

UNIVERSITY OF SOUTHERN CALIFORNIA
MARSHALL SCHOOL OF BUSINESS
MKT 599 – FASHION, LUXURY AND LIFESTYLE MARKETING
2:00 – 3:20 P.M.
JKP 212
SPRING 2016

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OFFICE HOURS: 12:30 – 1:30 p.m. Tuesdays and Thursdays and by appointment

COURSE DESCRIPTION

This course is designed to develop the intellectual ability of the students through the understanding of the principles and practices of brand management and their application in connection with the fashion, luxury goods and lifestyle marketing sectors in a global marketplace and to impart the skills and knowledge required to effectively conduct comprehensive and insightful marketing analyses. An integrated approach to the study of fashion, luxury goods and lifestyle brands and organizations within a global context is used to identify issues and problems within a variety of business settings. Each situation is evaluated using marketing concepts, models and frameworks to arrive at innovative, effective strategies that address or resolve commonly-encountered challenges for various industries in fashion, luxury and lifestyle. A Team Fashion, Luxury or Lifestyle Marketing Plan (MP) Framework introduced in this course will serve as a guide in case analysis preparation and the team project – a Team MP on a selected brand or organization.

COURSE LEARNING OBJECTIVES

Course learning objectives support all six of the AACSB USC Marshall Graduate Programs Learning Goals to varying degrees. Details may be found in the Appendix of this syllabus on pages 13 – 16. At the end of this course, students will have acquired the skills and knowledge to effectively:

1. Apply marketing principles and concepts in a global marketplace that are most relevant to fashion, luxury goods and lifestyle business problems;
2. Evaluate market dynamics in a variety of industries, organizations and business settings through situation analysis of the industry/market, competition, and customers and firms competing in a particular marketplace;
3. Analyze primary and secondary research data to make sound marketing and business decisions;
4. Identify and define viable market segments and develop and introduce products and services that meet the needs of these segments to increase customer and company value among a variety of industries, firms and types of fashion, luxury goods and lifestyle customers in the global marketplace;
5. Recognize the importance of a market-driven business orientation, customer satisfaction, and marketing performance metrics, and the impact of effective marketing on profitability;
6. Practice global leadership, team-building, problem-solving, critical thinking and analytical skills to facilitate the assessment and resolution of key fashion, luxury goods and lifestyle marketing issues in a global marketplace;
7. Correctly define fashion, luxury goods and lifestyle marketing and business problems to identify information that is relevant to the comprehensive analyses of given business situations and to the development of marketing strategies that provide positive resolutions; and
8. Develop an effective Team Luxury, Fashion or Lifestyle Marketing Plan (MP) based on customer expectations of identified market segments utilizing all relevant components of an integrated strategic marketing program.

COURSE MATERIALS

- Two Course Readers, one for selected articles and the second for cases.

ADDITIONAL OR SUPPLEMENTAL READINGS

- Kendall, Gordon (2015). *The Fashion Game*, Prentice Hall.
- Reamy, Donna and Arrington, Deidra (2013), *Fashionomics*, Prentice Hall.
- Scholz, Lucie (2014), *Brand Management and Marketing of Luxury Goods*, Anchor Academic Publishing.
- Chevalier, Michel and Mazzalovo, Gerald (2012). *Luxury Brand Management*, 2nd Edition, John Wiley & Sons Singapore Pte. Ltd.
- Schiffman, Leon and Wisenblit, Joseph (2015), *Consumer Behavior*. 11th Edition, Prentice Hall.

COURSE METHODOLOGY

Learning will be accomplished by employing a combination of assigned readings, current events, exercises and case analyses. In-class discussions are designed to illustrate real world applications of key marketing principles through the use of critical-thinking, analytical, problem-solving and team-building skills. The Team Fashion, Luxury or Lifestyle Marketing Plan (MP) challenges each team to effectively apply course concepts to the analysis of a brand or organization and the development of a comprehensive set of recommendations. Additionally, the course will introduce and employ a variety of analytical tools to facilitate the evaluation of alternatives to given applications and to create solidly-grounded fashion, luxury or lifestyle marketing recommendations underpinned by analysis-driven findings.

GRADING

The following 1,000 point grading system will be utilized for the MKT 599 – Fashion, Luxury and Lifestyle Marketing course:

TOPIC	PERCENTAGE OF GRADE	POINTS	DUE DATE (SEE CLASS SCHEDULE ON PAGE 7)
REFLECTION PAPERS – 3 @ 5% OF THE GRADE EACH	15%	150	THURS., 1/21 – TUES., 4/26
INDIVIDUAL CASE ASSIGNMENT	20%	200	TUES., 1/19 – THURS., 4/28
MID-TERM EXAM	30%	300	THURS., 3/10
TEAM FASHION, LUXURY OR LIFESTYLE MARKETING PLAN	35%	350	THURS., 5/5
TOTAL	100%	1,000	

A detailed course schedule is shown on page 7. Final grades represent how you perform in the class relative to other students. Your grade will not be based on a mandated target, but on your performance. Historically, the average grade for a marketing elective class is about a B+/A-. Three items are considered when assigning final grades:

1. Your average weighted score as a percentage of the available points for all assignments (the points you receive divided by the number of points possible).
2. The overall average percentage score within the class.
3. Your ranking among all students in the class.

ATTENDANCE

Students are expected to attend *all* class sessions. Discussions are an integral part of the course’s learning experience. The frequency and quality of your participation in and contribution to these discussions will have a direct and meaningful relationship to the short- and the long-term benefits of the course. Please notify me in advance if you are unable to attend any class whenever possible

LAPTOP OR OTHER COMMUNICATION DEVICES POLICY

To maximize the richness of the learning experience, eliminate distractions and to demonstrate the utmost respect for all, you are expected to refrain from using laptops, smart phones, iPhones, iPads or any other electronic devices during class.

CLASS PREPARATION

Class participation is an extremely important part of the learning experience in this course as the richness of the learning experience will be largely dependent upon the degree of preparation by *all* students prior to each class session.

Additionally, a course that incorporates the frequent use of case analyses to illustrate the practical application of concepts and practices requires the student to diligently and thoroughly prepare cases and actively offer the results of the analyses and conclusions derived as well as recommendations during each class session. It follows that my expectation and that of your classmates will be that you are prepared for *all* classes and actively participate in and meaningfully contribute to class discussions.

In-class participation is also a critical part of this course's learning experience. Cold calling will take place to encourage active participation and to gain multiple perspectives and points of view, thus lending itself to the richness of the learning experience. While some students are far more comfortable than others with class participation, *all* students should make an effort to contribute meaningfully in *every* class.

Regarding case analyses, students should diligently prepare and share the outcome of their analyses with the class. Students will offer their opinions in group settings many times in their careers; thus, class participation serves to prepare students for this business experience.

REFLECTION PAPERS

A critical component in meeting the learning objectives of the course is the application of marketing strategy principles and frameworks to real world examples that you have or might encounter as a marketing manager. To that end, a variety of marketing executives have been asked to be guest speakers and share their experiences regarding their subject matter expertise in fashion, luxury or lifestyle marketing within their organizations. As an assignment, you are asked to write reflection papers for 3 of the speakers on what you learned from them. A one-page single-spaced paper for each reflection paper should include the following:

- Summary of key learnings that can be applied as a marketer in fashion, luxury or lifestyle marketing;
- Key learnings that reflect applications of the class session topic and course readings; and
- Demonstration of how this topic relates to other topics covered in the course.

Each paper to be turned within one week after the speaker attended the class and will be assigned a 1 – 3 score based on the degree to which the above criteria were met or not met with a score of 1 being low and 3 being high. Each reflection paper is worth 5 percent of the grade for a total of 15 percent or 150 points out of 1,000.

CASE STUDIES

Cases are not only vehicles for developing analytical skills and applying concepts and frameworks introduced in readings and lectures, but they also serve as examples of challenges common to real-world settings. Some cases demonstrate successful achievement of strategic objectives while others illustrate failure. We learn as much from failure as we do success.

While case studies that reflect the current business environment frequently provide the best illustration, cases on most topics presented in this course have not been published within the past year or so. As a result, the best and most recent cases available have been selected to maximize the learning outcomes of each case-focused session. Copyright laws often prohibit the sharing of exhibits utilized during case discussions. When this is not the case, I will make the material available by request.

In preparing for cases prior to class, I recommend reading a case more than once. The first reading should give you a sense of the case topic and the type of data contained therein. In subsequent readings, I recommend that you underline or otherwise mark up each case to identify key points relating to the business and situation. You should devote equal attention to case exhibits, which contain information useful for the development of a well-supported analysis.

Facts and research results must be analyzed, noted and subsequently followed by the application of sound logic and reasoning to fully evaluate how the information provided affects the case and influences your conclusions. You are encouraged to reach beyond the data in the case to formulate recommendations that, with the benefit of your additional analysis, will more effectively address or resolve the case issues and provide a more enriched learning experience. As a word of advice, incorporate information you gather regarding actual firm strategies in the cases with caution. Firms make many strategic mistakes and strategies they actually pursue are often inferior to alternative strategies they could have chosen.

Learning from a case is typically achieved in two steps. The first involves pre-class preparation encompassing the efforts to identify the issues presented in the case, to select and apply the appropriate forms of analysis (e.g., quantitative, logic,

CASE STUDIES (CONTINUED)

experience, conceptual) and, finally, to develop effective, comprehensive solutions and recommendations, all of which you will be expected to complete *before* coming to class. During class discussions, you will be expected to substantiate your conclusions based on your analyses of the assigned case. Marketing strategies should be specific and support overall objectives and recommendations, while incorporating relevant material from class assignments and/or case exhibits.

The second step occurs during in-class discussion when a variety of methodologies applicable to a successful diagnosis, analysis, and solution to business issues--which at times may differ from yours--are examined. I will typically ask students to explain the issues and offer their analysis and recommendations. This method of learning *does not typically provide "the only" answer*. By design, several viable solutions may be developed and supported equally well. Understanding others' positions, learning from them, and countering and/or enhancing them with your own perspective play a critical role in the learning experience. Only when you have defended your position can you fully understand its strengths and weaknesses. There is rarely a *single* right answer for a case, just as there is rarely a *single* right marketing decision in actual practice.

While it is important to identify a case's purpose in general terms, the most critical outcome is to acquire the ability to develop solid analytical skills, gain an understanding of the applicable marketing principles, evaluate the effectiveness of various alternatives and present solidly-grounded recommendations underpinned by strong supporting evidence.

As a starting point, I encourage you to employ the Case Analysis Outline shown on page 8. It incorporates the primary elements of the Team Fashion, Luxury or Lifestyle Marketing Plan (MP) Framework (see pages 10 – 11), which offers guidance in thoroughly and comprehensively analyzing real world marketing issues to arrive at a complete understanding of and solution to the issues at hand.

GUIDELINES FOR EFFECTIVE CASE ANALYSES

Some general guidelines for preparing an effective case analysis follow:

- Identify all of the major issues in the case that need to be raised to conduct a thorough analysis.
- Address the questions as shown in the Course Reader on the cover page preceding each case.
- Provide a logical, coherent, well-organized analysis. Do not simply piece together sections written by different authors. Make certain the analysis is consistent across the marketing mix (4 P's) elements.
- Focus your specific recommendations on the important issues in the case.
- Recommendations should be practical, cost-effective, and time-sensitive (short-term or long-term). The supporting analysis should be thorough, carried out correctly, and drawn, whenever relevant, from material presented in class, assigned readings and outside resources if desired.

CASE ASSIGNMENTS

A case will be assigned to each student between Tuesday, January 19th and Thursday, April 28th. The individual case is worth 20 percent of the grade for a total of 200 out of 1,000 points will be completed during Sessions 3 – 30. (Please see page 9 for details.) You will be asked to address the case questions in your write-up and be evaluated on the grading criteria listed on page 9 and posted in Blackboard.

MIDTERM EXAM

The midterm exam will be on Thursday, March 10th, will cover key topics from sessions 1 – 17 and represents 30 percent of the final grade or 300 out of 1,000 points. The case that will be utilized for the exam is Elie Saab: Growth of a Global Luxury Brand. Details on the content and format of the midterm exam will be discussed in class.

TEAM FASHION, LUXURY OR LIFESTYLE MARKETING PLAN (MP) ASSIGNMENT

To further apply marketing concepts and enhance problem-solving skills, each of you will be asked to form a team of three to four students and develop and present a Fashion, Luxury or Lifestyle Marketing Plan (MP) on the organization and/or brand of your choice. **Please submit the following by the beginning of class on Tuesday, January 26th.**

1. Your names
2. Selected organization or brand
3. New or existing brand or organization in its entirety
 - a. If existing brand, what is the objective (i.e., enhancement to existing product, new markets, etc.)?
 - b. If a new brand, what is the concept?

TEAM FASHION, LUXURY OR LIFESTYLE MARKETING PLAN (MP) ASSIGNMENT (CONTINUED)

I will be happy to discuss any questions you might have before and during the development of the Team MP to provide guidance or address any issues you might have regarding your topic and the material required to complete the project.

The Team MP should cover at least a 12 month period and address all marketing activities for the year 2017 if the company or brand is currently on the market. If the Plan is developed for a new company or brand, the period should be extended through the year until break-even is achieved.

All students are encouraged to take advantage of the wealth of electronic resources we have available through the Crocker Business Library. If you have any questions or difficulty in gaining access to these resources, please contact Helga Haraldsson, our head librarian, at haraldss@marshall.usc.edu or (213) 740-0050.

This assignment is expected to include recommended sections as shown in the Team Fashion, Luxury or Lifestyle MP Framework on pages 10 – 11. The length of this final Team MP assignment is not to exceed 25 annotated PowerPoint slides. There is no limit on the number of appendices. Be sure to cite referenced information sources in footnotes at the bottom of each page. American Psychological Association (APA) format is preferred.

The following criteria will be utilized to grade the final Team MP:

1. Executive summary
2. Proper footnoting
3. Situation analysis
4. Expanded SWOT analysis
5. Recommended target markets
6. Recommended value chain
7. Objectives
8. Strategies
9. Profit and loss statement
10. Implementation plans
11. Contingency plans
12. In-class presentation

The Team MP is to be submitted by the start of the class period on Thursday, May 5th. Each team will be asked to give a short presentation during class that summarizes the essence of the Team MP. The assignment represents 35 percent of the final grade or 350 out of 1,000 points. A penalty of 10 percent per day will be assessed for late submissions.

The grade for this assignment may be influenced by each team member's contributions. If you believe participation was disproportionate among team members, please complete the peer evaluation form on page 12 and submit it at the time the assignment is due. All other team members will also be asked to complete the form.

STATEMENT ON ACADEMIC CONDUCT AND SUPPORT SYSTEMS

Academic Conduct

Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Section 11, *Behavior Violating University Standards* <https://scampus.usc.edu/1100-behavior-violating-university-standards-and-appropriate-sanctions/>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct/>.

The use of unauthorized material, communication with fellow students during an examination, attempts to benefit from the work of another student, and similar behavior that defeats the intent of an examination or other class work is unacceptable to the University. If you have any questions, please contact me for clarification. Where a clear violation has occurred, I may disqualify your work as unacceptable and assign a failing mark on the paper and/or course.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the *Office of Equity and Diversity* <http://equity.usc.edu/> or to the *Department of Public Safety* <http://capsnet.usc.edu/department/department-public-safety/online-forms/contact-us>. This is important for the safety whole USC community. Another member of the university community – such as a friend, classmate, advisor, or faculty member – can help initiate the report, or can initiate the report on behalf of another person. *The Center for Women and Men* <http://www.usc.edu/student-affairs/cwm/> provides 24/7 confidential support, and the sexual assault resource center webpage sarc@usc.edu describes reporting options and other resources.

STATEMENT ON ACADEMIC CONDUCT AND SUPPORT SYSTEMS (CONTINUED)

Support Systems

A number of USC's schools provide support for students who need help with scholarly writing. Check with your advisor or program staff to find out more. Students whose primary language is not English should check with the *American Language Institute* <http://dornsife.usc.edu/ali>, which sponsors courses and workshops specifically for international graduate students. *The Office of Disability Services and Programs* http://sait.usc.edu/academicsupport/centerprograms/dsp/home_index.html provides certification for students with disabilities and helps arrange the relevant accommodations. If an officially declared emergency makes travel to campus infeasible, *USC Emergency Information* <http://emergency.usc.edu/> will provide safety and other updates, including ways in which instruction will be continued by means of blackboard.

STUDENTS WITH DISABILITIES

Any student requesting academic accommodations based on a disability is expected to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP and should be delivered to me as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m. – 5:30 p.m., Monday through Friday. The telephone number is (213) 740-0776.

RETURNING GRADED PAPERWORK

Unclaimed, returned paperwork will be discarded after four (4) weeks and, hence, will be unavailable should students pursue an appeal following the receipt of their grades.

PROFESSOR/STUDENT INTERACTION

If at any time during the course you have questions regarding the preparation of assignments or other course-related issues, please do not hesitate to contact me by email, telephone or in person to arrange a meeting if desired.

My philosophy is to create a community of learners in which I facilitate discussions guided by the goal of encouraging the construction of marketing and business knowledge together. I will always give you as much feedback as you desire to help you become better marketers and achieve your personal objectives for this course.

**MKT 599 – FASHION, LUXURY AND LIFESTYLE MARKETING
COURSE SCHEDULE
SPRING 2016**

SESSION	DATE	TOPIC	ARTICLE, CASE OR EXERCISE	ASSIGNMENTS
1.	TUES, 1/12	INTRODUCTION TO THE COURSE AND FASHION MARKETING	<i>The Structure and Functioning of the Fashion Industry</i> Moda Operandi: A New Style of Fashion Retail Case	
2.	THURS., 1/14	CREATING FASHION	Coco Chanel: Creating Fashion for the Modern Woman (A), (B), and (C) Case	
3.	TUES., 1/19	DEFINING THE CULTURE OF FASHION	Vogue: Defining the Culture of Fashion Case	FIRST INDIVIDUAL CASE ASSIGNMENTS DUE
4.	THURS., 1/21	DEFINING THE CULTURE OF FASHION (CONT.)	Guest Speaker – Sophie Rietdyk, President of International & Licensing, BCBG Max Azria	
5.	TUES., 1/26	FAST FASHION	<i>How Fast Fashion Works: Can It Work for You, Too?</i> Hennes & Mauritz, 2012 Case	TEAM MP TOPIC DUE
6.	THURS., 1/28	FAST FASHION (CONTINUED)	<i>Customer Loyalty through Social Networks: Lessons from Zara on Facebook</i> Inditex: 2012 Case	
7.	TUES., 2/2	FASHION AND ENTERTAINMENT	Guest Speaker – George Haynes, Head of Digital Media Marketing, Caesars Entertainment Corporation	
8.	THURS., 2/4	FASHION AND ENTERTAINMENT (CONT.)	Marquee: Reinventing the Business of Nightlife Case	
9.	TUES., 2/9	LUXURY MARKETING	<i>What Women Want: Creation of a Luxury Brand</i> Louis Vuitton Case	
10.	THURS., 2/11	LUXURY MARKETING (CONT.)	Guest Speaker – Michelle Huang, Marketing Manager, L’Oreal	
11.	TUES., 2/16	LUXURY MARKETING (CONT.)	L’Oreal in China: Marketing Strategies for Turning Around Chinese Luxury Cosmetic Brand Yue Sai Case	
12.	THURS., 2/18	LUXURY BRAND MANAGEMENT	Guest Speaker – Neil Brooker, Global Director at BMW Designworks USA	
13.	TUES., 2/23	LUXURY BRAND MANAGEMENT (CONT.)	BMW of North America: Dream It. Build It. Drive It. Case	
14.	THURS., 2/25	LUXURY MARKETING TURNAROUND	<i>Burberry’s CEO on Turning an Aging British Icon into a Global Luxury Brand</i> Burberry in 2014 Case	
15.	TUES., 3/1	LUXURY BRAND EXTENSION	<i>Luxury’s Talent Factories</i> Pequignet: The Face of the Renaissance of French Haute Horlogerie Case	
16.	THURS., 3/3	LUXURY MARKETING IN AN EMERGING MARKET	<i>How Far Can Luxury Brands Travel? Avoiding the Pitfalls of Luxury Brand Extension</i> Taj Hotels, Resorts and Palaces Case	
17.	TUES., 3/8	LUXURY MARKETING IN A DIGITAL WORLD	Kering: Luxury in the Digital World Case	
18.	THURS., 3/10	MIDTERM EXAM	Elie Saab: Growth of a Global Luxury Brand Case	
	MON., 3/14- FRI., 3/18	SPRING RECESS		
19.	TUES., 3/22	LUXURY OR LIFESTYLE TRENDS	Guest Speaker – Heather Porter, Vice President, Nielsen Innovation Practice	
20.	THURS., 3/24	LUXURY AND LIFESTYLE BRAND	Hidesign: Leather Heritage or Lifestyle Brand? Case	
21.	TUES., 3/29	LIFESTYLE MARKETING	Guest Speaker – Jen Gomez, Brand Manager, Neutrogena SunCare	
22.	THURS., 3/31	LIFESTYLE MARKETING (CONT.)	Lifestyle Representations: An Exercise Johnson & Johnson: The Promotion of Wellness Case	
23.	TUES., 4/5	LIFESTYLE AND TECHNOLOGY	eBay’s “Connected Technologies”: Innovating Customer Engagement in the Retail Industry Case	
24.	THURS., 4/7	LIFESTYLE AND TECHNOLOGY (CONT.)	Guest Speaker – Jessie Babiarz, Senior Manager, Product Marketing - eBay	
25.	TUES., 4/12	LIFESTYLE AND PRODUCT DESIGN	<i>Using Product Design Strategically to Create Deeper Consumer Connections</i> Geox: Breathing Innovation into Shoes Case	
26.	THURS., 4/14	LIFESTYLE AND INNOVATION	Guest Speaker – Chris Whitham, Experience Innovation Manager, Nike	
27.	TUES., 4/19	LIFESTYLE AND CORPORATE SOCIAL RESPONSIBILITY	<i>Strategy & Society – The Link Between Competitive Advantage and Corporate Social Responsibility</i> Homeless World Cup: Social Entrepreneurship, Cause Marketing, and a Partnership with Nike Case	
28.	THURS., 4/21	LIFESTYLE AND BRAND EXPERIENCES	Guest Speaker – Lauren Rinkey, Global Director of Brand Experiences, Nike+	
29.	TUES., 4/26	LIFESTYLE AND BRAND EXPERIENCES (CONT.)	Guest Speaker – Omar Johnson, Beats by Dr. Dre	
30.	THURS., 4/28	LIFESTYLE AND BRAND EXPERIENCES (CONT.) AND COURSE REVIEW	Pure Organic Food and Juice Bar Case	LAST INDIVIDUAL CASE ASSIGNMENTS DUE
31.	THURS., 5/5	FINAL TEAM MP PRESENTATIONS	TEAM FASHION, LUXURY OR LIFESTYLE MARKETING PLANS	FINAL MP PLANS DUE

CASE ANALYSIS OUTLINE

1. **ISSUES** – A comprehensive list of the underlying issues and problems presented in the case.
2. **SITUATION ANALYSIS** – Relevant background data on the industry, competition, value chain, customers and the company.
 - A. **INDUSTRY/MARKET**
 - Industry/Market size
 - Trends
 - Technological changes
 - Legal/Regulatory issues
 - B. **COMPETITION**
 - Major participants in the marketplace
 - Strategies of major competitors
 - Market shares (if available)
 - C. **VALUE CHAIN**
 - Participants or partners that comprise the value chain (i.e., suppliers, distributors, retailers, customers)
 - Constituents or groups that in some way influence the customer experience (media, government, activist organizations, etc.)
 - D. **CUSTOMER**
 - Customer needs/perceptions and supporting trends
 - Current primary and secondary target markets of each group in the value chain beginning with the group that immediately follows the manufacturer (or service provider) through the end customer
 - E. **COMPANY**
 - Description and core competencies of the firm
 - Revenue and profit
 - Positioning
 - Marketing mix for applicable products and/or services
 1. Product/Service
 2. Promotion – integrated marketing communications (IMC)
 3. Place – distribution
 4. Pricing
3. **EXPANDED SWOT ANALYSIS** - A SWOT analysis that incorporates recommendations designed to maximize the company's strengths and opportunities and mitigate weaknesses and threats.
 - A. **STRENGTHS**
 - B. **WEAKNESSES**
 - C. **OPPORTUNITIES**
 - D. **THREATS**
 - E. **STRATEGIES TO MAXIMIZE STRENGTHS AND OPPORTUNITIES**
 - F. **STRATEGIES TO MITIGATE WEAKNESSES AND THREATS**
4. **ALTERNATIVES** – An assessment of the viability of alternative recommendations to resolve the issues presented in the case.
5. **RECOMMENDATIONS** – A brief summary of the recommendations, a value chain diagram that identifies the key participants, a description of primary and secondary target markets, quantifiable objectives for the next year's period, strategies to accomplish objectives, forecasted P&L, implementation plan and contingency plans if objectives are far exceeded or not met.
 - A. **SUMMARY** – A brief synopsis of key overall recommendations.
 - B. **VALUE CHAIN** – An assessment of participants and activities required to complete the value chain from suppliers to end customers.
 - C. **TARGET MARKETS** – A description of primary and secondary target markets for each party in the value chain beginning with the group that immediately follows the manufacturer/service provider through the end customer.
 - D. **OBJECTIVES**
 - Revenue to include a comparison to the previous year
 - Profitability and profit margin as a percentage of sales to include a comparison to the previous year
 - Market share (if available)
 - Marketing mix – 4 P's
 - E. **MARKETING STRATEGIES** – Marketing strategies to accomplish marketing mix objectives for each of the 4 P's.
 - F. **PROJECTED PROFIT-AND-LOSS STATEMENT** – A forecast for the twelve month period immediately following implementation accompanied by financial information for at least the two previous years, if available.
 - G. **IMPLEMENTATION PLAN** – Timeline and recommended tactics for plan period.
 - H. **CONTINGENCY PLANS**
 - Measurements and processes to ensure that the plan is monitored and evaluated.
 - Contingency plans if objectives are not met or far exceeded.
6. **LESSONS LEARNED** – Identify the lessons learned from the case.

CASE ASSIGNMENTS

Due on the Date the Case is Discussed in Class –Tuesday, January 19th – Thursday, April 28th

Cases have been assigned to apply integrated fashion, luxury and lifestyle marketing concepts, techniques and frameworks to real world business situations and enhance your analysis, critical thinking and problem-solving skills.

Individual Case Write-up Assignments

You will be assigned to prepare an individual case analysis write-up for one of the following cases that will be covered between Tuesday, January 19th and Thursday, April 28th:

- Vogue: Defining the Culture of Fashion – Due 1/19
- Hennes & Mautitz, 2012 – Due 1/26
- Inditex: 2012 – Due 1/28
- Marquee: Reinventing the Business of Nightlife – Due 2/4
- Louis Vuitton – Due 2/9
- L’Oréal in China: Marketing Strategies for Turning Around Chinese Luxury Cosmetics Brand Yue Sai – Due 2/16
- BMW of North America: Dream It. Build It. Drive It. – Due 2/23
- Burberry in 2014 – Due 2/25
- Pequignet: The Face of the Renaissance of French Haute Horlogerie – Due 3/1
- Taj Hotels, Resorts and Palaces – Due 3/3
- Kering: Luxury in the Digital World – Due 3/8
- Hidesign: Leather Heritage or Lifestyle Brand? – Due 3/24
- Johnson and Johnson: The Promotion of Wellness – Due 3/31
- eBay’s “Connected Technologies”: Innovating Customer Engagement in the Retail Industry – Due 4/5
- Geox: Breathing Innovation into Shoes – Due 4/12
- Homeless World Cup: Social Entrepreneurship, Cause Marketing, and a Partnership with Nike – Due 4/19
- Pure Organic Food and Juice Bar – Due 4/28

The length of the paper is to be no longer than 7 single-spaced pages, excluding exhibits. Case write-ups are worth a total of 20 percent of the grade or 200 out of 1,000 points. Case assignments are to be handed in at the end of the class in which the case is discussed. Late papers will not be accepted.

If you have a preference for writing up the individual cases, please send me an email identifying your preferred cases by 5:00 p.m. on Thursday, January 14th and I will attempt to make assignments according to your interests and preferences.

Grading

The following criteria will be utilized to grade the case analyses:

1. Statement of the relevant issues presented in the case
2. Analytical soundness
3. Quality of addressing case questions
4. Quality and support of recommendations
5. Risks associated with recommendations
6. Additional questions that could be utilized to enhance the comprehension of the case analysis recognizing the context in which the case is written
7. Case summary that highlights key marketing principles and how they were applied to the case

TEAM FASHION, LUXURY OR LIFESTYLE MARKETING PLAN (MP) FRAMEWORK

1. **EXECUTIVE SUMMARY** – A brief synopsis (preferably one page) of the Integrated Strategic Marketing Plan (ISMP) that provides highlights of the target markets, objectives, strategies, and financial expectations.

2. **SITUATION ANALYSIS** – Relevant background data on the current industry, competition, value chain in the markets the company serves, customers and the company.
 - A. **INDUSTRY/MARKET**
 - Industry/Market size
 - Trends
 - Technological changes
 - Legal/Regulatory issues

 - B. **COMPETITION**
 - Major players in the marketplace
 - Competitive strategies
 - Market shares (if available)

 - C. **VALUE CHAIN**
 - Participants or partners that comprise the value chain (i.e., suppliers, distributors, retailers, customers)
 - Constituents or groups that in some way influence the customer experience (media, government, activist organizations, etc.)

 - D. **CUSTOMER**
 - Current customer needs/perceptions and supporting trends
 - Current primary and secondary target markets of each group in the value chain beginning with the group that immediately follows the manufacturer (or service provider) through the end customer

 - E. **COMPANY**
 - Description and core competencies of the firm
 - Revenue and profit
 - Positioning
 - Marketing mix for applicable products and/or services
 1. Product/Service
 2. Promotion – integrated marketing communications (IMC)
 3. Place – distribution
 4. Pricing

3. **EXPANDED SWOT ANALYSIS** – A SWOT analysis that also recommends ways to maximize the company's strengths and opportunities and mitigate weaknesses and threats regarding the company and marketing the new or existing product or service.
 - A. **STRENGTHS**
 - B. **WEAKNESSES**
 - C. **OPPORTUNITIES**
 - D. **THREATS**
 - E. **STRATEGIES TO MAXIMIZE STRENGTHS AND OPPORTUNITIES**
 - F. **STRATEGIES TO MITIGATE WEAKNESSES AND THREATS**

TEAM FASHION, LUXURY OR LIFESTYLE MARKETING PLAN (MP) FRAMEWORK (CONTINUED)

4. **RECOMMENDATIONS** – Proposed initiatives to enhance the financial performance of the selected company in 2017.
- A. **SUMMARY** – A brief synopsis of key overall recommendations.
 - B. **VALUE CHAIN** – An assessment of participants and activities required to complete the value chain from suppliers to end customers.
 - C. **TARGET MARKETS** – The recommended primary and secondary target markets defined in terms of demographics, geography, psychographics and/or buyer characteristics for each party in the value chain beginning with the group that immediately follows the manufacturer (or service provider) through the end customer.
 - D. **OBJECTIVES** – Quantitative projected outcomes for 2017.
 - Revenue and unit volume, if available, to include a comparison to the previous year
 - Profitability and profit margin as a percentage of sales to include a comparison to the previous year
 - Market share (if available)
 - Marketing mix
 - 1. Product/Service
 - 2. Promotion
 - 3. Place – distribution
 - 4. Pricing
 - E. **MARKETING STRATEGIES** – Defined strategies to accomplish objectives.
 - 1. Product/Service to include positioning
 - 2. Promotion
 - 3. Place – distribution
 - 4. Pricing
 - F. **PROJECTED PROFIT-AND-LOSS STATEMENT** – A detailed forecast for 2017 including best case, worst case and most likely scenarios accompanied by assumptions and comparative financial information for at least the two previous years, if available.
 - G. **IMPLEMENTATION PLAN** – Timeline and recommended tactics for plan period.
 - H. **CONTINGENCY PLANS**
 - Measurements and processes to ensure that the plan is monitored and evaluated.
 - Contingency plans if objectives are not met or far exceeded.

TEAM FASHION, LUXURY OR LIFESTYLE MARKETING PLAN (MP) PEER EVALUATION

Please identify your team and team members for the Team Fashion, Luxury or Lifestyle Marketing Plan (MP) that you worked on. Then rate all of your team members, *including yourself*, based on the contributions of each team member for the selected assignment according to the criteria listed below. On a scale of 0 – 2 with 0 equal to does not meet expectations, 1 meets expectations and 2 exceeds expectations, rate each person on each of the five criteria. Lastly, add up the points for each person with the maximum number of points for each person being 10.

Team Members/ Assessment Criteria of Team Contributions	Team Member 1	Team Member 2	Team Member 3	Team Member 4	Yourself
1. Role Performance					
2. Assists Team Members					
3. Listening and Discussing					
4. Research and Information Sharing					
5. Time Management					
Total					

If you desire, please comment on the contributions of individual team members to the team Marketing Strategy Project.

Comments:

APPENDIX – CONTRIBUTION OF MKT 599 – FASHION, LUXURY AND LIFESTYLE MARKETING TO STUDENT ACHIEVEMENT OF USC MARSHALL’S AACSB SIX GRADUATE PROGRAM LEARNING GOALS

MKT 599 – FASHION, LUXURY AND LIFESTYLE MARKETING LEARNING OBJECTIVES 1-8

1. Apply marketing principles and concepts in a global marketplace that are most relevant to fashion, luxury goods and lifestyle business problems;
2. Evaluate market dynamics in a variety of industries, organizations and business settings through situation analysis of the industry/market, competition, and customers and firms competing in a particular marketplace;
3. Analyze primary and secondary research data to make sound marketing and business decisions;
4. Identify and define viable market segments and develop and introduce products/services that meet the needs of these segments, to increase customer and company value among a variety of industries, firms and types of fashion, luxury goods and lifestyle customers in the global marketplace;
5. Recognize the importance of a market-driven business orientation, customer satisfaction, and marketing performance metrics, and the impact of effective marketing on profitability;
6. Practice global leadership, team-building, problem-solving, critical thinking and analytical skills to facilitate the assessment and resolution of key fashion, luxury goods and lifestyle marketing issues in a global marketplace;
7. Correctly define fashion, luxury goods and lifestyle marketing and business problems to identify information that are relevant to the comprehensive analyses of given business situations and to the development of marketing strategies that provide positive resolutions; and
8. Develop an effective Team Luxury, Fashion or Lifestyle Marketing Plan (MP) based on customer expectations of identified market segments utilizing all relevant components of an integrated strategic marketing program.

HOW MKT 599 – FASHION, LUXURY AND LIFESTYLE MARKETING CONTRIBUTES TO STUDENT ACHIEVEMENT OF USC MARSHALL’S SIX GRADUATE PROGRAMS LEARNING GOALS		
MARSHALL GRADUATE PROGRAMS LEARNING GOALS	DEGREE OF EMPHASIS (1=LOW, 2=MODERATE, 3=HIGH)	MKT 599 OBJECTIVES THAT SUPPORT THIS GOAL
Learning goal #1: Our graduates will develop a strategic level of understanding of the key functions of business and be able to comprehend the relationships between the core business disciplines in order to <i>make holistic judgments and decisions in analyzing business situations.</i>	3	Supported by MKT 599 Learning Objectives 1-8
1.1 Students will demonstrate foundational knowledge of core business disciplines, including their interrelationships.		1-8
1.2 Students will analyze business scenarios, such as cases, with a firm grounding of how each of the core fields play into decisions made.		1-8
1.3 Students will apply theories, models, and frameworks to analyze relevant markets (e.g. product, capital, commodity, factor and labor markets).		1-8
1.4 Students will show the ability to utilize technologies (e.g., spreadsheets, databases, software) relevant to contemporary business practices in a variety of disciplines and industries.		1-8
1.5 Students will demonstrate the ability to utilize interdisciplinary business skills in case analyses, exams, presentations and projects, including capstone projects.		1-8

HOW MKT 599 – FASHION, LUXURY AND LIFESTYLE MARKETING CONTRIBUTES TO STUDENT ACHIEVEMENT OF USC MARSHALL’S SIX GRADUATE PROGRAMS LEARNING GOALS (CONTINUED)		
MARSHALL GRADUATE PROGRAMS LEARNING GOALS	DEGREE OF EMPHASIS (1=LOW, 2=MODERATE, 3=HIGH)	MKT 599 OBJECTIVES THAT SUPPORT THIS GOAL
Learning goal # 2: Our graduates will develop a global mindset and a competitive edge in this interdependent, fast-changing, diverse and volatile world through structured educational opportunities. They will acquire knowledge, both theoretical and practical as well as experiential, about America and the rest of the world, and the economic/financial interdependencies that signify current geopolitical, economic and financial relationships that impact business decisions <i>so as to make a difference in the world.</i>	3	Supported by MKT 599 Learning Objectives 1-8
2.1 Students will understand how local, regional and global markets interact and are impacted by economic, social and cultural factors.		1-8
2.2 Students will understand that stakeholders, stakeholder interests, business environments (legal, regulatory, competitor) and business practices vary across regions of the world.		1-8
2.3 Students will demonstrate the ability to evaluate global business challenges and opportunities through experiential learning, immersion international trips, case studies, international business consulting projects and exams.		1-8
Learning goal 3: Our graduates will demonstrate critical thinking skills by making the intellectual connection between quantitative and qualitative tools, theories and context to provide the basis for proper and effective problem solving and decision making as well as the development of new and innovative business opportunities to strategically navigate the complex demands of the current and dynamic national and international business environments.	3	Supported by MKT 599 Learning Objectives 1-8
3.1 Students will understand the concepts of critical thinking, entrepreneurial thinking and creative thinking as drivers of innovative ideas.		1-8
3.2 Students will critically analyze concepts, theories and processes by stating them in their own words, understanding key components, identifying assumptions, indicating how they are similar to and different from others and translating them to the real world.		1-8
3.3 Students will be effective at gathering, storing, and using qualitative and quantitative data and at using analytical tools and frameworks to understand and solve business problems.		1-8
3.4 Students will demonstrate the ability to anticipate, identify and solve business problems. They will be able to identify and assess central problems, identify and evaluate potential solutions, and translate a chosen solution to an implementation plan that considers future contingencies.		1-8
3.5 Students will demonstrate the ability to be accurate, clear, expansive (thorough, detailed) and fair-minded in their thinking.		1-8
3.6 Students will demonstrate their ability to apply critical thinking tools and the USC-CT Framework in designated exercises, cases, projects and exams.		1-8

HOW MKT 599 – FASHION, LUXURY AND LIFESTYLE MARKETING CONTRIBUTES TO STUDENT ACHIEVEMENT OF USC MARSHALL’S SIX GRADUATE PROGRAMS LEARNING GOALS (CONTINUED)		
MARSHALL GRADUATE PROGRAMS LEARNING GOALS	DEGREE OF EMPHASIS (1=LOW, 2=MODERATE, 3=HIGH)	MKT 599 OBJECTIVES THAT SUPPORT THIS GOAL
Learning Goal 4: Our graduates will develop people and leadership skills by demonstrating self-awareness, emotional intelligence, curiosity, visionary and strategic thinking, teamwork, reflection and knowledge transfer skills to promote their effectiveness as <i>business managers and leaders</i>.	1	Supported by MKT 599 Learning Objectives
4.1 Students will recognize, understand, and analyze the motivations and behaviors of stakeholders inside and outside organizations (e.g., teams, departments, consumers, investors, auditors).		1-8
4.2 Students will be able to demonstrate various emotional intelligences and leadership skills such as self-awareness, self-management, teamwork and collaboration to better understand the potential complexities in organizations in papers, exercises, cases, exams and projects.		1-8
4.2 Students will recognize, understand and analyze the roles, responsibilities and behaviors of effective managers and leaders in diverse business contexts (e.g., marketing, finance, accounting, etc.)		1-8
4.3 Students will be able to demonstrate the understanding of visions and values of world-class companies and the impact it has had on financial results.		1-8
4.4 Students will understand factors that contribute to effective teamwork.		1-8
Learning goal 5: Our graduates will demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities and aspire to add value to society	2	Supported by MKT 599 Learning Objectives 1-8
5.1 Students will understand professional codes of conduct.		1-2, 4-8
5.2 Students will recognize ethical challenges in business situations and assess appropriate courses of action.		1-2, 4-8
5.3 Students will be able to apply ethical principles and professional standards in analyzing situations and making informed decisions.		1-2, 4-8
5.4 Students will demonstrate an understanding of and consistently apply the ethical principles and professional standards related to the business world and show the ability to express and follow results of independence and the highest sense of professional ethics.		1-2, 4-8
5.5 Students will demonstrate the ability to research, critically analyze, synthesize, and evaluate information, including professional standards for decision making, in the local, regional and global business environment.		1-8
5.6 Students will enhance their appreciation of values of social responsibility, legal and ethical principles and corporate governance through the analysis and discussion of pertinent articles and real business cases, seminars and summits.		1-2, 4-8

HOW MKT 599 – FASHION, LUXURY AND LIFESTYLE MARKETING CONTRIBUTES TO STUDENT ACHIEVEMENT OF USC MARSHALL’S SIX GRADUATE PROGRAMS LEARNING GOALS (CONTINUED)		
MARSHALL GRADUATE PROGRAMS LEARNING GOALS	DEGREE OF EMPHASIS (1=LOW, 2=MODERATE, 3=HIGH)	MKT 599 OBJECTIVES THAT SUPPORT THIS GOAL
Learning Goal #6: Our graduates will be effective communicators to facilitate information flow in organizational, social, and intercultural contexts	3	Supported by MKT 599 Learning Objectives 1-8
6.1 Students will identify and assess diverse personal and organizational communication goals and audience information needs.		1-8
6.2 Students will understand individual and group communications patterns and dynamics in organizations and other professional contexts.		1-8
6.3 Students will demonstrate an ability to gather and disseminate information and communicate it clearly, logically, and persuasively in professional contexts.		1-8
6.4 Students will be able to clearly communicate in oral and written formats the solutions to business issues and problems accurately and effectively.		1-8