula
• The Pierre Hotel
• The Plaza
• The Plaza Athenee

ii) **Indirect competitors**
• The Bowery Hotel
• Crosby Street Hotel
• Le Parker Meridien
• Loews Regency Hotel
• SIXTY SoHo
• The Gramercy Park Hotel
• The Greenwich Hotel
• The Lowell Hotel
• The NoMad Hotel
• The Setai
• The Soho Grand Hotel
• The Surrey

**WORLDWIDE:**
• Bulgari Hotel, London, UK
• Burj Al Arab, Dubai
• Chateau Marmont, Los Angeles
• Montage Hotel, Beverly Hills CA
• Hotel de Crillon, Paris
• Hotel du Cap Eden Roc, Cap d’Antibes
• Hotel George V, Paris
• Hotel de Paris, Monte Carlo
• Hotel Plaza Athenee, Paris
• Le Bristol, Paris
• Le Meurice, Paris
• Mandarin Oriental, Hong Kong
• Oberoi Rajvilas, Jaipur
• The Beverly Hills Hotel, Los Angeles
• The Peninsula, Hong Kong
• The Ritz, Paris
• You are welcome to research other luxury hotels in the countries you might be visiting over the break

4) **THE CASE STUDY**

a) **Project Objective:**

As St. Regis New York evolves, how can it tailor its services, customer engagement initiatives and expectations to stay relevant and fresh for today’s society and young wealth while remaining true to its brand culture and sophistication?
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 12th.** 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 research:

<table>
<thead>
<tr>
<th>Team:</th>
<th>Research:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>The St. Regis Brand and Service Experience</td>
</tr>
<tr>
<td>B</td>
<td>The Competitive Landscape – NY and Worldwide (Direct and Indirect): Best in Class</td>
</tr>
<tr>
<td>C</td>
<td>The Luxury Service Experience: Best in Class</td>
</tr>
<tr>
<td>D</td>
<td>Worldwide Service and Experiential Companies Competitive Landscape: Best in Class</td>
</tr>
</tbody>
</table>

d) **Company Contacts:**

Hermann Elger, General Manager

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

i. Visit the St. Regis Hotel New York
ii. Visit the St. Regis website and social media platforms/event pages
iii. Visit at least one of the major competitors listed above
iv. Visit their respective websites and social media platforms/event pages

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

a) **Team A: The St. Regis Brand and Service Experience**

1. **Interviews:**
   a. Interview a St. Regis Manager and concierge to gain insights on the brand and clientele
   b. Interview the St. Regis Dining/Bar Managers to gain insights on the brand and clientele
   c. Visit a few of the Designer Suites
   d. Conduct online research to gage fashion/lifestyle magazines’, fashion/lifestyle blogs’, and relevant lifestyle publications’ knowledge and promotion of the St. Regis brand and lifestyle

2. **Service Experience:** Each student must conduct 3 different mystery service experiences at the St. Regis Hotel and gather all class St. Regis service experiences to present in-depth research to company executives
   a. Engage in discussions with staff and personnel as much as possible
b. Explore St. Regis’ current NY based strategic partnerships
   i. Other brands
   ii. Special VIP groups

b. Explore St. Regis’ current NY based strategic partnerships
   i. Other brands
   ii. Special VIP groups

c. Explore St. Regis’ current services dedicated to the 30-40 year old population segment
d. Notice the interaction of the staff with technology and/or digital platforms

3. Explore St. Regis’ online presence
   a. Website
   b. Social Media
   c. Online Magazines, blogs, etc.

4. Conduct an online survey targeted at customers that fit into the “St. Regis Customer Profile” to gage knowledge of the brand and of competitors’ brands.

b) Team B: The St. Regis Direct and Indirect Competitive Landscape (NY and Worldwide)

1. Service Experience: Each student must conduct at least 4 mystery service experiences at hotels and dining/bars at the hotels (in addition to the one at St. Regis NY for all students) from the major competitors list (see list above)

   a. Engage in discussions with staff and personnel as much as possible
   b. Explore the hotel’s current NY based strategic partnerships
   c. Explore the hotel’s current services dedicated to the 30-40 year old population segment (including events, etc.)
   d. Notice the interaction of the staff with technology and/or digital platforms

2. Explore the online presence of your 4 chosen hotels:

   a. Website
   b. Social Media
   c. Online Magazines, blogs, etc.

c) Team C: The Luxury Service Experience: Best in Class

1. Service Experience: Each student must conduct at least 4 mystery service experiences from the below list of major luxury brands

   a. Engage in discussions with staff and personnel as much as possible
   b. Explore their current NY based strategic partnerships
   c. Explore their current services dedicated to the 30-40 year old population segment (including events, etc.)
   d. Notice the interaction of the staff with technology and/or digital platforms

MAJOR LUXURY BRANDS:
1. Bulgari
2. Cartier
3. Chanel
4. Dior
5. Giorgio Armani
6. Graff
7. Loro Piana
8. Louis Vuitton
9. Prada
10. Ralph Lauren
11. Tom Ford
LIFESTYLE BRANDS:
1. Aesop
2. Alexander Wang
3. A.P.C.
4. Barneys Co-op
5. Dover Street Market
6. Lululemon
7. Maison Kitsune
8. Opening Ceremony
9. Warby Parker

2. Explore exclusive and/or VIP services provided by your 4 chosen brands

3. Explore the online presence of your 4 chosen brands:
   a. Website
   b. Social Media
   c. Online Magazines, blogs, etc.

   d) Team D: Worldwide Service and Experiential Companies Competitive Landscape

*Please note that each student must cover at least 4 brands in total from the below categories.*

1. Research the below VIP Concierge Companies’ service offerings and strategic partnerships

VIP Concierge Services:
• American Express Black Card/Centurion
• Vertu
• Quintessentially

2. Research the below industries’ service offerings and strategic partnerships:

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/Helicopters options such as Netjets
• High-End Restaurants - What 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 service experiences.

   • Engage in discussions with staff and personnel as much as possible
   • Explore their current strategic partnerships
   • Explore their current services dedicated to the 30-40 year old population segment (including events, etc.)
   • Notice the interaction of the staff with technology and/or digital platforms
5) **TENTATIVE SCHEDULE – JAN 12-16:**

**Please note that the final schedule will be confirmed on Monday, January 5th.**

**DAY 1. Monday, January 12, 2015**
A. **9:30 AM – 10:30 AM:**
   - Class Introduction
   - Introduction to Marketing of Luxury Products
   (60 min)
B. **10:30 AM – 12:30 PM:**
   - Each team meets separately with faculty to go over their completed research (30 min/team)
   - The rest of the teams work on their presentations
   (120 min)
C. **12:30 PM – 2:00 PM:**
   - LUNCH BREAK and students work on their research presentations
   (90 min)
D. **2:00 PM – 5:30 PM:**
   - Detailed Presentation of Project by St. Regis
   - Students’ Present their Research to St. Regis
   - Q&A
   (3h30min)

**DAY 2. Tuesday, January 13, 2015**
A. **9:30 AM – 10:30 AM:**
   - Presentation on Promotion and Social Media in the Luxury Field
   (60 min)
B. **10:30 AM – 11:30 AM:**
   - Guest Speaker 1
   (60 min)
C. **11:30 AM – 1:00 PM**
   - Class works on initial recommendations and work in teams – Faculty present to assist and answer any questions
   (90 min)
D. **1:00 PM – 2:00 PM:**
   - LUNCH BREAK
   (60 min)
E. **2:00 PM – 3:00 PM:**
   - Presentation and Discussion on the J.Mendel Case Study
   (60 min)
F. **3:00 PM – 4:00 PM:**
   - Guest Speaker 2
   (60 min)
G. **4:00 PM – 5:00 PM:**
   - Presentation on Distribution in the Luxury Field
   (60 min)
H. **5:00 PM – 5:30 PM:**
   - Final review of initial recommendations
   (30 min)

**DAY 3. Wednesday, January 14, 2015**
A. **9:30 AM – 11:00 AM:**
   - Students present Initial Recommendations to St. Regis with Feedback
   (90 min)
B. **11:00 AM – 12:00 PM:**
   - Guest Speaker 3: Pamela Baxter, President & CEO, Dior and LVMH Perfumes & Cosmetics
   (60 min)
C. 12:00 PM – 1:00 PM:  
Debriefing on Initial Recommendations  
(60 min)  
D. 1:00 PM – 2:00 PM:  
LUNCH BREAK  
(60 min)  
E. 2:00 PM – 3:00 PM:  
Presentation on Brand Identity in the Luxury Field  
(60 min)  
F. 3:00 PM – 4:00 PM:  
Guest Speaker 4: Maz Zouhairi, President & CEO, Lalique  
(60 min)  
G. 4:00 PM – 5:30 PM:  
Presentation on How to Create a Luxury Brand  
(90 min)  

DAY 4. Thursday, January 15, 2015  
A. 10:00 AM – 11:00 AM:  
Presentation on China and Japan  
(60 min)  
B. 11:00 AM – 12:00 PM:  
Guest Speaker 5: Robert Chavez, President & CEO, Hermes  
(60 min)  
C. 12:00 PM – 1:30 PM:  
LUNCH BREAK and students work on their presentations  
(90 min)  
D. 1:30 PM – 2:30 PM:  
Presentation on the Opportunities in Emerging Markets for Luxury Products  
(60 min)  
E. 2:30 PM – 3:00 PM:  
Class Debriefing  
(30 min)  
F. 3:00 PM – 4:00 PM:  
Guest Speaker 6: Henri Barguirdjian, President & CEO, Graff  
(60 min)  
G. 4:00 PM – 5:00 PM:  
Presentation on L’Olivier  
(60 min)  
H. 5:00 PM – 6:00 PM:  
Students work in class on their recommendations  
(60 min)  

DAY 5. Friday, January 16, 2015  
A. 9:30 AM – 10:30 AM:  
Presentation on the Challenges of Counterfeiting in the Luxury Field  
(60 min)  
B. 10:30 AM – 11:30 AM:  
Students work in class  
(60 min)  
C. 11:30 AM – 12:30 PM:  
Guest Speaker 7: HOLD FOR: Francois Kress, President, Stuart Weitzman  
(60 min)  
D. 12:30 PM – 1:30 PM:  
LUNCH BREAK  
(60 min)  
E. 1:30 PM – 2:30 PM:  
Final review and set up of students’ presentations  
(60 min)
F. 2:30 PM – 4:00 PM:
   Students’ Final and Full Presentation to the St. Regis executives
   (90 min)
G. 4:00 PM – 5:00 PM:
   Reception
   (60 min)