



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

UCSC INTERNATIONAL
VIA CARDUCCI 28/30 - 20123 MILANO
phone: +39 02 7234-5801 fax: +39 02 7234-5806

OVERVIEW

COURSE TITLE	The Luxury Market: Structure, Players and Success Factors
LECTURERS	Prof. Luana Carcano, Prof. Francesca Romana Rinaldi, Prof. Federica Vacca
CREDITS	3 US credits

Area: Business
Session C: 14 July – 25 July
Duration: 2 weeks
Campus: Milan

COURSE SYLLUBUS

COURSE DESCRIPTION

The course provides an overview of the luxury & fashion industry. The aim of the course is to address the main strategic and managerial characteristics related to luxury & fashion with a global focus, analyzing the new challenges that luxury & fashion are facing nowadays: the digital and the sustainability revolution.

MAIN TOPICS

- What is luxury all about?
- Managing luxury businesses
- From goods to experiences: the new luxury frontiers
- Managing fashion and luxury businesses
- Branding as positioning
- Managing product strategies
- Managing communication strategies
- Managing distribution strategies
- New challenges: branding and sustainability
- New challenges: social media and e-commerce in fashion

PREREQUISITES

The course is introductory to fashion and luxury management and does not require any previous knowledge of those businesses. A basic knowledge of strategy, marketing and management is a facilitating factor.



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LEARNING GOALS/OBJECTIVES

- To get acquainted with the concept of luxury and fashion brand management;
- To understand the main differences among the market segments;
- To understand strategies at the level of product, distribution and communication;
- To analyze the new challenges that are reshaping nowadays the luxury & fashion: the digital challenge (social media communication, e-commerce) and sustainability.

COURSE REQUIREMENTS

- Students are expected to regularly attend class sessions and actively contribute to in-class debate;
- Students are required to carry out a group assignment to be presented in class;
- Students have to take a final written exam at the end of the teaching period.

COURSE READINGS AND MATERIALS

Required book:

Carcano L – Rinaldi F.R. "Managing luxury and fashion businesses" - course pack.

All additional readings will be available in class and the lecturers' slides will be available on Blackboard.

Suggested books and articles:

Carcano L "Time to Change", Egea, 2009 (e-book available)

Corbellini E, Saviolo S. "Managing Fashion & Luxury Companies", ETAS 2009

Kapferer J.N., Bastien V. "The Luxury Strategy", Kogan Page 2012

Rinaldi F.R., "Tips and Traps in multi-channel distribution", Detail on Retail, June 2012

Rinaldi F.R., "Eco-sustainable fashion: opportunities and risks", Les Cahiers Fashion Marketing n7, 2010

(http://www.lescahiersfm.com/flipbook/pdf_riviste/lcfm7.pdf)

TEACHING METHODS

Together with the traditional lectures, the learning process is supported by stimulating teaching methods such as case discussions, guest speakers and field projects, taking advantage from being located in a leading fashion centre as Milan. During the course there will be also some field trips.

EVALUATION AND GRADING

- | | |
|--|---------------------|
| ■ Group assignments (to be presented in class) | 20 % of final grade |
| ■ Visits report | 20% of final grade |
| ■ Field project (to be presented in class) | 30 % of final grade |
| ■ Final written exam | 30 % of final grade |



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Group Assignments

20% of the final grade will come from group assignments which will be explained in class during the first part of the course (Luxury Management).

Visits report: exploring fashion in Milan

20% of the final grade will come from a group final report on one of the four thematic routes proposed in the module "EXPLORING FASHION IN MILAN".

Each route has been designed to offer a new perspective respect to emerging trends within the luxury retail sector, capable of intercepting the new consumer's taste.

Field project

30% of the final grade will come from the group assignment which is a field project on brand management in fashion. A more precise briefing on the group assignment will be given during the course. Guidelines on the methodology for the field projects will be available on Blackboard.

During the group assignment students will be asked to look for some material using online sources and doing stores observation in the main shopping areas in Milan.

Final written exam

The written exam is a mix of closed questions and open questions related to topics covered in the program (i.e. defining luxury, premium and fashion; managing communication in luxury, premium and fashion...etc.). The written exam is passed if the grade is sufficient (above 18/30).

Group composition

The groups are fixed; they are composed of 4 people minimum, 5 people maximum.

SCHEDULE

Lesson 1:

- Introduction to the course
- Luxury, Premium, Fashion: the main differences
- What luxury is all about?

Lesson 2:

- The luxury marketplace
- Managing luxury businesses



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Lesson 3:

- Bulgari Case
- From goods to experiences: the new luxury frontier

Lesson 4:

- Branding in Fashion
- *Group assignment contents and methodology*

Lesson 5:

- Managing the product in Fashion
- Managing distribution in Fashion

Lesson 6:

- *Exploring fashion in Milan: Guidelines*
- *Exploring fashion in Milan: visiting the fashion hotspots*

Lesson 7:

- Managing communication in Fashion
- New challenges: branding and sustainability in Fashion

Lesson 8:

- *Exploring fashion in Milan: visiting the sustainable fashion and craftsmanship hotspots*

Lesson 9:

- Fashion & art
- *Exploring fashion in Milan: visiting the fashion foundations*

Lesson 10:

- New challenges: social media and e-commerce in fashion
- New challenges: building the seamless experience through technology



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Lesson 11:

- *Exploring fashion in Milan: visiting the digital fashion hotspots*

Lesson 12:

- *Group assignment presentations*
- *Final exam*

BIO OF THE LECTURERS

Francesca Romana Rinaldi

Francesca Romana Rinaldi is Director of the Master in Retail and Brand Experience Management at Milano Fashion Institute, Honorary Fellow at Bocconi University and faculty member of MAFED, Master in Fashion, Experience and Design Management at SDA Bocconi (Bocconi Business School). Her main research and executive consulting focus is on fashion brand management, management of sustainable fashion and digital strategies in fashion.

She has published articles in international magazines such as: "Getting the E-Shopping experience right: Tips and Traps in multi-channel distribution", Detail on Retail, June 2012.

Together with Salvo Testa she wrote a book on management of Corporate Social Responsibility in fashion: "L'impresa moda responsabile" ("The responsible fashion company" - EGEA, 2013).

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Luana Carcano

Luana Carcano is a Senior Professor at Strategic and Entrepreneurial Department of SDA Bocconi School of Management, in Milan. She held a Ph.D. in Economics, Marketing and Communications. Her main interest, both academic and professional, relate to firm's strategic management and international competitiveness with a special focus on luxury businesses. She is in charge of SDA Bocconi MBA Full-Time, Track in Luxury Business Management. She is faculty members of MBA, EMBA, GEMBA, MAFED, MISA and MFB at SDA Bocconi and lecturer in Business Strategy and Strategic Management for SMEs at Bocconi University. She is author of several books and articles – in Italian and English – including "SMEs and Strategic Management" (McGraw-Hill, 2012), "Time to Change. Contemporary Challenges for Haute Horlogerie" (with C.Ceppi) (Egea, 2010) and "Challenges for Italian Boating Industry" (Egea, 2010).

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Federica Vacca

PhD at the School of Design at Politecnico di Milano, after a Master Degree in Engineering. Research fellow and Member of the Fashion and Textile Design Research Unit, in 2008 she was visiting researcher at FIT -Fashion Institute of Technology of New York. She is a lecturer on Fashion Retail Design at the Politecnico di Milano, Milan Fashion Institute and other institutions of higher learning. In 2005 she obtained the title of Master in Interior Design at Politecnico di Milano. Since 2004 she has been working in the field of Interior Design and Fashion Design

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