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 – MARKETING OF LUXURY PRODUCTS

I. BASIC COURSE INFORMATION

Professor Ketty Maisonrouge
Wednesdays: 5:45pm - 9:00pm
Location: Uris 329
*Please note classroom assignments are subject to change

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

Teaching Assistant Information:
Brittany Ng
MBA Candidate, Columbia Business School
Email: Bng19@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 production and management to distribution and promotion. The course structure includes presentations (by faculty and by 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 6 to solve actual case studies created exclusively for this class by the participating companies. The following companies will participate in the Fall 2018 semester: Audemars Piguet, Cadillac, Hermès, Louis Vuitton

Each team will work closely with faculty from Columbia Business School, 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. 24 students maximum
ii. 2nd year MBA Students
iii. Attendance at all classes and meetings is MANDATORY (see below for attendance policy and grading policies and 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 impact the student’s final grade. Please note that unexcused tardiness will also impact the final grade. (IMPORTANT: Please refer to section A-iii-c below for the mandatory class and meeting schedule and please refer to section B for the grade drop policy).

c. 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 and their firm’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, at present, these dates are subject to change. 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 28th
  2. Friday, October 26th
  3. Friday, November 16th

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 TA Brittany Ng at Bng19@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 A-III-iii).
  b. Attendance will be conducted promptly at 5:45 pm 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 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 faculty and company 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. Enrollment in this Master Class is BY APPLICATION ONLY (not via the bidding platform), and will cost 1,000 points. In order to apply, please email the following documents by FRIDAY, JULY 20th BY 9AM to TA Brittany Ng at Bng19@gsb.columbia.edu
  a. 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 30th 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 Prof. Maisonrouge and Brittany Ng by Thursday, August 2nd at 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:
      ▪ 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.
   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.
   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
   d. Signed Copy of the MANDATORY Class and Meeting Schedule.
   e. Signed Master Class Student Requirements/Code of Conduct (please refer to section B- Master Class Student Requirements/Code of Conduct which includes details of the Grade Drop Policy).
   f. Signed NDA Form (available on Canvas).

viii. Team Assignments will be issued by Tuesday, August 7th at 5PM
   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 and participate in a team 30 min. conference call with Prof Maisonrouge and the TA (details will be emailed to registered students).
   c. Once your team is confirmed on August 7th, we will forward you the detailed project brief and the pre-research requirements for your project. These requirements are split into 3 pre-research areas. As a team, you are responsible for working within your team to divide the 3 pre-research areas evenly amongst your teammates. Please inform Prof Maisonrouge and Brittany Ng who is responsible for each specific research area by August 13th.

ix. Team Conference Call with Professor Maisonrouge and Brittany Ng on Monday, August 13th from 9:00-11:00AM: Registered MBA students will be required to conference in with the TA for a 30 minute team call on Monday, August 13th (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. Please review the extensive pre-research requirements for your assigned project in advance of this call and come prepared with questions.

x. Individual Pre-Semester Research due by Tuesday September 11th at 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 bearing in mind some of you may be traveling towards the end of the summer break. Your findings will need to be emailed to Prof. Maisonrouge and Brittany Ng by 12PM on Thursday September 11th. Please refer to the research guidelines for the full research descriptions 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 refer to section B. 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.

xi. **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 descriptions are available on Canvas. Furthermore, client meetings provide the ideal opportunity to request additional research and reading material.

## IV. CASE STUDY PROJECT BRIEFS

### AUDEMARS PIGUET

**Overview:** Audemars Piguet continuously tries to deliver the best client experience at all touch points, from its retail stores throughout the world, to its new Lounge concepts in Milan, New York, and soon more location, by moving the company to the next stage in their long-term CRM goals in terms of relationships and experience across their existing and/or future touchpoints.

**The Challenge:** How can Audemars Piguet provide the best client experience by systemizing relationships? Having a tool already in place, how can Audemars Piguet leverage it better and build stronger strategies (not only in CRM but also within Marketing, Customer Service and other departments) towards building relationships and improving their processes and systems.

### CADILLAC

**Overview:** Over the last few years, Cadillac has successfully managed to begin to recapture its luxury aspirational aura: from launching a number of new models, modern marketing campaigns to opening the Cadillac House in Soho, NY. However, while they have taken great strides in reinvigorating the brand of Cadillac, they are simultaneously faced with a challenging consumer landscape confronting the entire automotive industry. It is not secret that SUV sales have been on a steady upswing for quite some time now and that the sedan segments are under severe pressure across all automakers as the swing in consumer demand to crossovers and SUVs continues unabated. As SUV continue to dominate sales, all auto makers are struggling to move their respective sedans, with many auto makers offering unprecedented incentives (e.g. 30-50% off sticker pricing).

**The Challenge:** Now re-solidified as a luxury brand, hence not inclined to move its products by severe incentive pricing, how should Cadillac reposition its sedan portfolio and current marketing efforts to better target and sell sedans to a younger demographic which currently, favors SUV/SAV/Crossover models?

### HERMES

**Overview:** Hermès is seeking inspiration from the LEF students on a strategic approach to re-energize our fashion accessories collection. We are looking to recruit new clients and heighten awareness by engaging customers via new in-store, social, and online activations.

We do not have a need to create new product categories but rather new ways to stimulate visual merchandising, services, and communications within our existing framework of the categories we offer.

**The Challenges:**

**Visual Merchandising Proposals**
- How do we present our products?
- How do we integrate technology?
- Where in the boutique should the métier be positioned?
- How do we communicate innovative ways to wear our products?

**Communication Proposals**
- Which social media platforms would you recommend?
- What role does advertising play today and what mediums are best to recruit?
- What would you change or would you suggest for our website?
• What type of event would attract clients? Where, when should it be?

Service Proposals
• Which services should be added to the selling ceremony?
• What tools/collateral are missing that should be added?
• What more can we do to encourage clients to return after their initial purchase?

LOUIS VUITTON

Overview: Louis Vuitton is the most globally recognized iconic luxury brand. As it continues its tradition of innovation, the company wants to ensure that it keeps delighting and engaging its visitors and clients when they walk into any of its retail locations: how can the brand embrace consumer facing technology within its stores, while remaining true to who they are and stand for? What is really working in stores? What are competitors doing?

The Challenge:
• The LV Sales Associates are already equipped with their LV Icon platforms: should the company consider doing more with it?
• How could the stores further leverage social media?
• How can the brand leverage their customers’ personal devices and what kind of engagement could it create to complement the in-store experience?
• Is the LV website meeting the client’s expectations (navigation, experience, cross-selling etc.)? are there any gaps to address?
B. MASTER CLASS STUDENT REQUIREMENTS/CODE OF CONDUCT

In addition to applying to 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 KM@Kmandcoinc.com and to Brittany, our TA, at bng19@gsb.columbia.edu

Master Class
Student Grading, Requirements and Code of Conduct

I understand that “Marketing of Luxury Products” requires intense collaborative teamwork with students and faculty from Columbia Graduate School of Business. I understand that I will closely engage with external client organizations, have 3 scheduled 90-minute at clients’ headquarters on September 28, October 26, and November 16. I understand that the Wednesday, September 19 class is rescheduled to Friday September 21 from 12pm-3pm because of Yom Kippur. Lastly, I understand that I will 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.

<table>
<thead>
<tr>
<th>% of Final Grade</th>
<th>Assessment</th>
<th>Grade Designation</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
<td>Research</td>
<td>C – Individual</td>
<td>To be completed by Tuesday, September 11th at 12pm.</td>
</tr>
<tr>
<td>15%</td>
<td>Class Participation and Attendance</td>
<td>C – Individual</td>
<td>If I miss one (1) class or one (1) company meeting, my grade will be lowered by a full grade (e.g., H to HP, HP to P, P to LP, LP to fail). If I miss two (2) sessions, my grade will be lowered by two (2) full grades (e.g. H to P, HP to LP, P to fail). Moreover, if I miss 3 (3) 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>If I miss one (1) class or one (1) company meeting, my grade will be lowered by a full grade (e.g., H to HP, HP to P, P to LP, LP to fail). If I miss two (2) sessions, my grade will be lowered by two (2) full grades (e.g. H to P, HP to LP, P to fail). Moreover, if I miss 3 (3) or more sessions, I will fail this class.</td>
</tr>
<tr>
<td>15%</td>
<td>Student’s Evaluations from Other Team Members</td>
<td>C - Individual</td>
<td>Two peer evaluations will be completed, one mid-semester and one at the end of the semester.</td>
</tr>
<tr>
<td>10%</td>
<td>Presentations to Faculty/TA’s</td>
<td>A – Individual &amp; Group</td>
<td>Students will deliver (both individually and as a group) progress reports and presentations to the faculty and TA’s throughout the semester. Late submissions of group presentations will affect grade.</td>
</tr>
<tr>
<td>15%</td>
<td>Company Meeting Presentations</td>
<td>A – Individual &amp; Group</td>
<td>Students will deliver their presentations to the executives at each company’s headquarters during the three (3) Fridays scheduled for the Company Meetings (please refer to the class schedule for the specific dates of these meetings). Students will be assessed not only on their group presentation but also on their individual contributions and participation during each meeting.</td>
</tr>
<tr>
<td>10%</td>
<td>Final Presentations</td>
<td>A – Individual &amp; Group</td>
<td>The final presentations will be held on Wednesday, December 5th from 6-9PM.</td>
</tr>
</tbody>
</table>

Student name here _______________________________________________________________
Student signature here _______________________________________________________________