This document contains:
A. Syllabus
B. Master Class Student Requirements/Code of Conduct - to complete enrollment you must agree to the terms

A. SYLLABUS

B8697 – RETAILING: THE DESIGN & MARKETING OF LUXURY PRODUCTS

I. BASIC COURSE INFORMATION

Ketty Maisonrouge, along with Parsons’ faculty Jessica Corr
Tuesdays: 6:00 - 9:15 pm
Location: WJW 209
Break-Out: WJW 415

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

Additional Instructor’s Information:
Jessica Corr
Assistant Professor, School of Design Strategies
Parsons The New School for Design
E-mail: corrj@newschool.edu

Teaching Assistants’ Information:
Jaeyeon Chung
PhD Candidate, Columbia Business School
Email: jchung17@gsb.columbia.edu
Yael Karlinsky
PhD Candidate, Columbia Business School
Email: ykarlinsky17@gsb.columbia.edu

Luxury Education Foundation:
Natasha Birnbaum
Program Manager
Email: natasha@luxuryeducationfoundation.org

For all course-related correspondence, please email the TAs at TA@luxuryeducationfoundation.org.

II. COURSE DESCRIPTION:

This class addresses the unique properties, opportunities, and challenges of the luxury industry by studying challenges relevant to the field in the various aspects of the business, from design, production and management, marketing to distribution and promotion. The course structure includes presentations (by faculty and by industry presidents, CEOs, and senior executives), discussions, and team projects.

In this semester-long course, MBA students from Columbia Business School work in teams of 8 with students from Parsons The New School for 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 2014 semester: CADILLAC, CARTIER, FERRAGAMO, LALIQUE and VAN CLEEF & ARPELS.

Each team will work closely with faculty from both Columbia Business School and Parsons The New School for Design, and their company's senior executive(s). Teams will present progress update report(s) throughout the semester to the class, the faculty and their company, and a final presentation in front of the class, all participating companies, press and VIPs from the luxury industry.

III. COURSE REQUIREMENTS

i. 40 student limit (20 MBA/20 Parsons students)
ii. 2nd year MBA Students
iii. Attendance at all classes and meetings is MANDATORY (see below for attendance policy and grading policies)
   a. Students who do not attend the first class will automatically be dropped from the course.
   b. Failure to attend classes or meetings will impact the student’s final grade. Please note that unexcused tardiness will also impact the final grade. (IMPORTANT: for the mandatory Friday meeting dates, please refer to section A-III-x and please refer to section B for the grade drop policy).
   c. Please note that the 11/25 class has been rescheduled for 11/7 (Friday) as Parsons does not have class on 11/25 (please refer to the class schedule document).

iv. Prerequisites
   a. Students must have received a HP or better in both B6601 Marketing: Innovation through Customer Centricity, Part I and B6602 Marketing: Innovation through Customer Centricity, Part II core courses. Please see the below table for a detailed description of how this course is connected to both of these core courses.

<table>
<thead>
<tr>
<th>Core Course</th>
<th>Connection with Core</th>
</tr>
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</table>
| B6601 – Marketing: Innovation through Customer Centricity, Part I | 1. Role of Marketing value creation for customers  
2. Assessing market opportunities by analyzing customers, competitors and company strengths and weaknesses  
3. Designing effective marketing strategies  
4. Understanding the interdependence of marketing decisions and effects on firm’s customer and competition  
5. Analyzing a company and its branding  
6. Analyzing customers including their behaviors, retention, segmentation and targeting  
7. Analyzing a company’s market penetration and marketing strategy |
| B6602 – Marketing: Innovation through Customer Centricity, Part II | 1. Integrating marketing communications: advertising, new media, media selection  
2. Innovation, new products  
3. Integrated marketing strategy implementation through “marketing mix” and interrelation between various elements of marketing mix  
4. Understanding tools for successful marketing strategy implementation requiring effective communication |

b. Must have taken or be enrolled in at least one of the following courses:
   - B8618 Integrated Marketing Strategy
   - B8617 Marketing Research
   - B8621 Managing Brands, Identity and Experience
   - B8652 Retail Fundamentals
   - B8653 Retailing Leadership
   - B8607 Strategic Consumer Insights
v. Class Policies, Attendance and Grading:
   a. Attendance at all classes, company meetings and student and faculty meetings is mandatory (for all Friday meeting dates, please refer to section A-III-x).
   b. Attendance will be conducted approximately 15 minutes after the start time 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 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 each 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 section B – Master Class Student Requirements/Code of Conduct).

vi. Pre-Semester Assignments and Deliverables: registered students must submit to Prof. Maisonrouge and the TAs by Thursday, August 7th at 5PM the following:
   a. Resume.
   b. 1 Paragraph (100 – 200 words) on what the student expects the course to add to his/her Columbia MBA experience.
   c. Project Preferences for Team Selection: each student must list the 5 projects in order of preference and submit a 100 – 200 word paragraph describing their possible contribution to and perspective on each particular project (one paragraph per project – therefore a total of 5 paragraphs), including:
      § Relevant past experience.
      § Specific skills relevant to the project – please highlight any relevant financial, analytical, marketing research, design and other professional or academic assets/talents.
      § Highlight possible contributions to the team for each project.
   d. Written Assignment on the Class Video: 1 paragraph (100-200 words) on your greatest takeaways from the student interviews featured in the online video available at http://www8.gsb.columbia.edu/courses/mba/2012/fall/b9677-010.
   e. Initialed Copy of the Class Schedule.
   f. Signed Master Class Student Requirements/Code of Conduct (please refer to section B- Master Class Student Requirements/Code of Conduct).
   g. Signed NDA Form (available on Canvas).

vii. Team Assignments will be issued by Tuesday, August 12th at 5PM
   a. We cannot guarantee that all students will be assigned to the project of their top three choices.
   b. Once the team contact information has been issued, students will be required to contact their CBS teammates by 5PM on Wednesday, August 13th and CBS students will need to sign up for a team 30 min. conference call (CBS only) with the TAs (details will be emailed to registered students).
   c. Your TA will also include your teammates' resumes when assigning teams so that the teams can have a chance to review everyone's professional background and strengths (Parsons will do the same).

viii. Team Conference Call with TAs on Tuesday, August 19th: Registered MBA students will be required to conference in with the TAs for a 30 minute team call on Tuesday, August 19th from 9:30AM to 12:00PM (details will be emailed to registered students). The purpose of this conference call is to answer any questions the MBA students might have in preparing their research, which is due on the first day of class (please note that the Parsons semester begins
before CBS so the Parsons students will have already met before our first class together), as well as to assist the teams in assigning each specific research part to each student. Only Columbia MBA students will be on the call.

**ix. Individual Pre-Semester Research due by Friday, September 5\(^{th}\) at 12PM:** extensive research is required prior to the first class. Your findings will need to be emailed to Prof. Maisonrouge, Prof. Corr and the TAs by 12PM on the first Student and Faculty meeting date on Friday, September 5\(^{th}\). Please refer to the research guidelines for the full research descriptions each student must prepare. This research will account for 15% of your grade (for the detailed grade breakdown information, please refer to section B). Guidelines as well as past student research will be provided to registered students for clarification on the requirements of the research assignments.

**x. Student and Faculty Meetings and Company Meetings:** this course is challenging and requires substantial time and effort in and outside of the classes. Each student will have to attend FOUR student and faculty meetings and FOUR company meetings on Fridays with Professor Maisonrouge and their firm's senior executives.

- **The team and faculty meetings** will be 3-3.5 hour long sessions held on the Parsons campus. These sessions are broken down as follows:
  - 30 minutes with all students to go over expectations for the upcoming company meeting, reviewing past examples, etc.
  - 30 minutes for faculty to visit each of the five teams to review their progress, answer questions, address concerns, etc. While faculty visits each team, the other teams will work together on their presentations, due that Monday morning.
  - Team and Faculty Meeting Schedule (All meetings are mandatory) – on the below Fridays, at Parsons, from 12-3:30PM:
    1. **Friday, September 5\(^{th}\)**
    2. **Friday, September 26\(^{th}\)**
    3. **Friday, October 24\(^{th}\)**
    4. **Friday, November 14\(^{th}\)**

- **The company meetings** will last approximately 1h30min and will take place at the company’s headquarters in Manhattan. For more details on meeting dates, please refer to the class calendar.
  - Company Meeting Schedule (All meetings are mandatory) – on the below Fridays, at company HQs, timing will vary for each team:
    1. **Friday, September 12\(^{th}\)** (except Lalique which will be held on Tuesday, September 16\(^{th}\) – 8-9:30AM)
    2. **Friday, October 3\(^{rd}\)**
    3. **Friday, October 31\(^{st}\)** (except Lalique which will be held on Tuesday, October 28\(^{th}\) – 8-9:30AM)
    4. **Friday, November 21\(^{st}\)**

**x. Resources and Readings:** Required reading materials will be available for pick-up in Warren Operations as well as online on Canvas. Additional articles may be distributed throughout the course of the semester. All company case study descriptions are available on Canvas. Furthermore, client meetings provide the ideal opportunity to request additional research and reading material.
IV. CASE STUDY PROJECT BRIEFS

CADILLAC
The Cadillac ELR launched in the U.S. in early 2014 as the only luxury coupe with extended-range electric vehicle technology. The dynamically designed coupe has a total driving range of 340 miles. Cadillac is seeking assistance to increase sales in 2015. The brand is looking for the development and implementation of a fully integrated communications plan that will complement its other marketing and communication efforts in the United States by driving awareness and consideration of the vehicle.

CARTIER
Exclusivity, creativity and pioneering spirit have embodied the Cartier Maison since its foundation in 1847 in Paris. Cartier creates, manufactures and distributes Luxury Jewelry, Watches and Accessories and is known worldwide for its iconic creations such as Love, Trinity, Ballon Bleu or Santos. Cartier is a strong actor of the watch market, mainly thanks to its female collections and is looking to develop its desirability towards male clients. The overall goal for the Maison is to gain market share in the highly competitive masculine watch market while staying true to Cartier’s DNA. The objective of the fall 2014 case study is to develop a strategic plan improving the perception of Cartier Watches towards men through Communication and Client Experience.

FERRAGAMO
Students are asked to develop a RTW business development strategy in the context of how a brand like Ferragamo can further leverage Ready-to-Wear to increase brand desirability and generate profitable revenue from the category. The project assumes that Ferragamo should develop a more robust RTW business. The final presentation should be crafted as a strategic initiative proposal for the corporate steering committee.

LALIQUE
LALIQUE’s recent evolution from manufacturer of crystal decorative items, to luxury lifestyle brand is driven by five core divisions: Fine Jewelry, Interiors, Art, Fragrance & Decorative Items. At the forefront of this transformation is the Interiors division, which has seen significant growth in the past three years. 2012 marked the launch of Orgue, a lighting collection developed in partnership with Studio Andrée Putman, and in 2013 the brand debuted LALIQUE Maison, a furniture collection designed in collaboration with Lady Tina Green. The launch of these new collections, combined with the brand’s heritage line of crystal lighting, furniture and fixtures, in addition to the custom capabilities of our Bespoke Design Studio, has positioned LALIQUE’s Interiors division as a complete home brand. Current US distribution of the Interiors division is limited to LALIQUE boutiques (New York, Bal Harbour, Chicago, Las Vegas, and Beverly Hills) and sales are therefore generated primarily by existing LALIQUE clients. As a means for increasing both sales and exposure, LALIQUE is considering expansion in to the commercial marketplace by working directly with luxury hotels, residential developments, and other hospitality design projects. This project asks students to explore expansion into this sector by identifying potential marketplaces, developer partners, design ideas and other opportunities that will allow LALIQUE to expand the business and increase exposure.

VAN CLEEF & ARPELS
The project revolves around an exciting brand development and marketing topic for the Perlee jewelry collection, which is becoming a second pillar of Van Cleef & Arpels’ offer and mix (after the famous Alhambra collection) and which has an enormous potential. Students should develop a 360 degree proposal, looking at ways to express the Van Cleef & Arpels’ identity, recruit new clients, maximize the collection, marketing, sales, training, communication and e-branding, services.
B. MASTER CLASS STUDENT REQUIREMENTS/ CODE OF CONDUCT

In addition to bidding on this course, to complete the enrollment process please read, then cut, paste and email the following Master Class Student Requirements and Code of Conduct to Professor Maisonrouge at km2233@columbia.edu and to the TAs at TA@luxuryeducationfoundation.org.

Master Class
Student Grading, Requirements and Code of Conduct

I understand that “Retailing: The Design and Marketing of Luxury Products” Class requires intense collaborative teamwork with students and faculty from Columbia Graduate School of Business and Parsons The New School for Design and requires 4 three-hour Friday meetings outside the classroom. I understand that I will closely engage with external client organizations, have 4 scheduled one hour and half meetings at clients’ headquarters, and deal with complex real-world projects under strict deadlines. Hence, I pledge to devote an average (but not limited to) ten (10) hours per week to fulfill my burdens and responsibilities (including classroom, student and faculty meetings and company meetings).

I also understand that attendance to classes and meetings are an integral part of this class, hence they affect my final grade as described in the below grade breakdown table.

GRADE BREAKDOWN

<table>
<thead>
<tr>
<th>% of Final Grade</th>
<th>Assessment</th>
<th>Grade Designation</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>Research</td>
<td>B – Group discussion</td>
<td>To be completed by the end of the first week of classes: Friday, September 5th.</td>
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<tr>
<td></td>
<td></td>
<td>permitted/individual</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>submission</td>
<td></td>
</tr>
<tr>
<td>15%</td>
<td>Class Participation and Attendance</td>
<td>C – Individual</td>
<td>If I miss two (2) sessions (e.g. two (2) classes; or two (2) company meetings; or two (2) student/faculty meetings; or one (1) class and one (1) company or one (1) student/faculty meeting), my grade will lowered by a full grade (e.g., H to HP, HP to P, P to LP, LP to fail). If I miss three (3) sessions, my grade will lowered by two (2) full grades (e.g. H to P, HP to LP, P to fail). Moreover, if I miss four (4) or more sessions, I will fail this class.</td>
</tr>
<tr>
<td>15%</td>
<td>Meeting Participation and Attendance</td>
<td>C – Individual</td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>15%</td>
<td>Student’s Evaluations from Other Team Members</td>
<td>B – Group discussion</td>
<td>Two peer evaluations will be completed, one mid-semester (9/30) and one at the end of the semester (12/2).</td>
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<tr>
<td></td>
<td></td>
<td>permitted/individual</td>
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<td></td>
<td></td>
<td>submission</td>
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</tr>
<tr>
<td>10%</td>
<td>Presentations to Faculty</td>
<td>A – Group</td>
<td>Students will deliver their presentations during the four (4) Fridays scheduled for the Student and Faculty Meetings (please refer to the class schedule for the specific dates of these meetings).</td>
</tr>
<tr>
<td>15%</td>
<td>Company Meeting Presentations</td>
<td>A – Group</td>
<td>Students will deliver their presentations to the executives at the company headquarters during the four (4) Fridays scheduled for the Company Meetings (please refer to the class schedule for the specific dates of these meetings).</td>
</tr>
<tr>
<td>15%</td>
<td>Final Presentations</td>
<td>A – Group</td>
<td>In lieu of a final exam, these presentations will be held on Tuesday, December 9th from 6-9PM.</td>
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</table>

Student name here _______________________________________________________________