

Luxury and Design-Based Strategies

Academic Year: **2017/2018**

Trimester: **4th**

Instructor(s): Celine Abecassis-Moedas & Rita Torres Baptista

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Biography:

Celine Abecassis-Moedas is an Associate Professor at CATOLICA-LISBON where she teaches in the areas of Strategy, Consulting, Innovation, Luxury and Creative Industries. She holds a Ph.D. in Management from Ecole Polytechnique, Paris, a Master in Scientific Methods of Management (DEA), from Dauphine University and a BA in Economics and Business Administration from Ecole Normale Supérieure and La Sorbonne, Paris. Before joining CATOLICA, Celine was an Assistant Professor at Queen Mary-University of London. Prior to that she worked in business development in a software company for the fashion industry in New York and in management consulting at AT Kearney in London. Celine has been doing research in entrepreneurship and innovation management in creative industries (fashion, design and haute cuisine) for 20 years. Celine is the coordinator of the executive education course in marketing of luxury products and services, and the director of the ESCP Europe Lectra Chair "Fashion and Technology". Celine is also a non-executive director at Europac, Jose de Mello Saude and CTT.

Rita Torres-Baptista, currently NOS Senior Vice President of Brand & Communication, is a marketing professional with 20 years experience in Business Development, Brand Management and Integrated Marketing Communications. A consistent yet diversified thread throughout her career has been developing marketing solutions and business projects in FMCG Retail, e-Commerce, Banking, Telecommunications, Entertainment & Advertising. In these roles, she has held significant senior level positions managing in multi-cultural geographies, partnering with leading creative agencies and consulting firms. Rita has an Executive MBA at HEC Paris with a Luxury Brand Management focus. This correlates with her interest in brands that create sustainable value through the management of both substance & symbol. She also holds a Bachelor's Degree in Business Administration from CATOLICA-LISBON and Executive Education credentials from INSEAD, and Cornell. Rita is a lecturer on Integrated Marketing Communications at CATOLICA-LISBON and guest speaker at industry association events.

Course overview and objectives:

The Course is a dive into the luxury and design-based industries, with a focus on strategy, innovation and marketing. It is structured as to provide students with the distinctive principles for effective management of luxury and design-based businesses, brands, products and services. The Course explores how luxury and design-based firms and industries have been successful, and what other businesses could learn from them. The Course offers a broad overview of the luxury concepts and trains students on how to use those concepts to work in Strategy, Consulting, Innovation or Marketing, in the luxury or design-based industries, or in any other sector where those strategies may be relevant. Classes combine theory and practice through lectures, case studies and projects. Besides the concepts taught and discussed in Class, students will develop skills through the group project.

Course Content:

The course is 18 hours long. Classes are a combination of lecture, class discussion, cases and articles analysis. Each lecture should be reinforced by pre-readings (case studies or articles). All these pieces are the basis of class discussion. It is therefore important for each student to complete ALL the assignments. Expect cold calling. For each class, one to two assignments have to be prepared.

The Course combines several active learning methods:

- Lectures;
 - Cases presentation and discussion;
 - Articles presentation and discussion
 - Final group project.
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Required background:

Students are required to have followed a course in Marketing (including Price, Product, Placement and Promotion) and a course in Strategy (including environment and industry analysis, resources analysis, strategic options, organizational structure and international management).

Grading:

1. Class assignment in group (case study or articles analysis): 30%
2. Final group project: 30%
3. Final individual exam: 40%

Students who miss more than 2 classes are automatically excluded.

Students that have an average grade before exam below 8 out of 20 are excluded.

Class assignment

Each session is organised around pre-readings (case studies or articles) and a lecture. Each case and article **must be read prior to the class** as it is the basis of class discussion. For each session, one or two groups will submit (and should be ready to present) a class assignment on the readings based on a pre-defined calendar (to be done in the first session).

Final group Project

In order to complete this assignment, students must form groups of 4 or 5 members (be careful to include students of different nationalities in every group). Each group should focus on a luxury brand or product of their choosing and create a 10-page report (excluding appendixes) to be delivered at the end of the course - both printed and e-mailed. This project will not require presenting. The report must encompass a presentation of the chosen company and corresponding industry followed by an analysis of its corporate strategy (product, service, innovation, brand, distribution, internationalisation, sustainability, customer management...). More detailed instructions will be shared in a separate document.

Bibliography:

The course uses a broad range of sources: case studies, textbook and articles. Case studies (4) are available from the copy center. Articles and assignment instructions are available on Moodle. Most of the course topics are covered in the following recommended textbook: *The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands* by Jean-Noel Kapferer and Vincent Bastien, Kogan Page, 2009.

Extra Costs (case studies, platforms...):

The course implies to read four case studies (available at the copy center).

Miscellaneous information:

Groups are formed at in the first session and are the same throughout the course. Groups are expected to be as diverse as possible. Assignments have to be delivered through Moodle before the beginning of the session. For each assignment, detailed assignment guidelines (questions, format, size limit and date) are provided. Check the "Assignment guidelines" file available in the course page in *Moodle*. Students cannot miss more than two classes. If they do, they are excluded from the course.

Code of conduct and ethics:

Católica Lisbon School of Business and Economics is a community of individuals with diverse backgrounds and interests who share certain fundamental goals. A crucial element to achieve these goals is the creation and maintenance of an atmosphere contributing to learning and personal growth for everyone in the community. The success of CATÓLICA-LISBON in attaining its goals and in maintaining its reputation of academic excellence depends on the willingness of its members, both collectively and individually, to meet their responsibilities.

Along with all the other members of our community, students are expected to follow professional standards and CATÓLICA-LISBON standards of Academic Integrity. Some details should be mentioned here: Please arrive on time for class with uninterrupted attendance for the duration of the class. Signing attendance sheet for anyone else in the class constitutes fraud and a violation of the CLSBE code of conduct. Use of computers and other electronic devices during the class is not allowed, unless expressly requested by the instructor of the course. Students who persistently act in a disruptive and disrespectful manner during the class session may be invited to leave.

Students are expected to behave at all times according to the fundamental principles of academic integrity, including honesty, trust, fairness, respect, and responsibility. In particular,

- a) In **individual graded assignments** of any type, students may not collaborate with others or use any materials without explicit permission from the instructor of the course;
- b) In **group assignments and reports**, all students listed as authors should have performed a substantial amount of work for that assignment;
- c) It is dishonest to fabricate or falsify data in experiments, surveys, papers, reports or other circumstances; fabricate source material in a bibliography or "works cited" list; or provide false information in other documents in connection with academic efforts;
- d) **Plagiarizing**, i.e. "to steal and pass off the ideas or words of another as one's own and or to use another's production without crediting the source" (Merriam-Webster Dictionary) is an Academic Integrity breach. It can be avoided by using proper methods of documentation and acknowledgement. Visit this guide for additional resources on how to avoid plagiarism in your written submissions <http://en.writecheck.com/plagiarism-guide>
- e) In **exams** students must not receive or provide any unauthorized assistance. During an examination, students may use only material and items authorized by the faculty. Use of smartwatches or other communication devices is not permitted during the exam.

Academic integrity breaches will be dealt with in accordance with the school's code of Academic Integrity: <https://www.clsbe.lisboa.ucp.pt/system/files/assets/files/academicintegritycode.pdf>
