

Luxury Brands & Corporate Social Responsibility Management

MKGM 31412: Winter 2009/Term 2
Managing Luxury Brands, Identity, Experiences and Corporate Social Responsibility:
Key learnings for Mass Brands

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Course General Objectives

Branding has become a hot topic. Many companies realize that they need to understand the value of their corporate brand and its products; develop and manage brands strategically, and deliver implementations that are relevant to the [stakeholders](#). For luxury brands, the challenge is to keep the [aspirational](#) aspects of the brand and products alive while allowing more and more accessibility by extending the brand, offering products that range from the entry level to the exclusive club. Defining mature retailing concepts, focusing on service quality and [taking CSR](#) into account allow luxury brands to remain exclusive and highly desirable for consumers. Consumers, especially those who are wealthy, culturally sensitive and/or trend leaders, want something special and unique.

The objective of this course is to discuss how strategic management of Dream Factor, Corporate Social Responsibility and Accessibility, combined to differentiated and consistent implementations that are relevant to [stakeholders](#), help developing powerful brands and creating emotional bond with consumers and loyalty.

We will focus on three topics: Consumer brand equity and cultural foundations of the dream factor; brand identity and experiential branding; Corporate Social Responsibility as brand leverage and internal branding.

You will be exposed to lots of cases of successful — and some unsuccessful — branding campaigns so that you learn what to do and what not to do in your own job. This seminar will familiarize you with the best practices in luxury branding and show how to build strong and powerful brand. From Hermès, Chanel, Vuitton, DTC and the rebirth of Dior and ST Dupont to successful branding initiatives in champagnes like Krug, Dom Perignon and watches.

By understanding the key success factors of luxury brand management, you will learn about concepts and be equipped with tools to manage a branding project you could apply in mass brands.

Specific objectives

1. Introduction to the challenges of luxury brand management
2. Understanding the cultural dimension of powerful Brands
3. Understanding Brand identity fundamentals
4. Describe patterns of luxury consumption
5. Explain How Corporate social Responsibility can increase the dream factor
6. Discuss luxury brands extensions and communication
7. Discuss the relationship btw Corporate social Responsibility and internal branding

To understand this complex process, we will be exposed to perspectives from [marketing](#), [semiotics](#) (the study of symbolism), [sociology](#), [anthropology](#), [cultural](#). In addition to class lectures and discussion, students will work on case studies.

The aim is to give students practice in performing an actual [branding and Corporate social responsibility](#) project.

Suggested Readings (Books)

Consider **one of** the following books if interested in understanding the general concept of branding

- Leslie de Chernatony (2006), *From Brand Vision to Brand Evaluation: 2nd ed.* Elsevier
- A textbook authored by (1) Kapferer Jean-Noel, *The New Strategic Brand Management: Creating and sustaining Brand equity long term*, 2004: Koogan Page

optional reading for those interested in Luxury brands only

- Uche Okonkwo (2007), *LUXURY FASHION BRANDING, trends, tactics techniques* , Palgrave Macmillan...**focusing on luxury brands**

The slides will be available after the lecture.

Course Evaluation and Grading

Team case (1)	50%
Individual case (1)	40
Class participation	10
<u>TOTAL</u>	<u>100</u>

Class attendance and participation: Attendance is both expected and considered necessary to adequate completion of the course. You are responsible for all material covered in class or assigned, regardless of the reason for absence. Lectures will be based on the assumption that you have read all assigned material prior to attending the session in which it is discussed. Your responsibility is not only to attend class; you should also be a contributor to class. Your class participation grade will reflect my assessment of the extent to which you have done this. If by the end of the term I don't recognize your name and/or face, that is a good indication that you haven't lived up to this responsibility.

In addition to asking questions or making (constructive) comments during class, you can contribute by volunteering to share the work you have done on class assignments with the rest of us. On a day when a case study is due, I will ask students to come up and share their project with the rest of the class.

Interaction with professor: I will be happy to set up an appointment to meet with you at a mutually convenient time. Please note that due to other commitments I cannot guarantee that I will be able to spend time with you if you just "drop by" my office. please e-mail me to set a mutually convenient time.

L'Oreal Group projects: Members of the class will divide into teams of 3-4 members. Each group will work on a l'Oreal project dealing with [Branding and Corporate social responsibility \(branding diversity and green concepts for a cosmetic brand\)](#) throughout the semester and present it to the class. This project will allow you to apply the concepts of branding and corporate social responsibility we cover during the semester in a creative way. I will assign a group grade to the presentation then modify these grades as necessary to reflect each individual's contribution to the group effort. Details will be provided on a separate handout.

Lectures content

Weeks 1& 2 : Cultural foundations of brand management

Evolving luxury concept, changing dynamics of the luxury market

- Understanding brand identity
- Understanding Consumer Brand Equity
- Managing the dream factor and brand desirability

Jan 26th : Managing Corporate Social Responsibility and Brand Identity

Introduction to Corporate Social Responsibility and Brand Performance

L'Oreal projects brief, by Biotherm senior executives

- Cultural Models of brand identity
- International patterns of luxury consumption

Identity Models of French Fashion Houses

Feb 9th & Feb 16th : Managing Diversity and Brand Consistency

- Managing Brand consumer diversity
- Consistency and Gender (market) extension
- Managing brand diversity and brand architecture
- Leveraging the corporate brand value

Case study Dior perfumes : Rejuvenating a Brand

Case study Audemars Piguet : Models of Brand consistency in the Luxury Watch market

Mar 2nd : Corporate Social Responsibility and Brand Performance

- Corporate Social Responsibility and Brand Performance
- Employee Diversity and performance
- Internal branding and employee involvement

Mar 9th : Managing Brand communication and Performance

- Flagship/store as a communication tool
- Time management

Case study

Mar 16th : Emotional branding and experience

- Relating to consumers
- Managing service quality

Case study

Mar 23rd & Mar 30th : Synthesis

L'Oreal projects Presentation