**【奢侈品销售（英）】**

SJQU-QR-JW-033（A0）

**【Luxury Selling】**

**一、基本信息**

**课程代码：**【2060682】

**课程学分：**【2】

**面向专业：**【工商管理专业（奢侈品管理方向）】

**课程性质：**【系级专业课程】

**开课院系：**工商管理系（奢侈品管理方向）

**使用教材：**【Luxury Selling, Francis SRUN, Palgrave Macmillan, 1st ed.2017 edition, April 8, 2017，978-3319455242】

**参考书目:**

【The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands，JN KAPFERER，V BASTINE, Kogan Page; Second edition (October 28, 2012)，978-0749464912】

【Selling Luxury，Robin LENT，Genevieve Tour, Audible Studios; August 1, 2012，ASIN: B008ROQXLQ】

【Selling Luxury Homes，Jack Cotton,‎ Tide-mark Press; 7.3.2010 edition (August 2, 2010), 978-1594906923】

**课程网站网址：www.gench.edu.cn**

**先修课程：**《大学英语》、《市场营销学》。

二、课程简介

The course Luxury Selling aims to provide the students with a good understanding of the issues involved in luxury retail. More specifically, the learning goals include an in-depth understanding of the retail operations management, and the importance of customer experience, so the students can be well-prepared for their future careers in the luxury industry. In addition basic concepts of service management are added as reail is actually managing the service encounter between clients and employee. The integration of online into offline and vce versa is higlighted as it affects the customer experience of luxury customers

**三、选课建议**

适合工商管理专业（奢侈品管理方向）大三年级上课。

**四、课程与专业毕业要求的关联性**

|  |  |
| --- | --- |
| 专业毕业要求 | 关联 |
| LO11：表达沟通  理解他人的观点和设计要求，并能够清晰流畅的表达自己的设计构思和创意。能在不同场合用书面、口头或图稿形式进行有效的双向设计沟通。 | ● |
| LO21：自主学习  能根据自身需要和岗位需求，结合社会背景下，新知识、新技术、新工艺、新材料的发展趋势，确定自己的学习目标，并主动自觉地通过搜集、分析信息、讨论、实践、质疑、创造等方法来实现学习目标。 |  |
| LO31：奢侈品市场营销  熟悉珠宝和奢侈品行市场分析和品牌定位的方法，制定品牌营销的战略和策略；制定完整的营销执行计划，完成营销活动的组织和实施；熟悉品牌和市场定位方法，并基于市场竞争环境进行市场拓展；熟悉主要社交媒体操作，掌握网络营销方法和策略。 |  |
| LO32：经济分析  能够运用微观经济学的理论分析的部分经济与商业领域的现象；能有意识观察现实生活和社会中的经济现象，梳理合理的经济变量及各变量之间相互关系；能应用经济学理论，定性和定量分析实际经济问题，并预测经济发展趋势。 |  |
| LO33：奢侈品零售管理  熟悉珠宝和奢侈品店铺管理和客户关系管理；熟悉消费者行为分析和市场分析的方法，掌握销售的技能，能够与顾客良好的沟通，达成销售。 | ● |
| LO34：财务管理  清楚资金的筹集、投资、运营、分配；掌握财务计划与决策、财务预算与控制；具备一定的财务分析与考核等财务管理基本能力。 |  |
| LO35：项目管理  熟悉项目范围、项目时间、项目成本、项目质量、项目人员管理和业务策划；熟悉项目风险、项目采购。 |  |
| LO36：调查预测能力  熟悉调查方案的策划，调查问卷的设计；掌握常用的资料分析与预测方法；熟悉调查报告的写作。 |  |
| LO37：审美与鉴赏能力  掌握设计和审美的基本理论与基本知识；具备设计能力和审美素养；了解珠宝和奢侈品发展历史、基本的珠宝和奢侈品鉴赏和不同风格设计的特点，具备一定的珠宝首饰搭配能力。 |  |
| LO41：尽责抗压  遵守纪律、守信守责；具有耐挫折、抗压力的能力，并能够顺利完成相应地工作学习任务。 | ● |
| LO51：协同创新  同工作学习伙伴保持良好的关系，团结互助、齐心协力，做团队或集体中的积极成员；善于从多个维度思考问题，善于利用自己掌握的知识与技能，在设计实践中提出新颖的构思和设想。 |  |
| LO61：信息应用  具备信息素养和运用科技信息技术的能力，并能熟练操作各项办公软件和图像、图形处理软件。 |  |
| LO71：服务关爱  愿意服务他人、服务企业、服务社会；为人热忱，富于爱心，懂得感恩，甘于奉献。 | ● |
| LO81：国际视野  具有外语能力，能够阅读外文专业图书和资料，同时对专业范围中跨文化的设计具有理解能力，有国际竞争与合作的意识。 |  |

备注：LO=learning outcomes（学习成果）

五、课程目标/课程预期学习成果（预期学习成果要可测量/能够证明）

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **序号** | **课程预期**  **学习成果** | **课程目标**  **（细化的预期学习成果）** | **教与学方式** | **评价方式** |
| **1** | **LO111** | **倾听他人意见、尊重他人观点、分析他人需求。** | 课堂小组讨论，师生互动。 | 回答的正确性及条理性、报告效果 |
| **2** | **LO332** | **熟悉消费者行为分析和市场分析的方法，掌握销售的技能，能够与顾客良好的沟通，达成销售。** | 课堂讲授  课堂练习  案例分析  小组讨论  品牌参观 | 课堂练习  课堂测试  课堂展示PPT |
| **3** | **LO412** | **诚实守信：为人诚实，信守承诺，尽职尽责。** | 课堂交流，课下互动。 | 个人论文的独创性。 |
| **4** | **LO712** | **助人为乐：富于爱心，懂得感恩，具备助人为乐的品质。** | 课堂讲授，小组讨论。 | 团队合作的成果 |

六、课程内容

此处分单元列出教学的知识点和能力要求。知识点用布鲁姆认知能力的6种层次： (“**知道”、“理解”、“运用”、“分析”、“综合”、“评价”)**来表达对学生学习要求上的差异。能力要求必须选用合适的行为动词来表达。用文字说明教学的难点所在，**并标明每个单元的理论课时数和实践课时数。**

LUXURY SELLING

MODULE OBJECTIVES

Have a global understanding of luxury

markets & actors

Get an inside view of the luxury sector today

FRANCE is the WORLDWIDE LEADER in LUXURY

350 Billions Euros sales yearly

Modern luxury history started in Versailles

Louis XIV established a recognition/salary

Colbert created the “manufactures”

Arts became symbol of power/success

Before (and still today in many parts of the world):

-artists were serving the military or the religion

-were not recognized by the society

-were not organized in a structure

-were used politically

Based on this official (royal) recognition, many craftsman established their business (such as Leonardo Da Vinci who came to France) and learned to their children their know how

Freedom of business in the XVIII and XIX centuries enabled this craftsmanship to develop into a more organized way:

The “Maison”.

Some Maison established in the XVIII century:

1613 Mellerio (Jewelery)

1722 Veuve Clicquot (Champagne)

1724 Remy Martin (Cognac)

1729 Ruinart (Champagne)

1764 Baccarat (Cristal)

1776 Louis Roederer (Champagne)

Some Maisons established in the XIX century:

1828 Guerlain (Perfumes)

1830 Christofle (Tableware)

1837 Hermes (Harness, leather objects)

1845 Louis Vuitton (Trunks, travel bags)

1875 Daum (Cristal)

1889 Lanvin (Fashion)

But…what is luxury about ?

Luxury is about creation & detail

Details lead to perfection

and perfection is not a detail

but details that create added value

*Added value is really about something exceptional, something refined*

A UNIQUE MANAGEMENT

LUXURY ESSENTIALS

Luxury is a way of life, not a product

The notions of desire and pleasure are key

The importance of passion and creation

The psycho-sociology of luxury

Luxury is not a “need”

ALWAYS KEEP THE DREAM !

Stores are not places for selling

Communication: superlative not comparative

Do not relocate !, Made in France is key

Show tradition, hand made, exclusivity

Tradition is not old fashioned !, history is key

Luxury throughout history

Luxury existed in Persia 5000 years ago, in China, in Egypt, in the Greek & Roman civilization

modern luxury evolution

The 19th century: female emancipation

The 20th century: democratization

The 21st century: globalization

Luxury is rooted in culture

Luxury and social stratification

Luxury for oneself

Luxury and money

Luxury and religion

Luxury and Art

*Know-how is an alliance between what preserves the past and the search for the future*

CLASSIC Luxury (19th) : The OBJECT

( Malle Louis Vuitton)

MODERN Luxury (20th) : The CREATOR

( Yves Saint-Laurent)

TODAY’S Luxury (21st) : The IMAGE

(Zadig & Voltaire)

Luxury sector can basically be considered

in 2 categories

“ELITE” LUXURY is based on tradition, quality discretion, no logo, anti-fashion, across generations ( ex: HERMES)

“DEMOCRATIC” LUXURY is based on pleasure, image, fashion, social status, branding

(ex: GUCCI)

ANTI MARKETING LAWS

Luxury is not comparative

Dominate the client, make it hard to buy

The role of advertising is not to sell

Luxury sets the price but client should have a deal

Cultivate closeness to the arts

Luxury and Fashion: an essential difference !

There are 2 different business models

Fashion assumes social rivalry while luxury is about social stratification

Today you have fashion for everyone to integrate their tribe even at low prices

HOW TO QUALIFY A PRODUCT LUXURY ?

The product corresponds to a dream

The product is lifetime

Innovating is key

Licensing is an issue

PLAYERS 2017 T.O. Growth over 5 years

L.V.M.H. 42,6 + 63 %

RICHEMONT 10,64 + 87 %

LUXOTTICA 9,15 + 36 %

SWATCH 7,53 + 37 %

KERING 15,47 + 83 %

With an average share value growth of 100 %

FOLLOWERS: Turn over

RALPH LAUREN 5,3 (B. Euros)

HERMES 4,8

PRADA 3,8

COACH 3,7

CHANEL 3,5

LUXURY : a profitable business !

BRAND Operational Margin

LOUIS VUITTON 41,6 %

CARTIER 32,1 %

GUCCI 31,0 %

CHANEL 30,0 % (source: Bain)

The luxury sector is a 350 Billion $ market

Growing by an average + 7 % / year since 20 years

Concerns 313 million consumers

40% of the growth comes from Asia (source : Bain)

LUXURY BRANDS VALUE (Billion Euros)

Most of the companies are quoted on the stock exchange: LVMH, RICHEMONT, L’OREAL

While some are still family owned: CLARINS, CHANEL, PRADA, ZEGNA, DOLCE&GABANA

Who are the buyers (by nationality) ?

Average spending (by nationality)

The evolution of the luxury sector

The Emerging Markets (BRICCS) represent:

SALES REPARTITION by product category

Sales repartition by MARKET

A GLOCALISED MARKETING :

-in Occident : a luxury brand is related to the customer’s personality

-in Orient : a luxury brand is related to the customer’s social status

A Global Brand with a LOCAL approach !

TOP FIVE MARKETS TOP FIVE CITIES

LUXURY MARKETING KEY TRENDS:

The role of culture

The porno-sex trend

The star system trend

The made to measure

The “one and only” trend

The growing internet presence

The globalization of luxury Brands:

RICHEMONT : SHANGHAI TANG

HERMES : SHANG XIA

L’OREAL : YU SAI

L.V.M.H. : BAI JIU

ESTEE LAUDER : FOREST ESSENTIALS

THE MAJOR ACTORS

LOUIS VUITTON MOET HENNESSY

KERING

RICHEMONT

L’OREAL

HERMES

LOUIS VUITTON MOET HENNESSY

L.V.M.H. is the world leader in Luxury

Created in FRANCE, 1987 by Bernard Arnault

70 brands sold over 3860 stores

145 000 employees around the world

Unique research center: HELIOS (Orléans)

A global vision and worldwide presence

Heritage of Excellence /strong innovation: STATION F

A strong financial base

LVMH SCHOOL: I.M.E.

Established in 2014

The Institut des Métiers d’Excellence

Intends to ensure the transmission of savoir faire enhancing the different metiers of creation and craftsmanship.

Internships in LVMH and Conferences

L.V.M.H. TALENTS PRIZE

LVMH YOUNG TALENTS PRIZE

Was created by Delphine ARNAULT

with a dotation of 300 000 Euros

(example : JAQUEMUS)

THE L.V.M.H. HOUSE OF THE START UPS

located in STATION F (Xavier Niel)

under the supervision of Ian Rogers, Chief Digital Officer

with the objective of inventing the luxury of tomorrow

7 themes have been identified:

-luxury and artificial intelligence

-objects & internet

-retail & e commerce

-virtual reality and augmented reality

-blockchain & counterfeiting

-raw materials & sustainable development

New start ups have been developed such as:

-Heutitech: a trends “anticipator” analyzing millions of images on social networks

-Alcmeon: a solution helping the brands to manage their interactions on social networks

-Memomi: a digital mirror enabling to try fashion virtually

-Cypheme: a system enabling to identify a copy by analyzing the microstructure of its packing with a smartphone picture

LUXURUY MANAGEMENT

L.V.M.H. Group key figures

Turn over 42 600 Million Euros (+10% 17/16)

O.R 6 605 Million Euros (+16%17/16)

CASH FLOW 2 800 Million Euros

KEY FIGURES 1st SEMESTER 2018

Turn over : 21,7 billion Euros +10% /2017

Operating result : 3 billion Euros +41% /2017

1st semester 2018 = 1 complete year in 2010 !

All operations show a solid growth

Price positioning is stepping up

GROUP KEY FIGURES 2018

Breakdowm 1st semester

Fashion & leather bags 8,594

Selective Distribution (DFS/LBM/Sephora) 6,325

Perfumes & cosmetics 2,877

Wines & spirits 2,271

Watches & jewellery 1,978

L.V.M.H. Business Model based on 5 divisions

Wines & Spirits

Fashion & Leather goods

Perfumes & Cosmetics

Watches & Jewelry

Selective Distribution

Relative importance of each L.V.M.H.division

SALES O.R.

Wines & Spirits 13 % 20 %

Fashion & leather bags 35 % 54 %

Perfumes & cosmetics 13 % 07 %

Watches & Jewelry 09 % 05 %

Distribution 30 % 14 %

LUXURY MANAGEMENT

L.V.M.H. sales repartition in revenue:

DIVISIONS EUROPE AMERICA ASIA

Wines/Spirits 26 % 23 % 36 %

Fashion 28 % 20 % 43 %

Cosmetics 45 % 12 % 29 %

Jewelry 34 % 12 % 40 %

Distribution 25 % 33 % 33 %

L.V.M.H. GROUP

WINES & SPIRITS DIVISION

Wines & Spirits Division

-1) Champagne : Moet & Chandon, Ruinart, Mercier, Veuve Clicquot, Dom Perignon, Canard Duchene ,Krug, …

-2) Wines : Chateau Yquem,Chandon Estates(US), Cloudy Bay (NZ), Newton (US), Cape Mentelle (AUS), Bodegas Chandon, Numanthia, Terrazas de Andes, Chandon Australia,….

-3)Spirits : Hennessy Cognac, Belvedere Vodka, Glenmorangie Whisky, 10 Cane Rhum, Wen Jun (Baijiu)….

The MHD Company (Moet Hennessy Diageo)

Wines & Spirits Division key notes

Champagne is becoming THE “party” drink

Cognac registers record sales worldwide

Wine drinking is becoming trendy

New Chandon Estate in Maharashtra (India)

Prospect Chandon Estate in NW China

Wines & Spirits key figures :

SALES in VOLUME (million bottles)

CHAMPAGNE 2015 : 57,4 (2014: 56,8)

COGNAC 2015 : 69,1 (2014: 67,1)

L.V.M.H. GROUP

DIVISION MODE & MAROQUINERIE

LUXURY MANAGEMENT

Fashion Division main brands:

Louis Vuitton Marc Jacobs

Dior Fendi

Celine Rossimoda

Berluti Emilio Pucci

Kenzo Thomas Pink

Givenchy Loewe

Loro Piana Donna Karan

Fashion Division key notes:

-1st Division in sales and operational result

-World iconic brands in fast growth

-”made to order” new segment

-Ambition to become leader on men’s market

-Highest quality, limited editions, expertise

-New developments: EDUN, Nowness.com

L.V.M.H. GROUP

PERFUMES & COSMETICS DIVISION

PERFUMES & COSMETICS DIVISION

Parfums Christian Dior GUERLAIN

Parfums FENDI ACQUA DI PARMA

Parfums Kenzo BENEFIT

Parfums Givenchy FRESH

Maison Kurkjian Make Up for Ever

Perfumes&Cosmetics Division key notes

-World success such as J’Adore or Shalimar

-Strong innovation process: 270 scientific staff

-HELIOS world unique research Laboratory

-Increased relation with fashion

-Unique cosmetic products: Capture line/Orchid Line

-Commercial efficiency and performance (every seconds 3500 Euros of cosmetics are purchased !)

The Perfumes & Cosmetics Division key figures

Breakdown of revenue by category :

L.V.M.H. market

PERFUMES 45 % 67 %

COSMETICS 37 % 15 %

SKINCARE 18 % 18 %

L.V.M.H. GROUP

WATCHES & JEWELRY DIVISION

Watches and Jewelry Division brands

TAG HEUER Louis VUITTON Jewelry

FRED Montres Dior

CHAUMET Manufacture ZENITH

DE BEERS HUBLOT

BULGARI

Watches & Jewelry key notes

-1) A strategic division to counter Richemont

-2) Tradition of quality and excellence

-3) Brands management Synergy

-4) Ambition to become world leaders

-5) New acquisitions to come

Watches & Jewelry division key figures:

The number of stores :

2018 : 383

2017 : 327

L.V.M.H. GROUP

SELECTIVE DISTRIBUTION DIVISION

Selective Distribution Division

* Downtown: SEPHORA, LBM, LGE
* Travel Retail : GALLERIA (DFS)
* MIAMI CRUISELINES : 90 boats/10 cruiseliners
* YACHTS :Royal Van Lent
* Others: jardin d’Acclimatation,Les Echos, Investir, radio Classique, …..

LUXURY MANAGEMENT

Selective Distribution Division

key notes

-Louis Vuitton Foundation in Bois de Boulogne

-opening of Samaritaine project in Paris center

-A strategic “upmarket” development ( LBM)

-An ambitious retail expansion plan (LGE rive droite)

(Sephora in 26 countries and more to come !)

-important growth in Malaysia, Mexico, …

Selective Distribution Division

Key figures :

The number of stores around the world:

2017 : 1541

2016 : 1466

LVMH HOTEL MANAGEMENT

CHEVAL BLANC

\*) Cheval Blanc = Saint Emilion Grand Cru owned by Arnault Family Holding & Albert Frere.

\*) Hotel Management = company developing and managing the palaces

\*) Locations: Courchevel, St Barth, Samaritaine

KERING GROUP

KERING BUSINESS MODEL is based on:

-a strong leadership: Francois-Henri Pinault

-a group in transition from distribution to luxury

-a unique code of conduct

-a strong ethical ambition:

-interesting combination of growth/profitability

LUXURY MANAGEMENT

KERING Group History

Distribution Luxury

CFAO GUCCI

Conforama Bottega Veneta

Fnac Yves Saint Laurent

La Redoute Alexander Mc Queen

Orcanta Stella Mc Cartney

Printemps Balenciaga

Citadium Sergio Rossi

KERING Group key notes

-Focus on Luxury: acquisition of Brioni

-Focus on new Talents: Christopher Kane

-diversification: Boucheron, Chateau Grillet

-”Looks at Lvmh” : acquisition of Perregaux

KERING MANAGEMENT STRUCTURE :

-1) GUCCI

-2)Couture & Maroquinerie

(Bottega Veneta,YSL, A.McQueen, Balenciaga, Brioni, C. Kane, S. McCartney, Sergio Rossi)

-3) Montres & Joaillerie

(Boucheron, Girard Perregaux, Pomellato,Dodo, Queelin )

GROUPE RICHEMONT

GROUPE RICHEMONT, key notes

-Established in 1988, based in Swiss

-A Tobacco Group (Philip Morris/Rothmans)

-Creation of Vendome Luxury Group in 1998

-Anglo-Dutch management identity

- “Strenghth through diversity”

RICHEMONT GROUP

a unique portfolio of prestigious brands

CARTIER VAN CLEEF & ARPELS

PIAGET JAEGER LE COULTRE

PANERAI BAUME & MERCIER

IWC LANGE & SOHNE

MONTBLANC VACHERON CONSTANTIN

RICHEMONT Group is also in Fashion

LANCEL SHANGHAI TANG

CHLOE HACKETT

ALAIA Net a Porter.com

PURDEY DUNHILL

And under License:

Ralph Lauren Jewelry and watches

RICHEMONT Group key figures:

RICHEMONT Group sales by category

GROUPE L’OREAL

LUXURY MANAGEMENT

L’OREAL KEY NOTES:

-1st Cosmetic Group worldwide

-23 International leading brands

-a turn over of 22,5 Billion Euros

-an operating profit of 2,86 Billion Euros

-present in 130 countries and 41 factories

-65 000 employees

The ownership of L’OREAL Group

-31% BETTENCOURT Family

-29% NESTLE Group

-21% International institutional investors

-09% French institutional investors

-05% Private shareholders

LUXURY MANAGEMENT

L’OREAL HR Management

The example of Jean-Paul AGON, Chairman

-1978 joins L’Oreal as product manager

-1981 Manager in Greece of Prod. Publics

-1986 Manager L’Oreal Paris in France

-1989 General Manager Biotherm

-1994 General Manager l’Oreal Deutschland

-1997 General Manager L’Oreal Asia

-2001 President of L’Oreal US

-2006 President of L’OREAL GROUP

L’OREAL , a performing business model based on 4 divisions :

-1) PRODUITS PROFESSIONNELS sold in Salons

-2) PRODUITS PUBLICS sold in mass market

-3) LUXE sold in selective distribution

-4) COSMETIQUE ACTIVE sold in pharmacies

ALL RETAIL NETWORKS COVERED !

L’OREAL Produits Professionnels features leading brands for professionals:

KERASTASE NUTRITIVE

L’OREAL Technique Professionnelle

REDKEN

KERASKIN

MIZANI

PUREOLOGY

MATRIX

L’OREAL Produits Publics is leading in the mass market worldwide with :

L’OREAL Paris

GARNIER

MAYBELINE

ESSIE, SOFTSHEEN CARSON

L’OREAL Luxury Division has iconic brands:

100% control under License

LANCOME Ralph Lauren, Stella Mc Cartney

CACHAREL Armani, Diesel

BIOTHERM Shu Uemura,

KIEHL’S, YU SAI Viktor & Rolf, YSL Beaute

Helena RUBINSTEIN Maison Martin Margiela

L’OREAL Cosmétique Active Division:

VICHY

LA ROCHE POSAY

ROGER GALLET

INNEOV

SKINCEUTICALS

THE BODY SHOP

L’OREAL new acquisitions :

URBAN DECAY

CADUM

And more to come …..

L’OREAL Group key figures :

2017 growth/2016

SALES 22,5 BE +10,4 %

O.P. 03,7 BE +12,3 %

L’OREAL Sales by category/market

Europe US NM

PRODUITS PROS 34% 36% 29%

PRODUITS PUBLICS 37% 22% 40%

LUXE 38% 22% 39%

Cosmétique Active 52% 09% 38%

MAISON & GROUPE CHANEL

CHANEL

-a 3 billion Euros turn over growing 7%/year, 4000 employees, 25% net profitability (average LVMH brands: 12%)

-owners: Alain & Gérard WERTHEIMER

-3 factories: Compiègne, Chamant, Verneuil

-a Group of brands: Lesage, Lemarié, Eres, Desrues, Massaro, Bourjois, Bell & Ross, Goosens,

Holland & Holland.

MAJOR ITALIAN GROUPS

IT HOLDING: Versace, Gian Franco Ferre, Just Cavalli, Galliano

PRADA : Prada, Miu Miu, CHURCH’S

AEFFE : Moschino, Pollini, Alberta Ferretti

MAX MARA: Max Mara, Marina Rinaldi, Marella

DOLCE & GABANA

GIOGIO ARMANI

TOD’S ( Hogan, Fay, Roger Vivier, Schiaparelli)

Salvatore FERRAGAMO

AMERICAN GROUPS

-VF CORPORATION: Nautica, Lee, Kipling, Napapijjri, Timberland, Eastpack, wrangler, Van’s, Jan sport, Rustler, …11Billion USD T.O. in 150 countries

-GAP Inc. : Gap, Banana Republic, Old Navy…founded by Don & Doris Ficher in 1969. Today they have 136000 employees, 3100 stores, 90 countries

-PVF Group: Calvin Klein, Tommy Hilfiger, Van Heusen, Arrow, Bass, Izod .

AMERICAN GROUPS

-PROCTER & GAMBLE: Parfums Jean PATOU, HUGO BOSS, Helmut LANG, LACOSTE, Herve LEGER, Giorgio Beverly Hills, Y. Yamamoto, Alfred DUNHILL, MONTBLANC, PUMA, ESCADA , Max Mara, Yardley, Dolce & Gabbana

-ESTEE LAUDER Companies: Estee Lauder, Aramis, Bobbi Brown, Clinique, Mac, Origins, Tomy Hilfiger, La Mer, Jo Malone with 50% of sales in department stores

-COTY Inc.: Lancaster, Calvin Klein, Jil Sander, Chloe, Kenneth Cole, Vera Wang, Marc Jacobs, Jennifer Lopez, Chopard, Davidoff, Nautica, Kate Moss, Celine Dion, Adidas, Rimmel, Esprit, Desperate Housewives

SPANISH ACTOR ( Catalan) : PUIG Group

- BRANDS: Nina Ricci, Paco Rabanne, Carolina Herrera, Prada Parfums, Laboratoire PAYOT, Parfums Jean Paul GAULTIER, Antonio Banderas, Shakira, L’Artisan Parfumeur, Comme des Garcons, Valentino Parfums

-KEY FIGURES: 1,5 billion Euros turn over, 177 million Euros net result

CHINESE ACTORS

-FUNG Group & Brands: Sonia RYKIEL, CERRUTI, DELVAUX, Robert CLEGERIE

and develop under license men’s wear in greater China.

-SHAW LAN WANG (Taiwan)

-DICKSON POON (Hong-Kong)

-FOSUN International

THE SWATCH GROUP

SWATCH GROUP

World luxury watches leader

Based in Swiss

CEO : Nick HAYEK

SWATCH GROUP Key brands

OMEGA

LONGINES

BREGUET

BLANCPAIN

HARRY WINSTON

MAISON HERMES

MAISON HERMES

* A mythical brand since 1837
* A unique Family business over 6 generations
* The only “mono brand” quoted on stock exchange
* A unique craftsman status, (4453 artisans)elegance, discretion, humanist, no license

MAISON HERMES key dates :

-1837 Thierry Hermes founds a harness company

-1878 opening of 24 Faubourg mythical store

-1902 development of “export”

-1919 development of the luggage market

-1951 launch of “Le Carré”, entering silk market

-1976 Jean-Louis Dumas-Hermes “turn around”

MAISON HERMES key dates

MAISON HERMES:

a family control since 1837 by 3 branches :

-DUMAS Family (Axel DUMAS C.E.O.)

-DE SEYNES Family

-MUSSARD / GUERRAND FamilyMAISON HERMES key figures MAISON HERMES new adventure: SHANG XIA

-a concept “up & down” of Chinese luxury brand based on Chinese culture and craftsmanship

-an artistic Director: JIANG Quiong er

-an ambition: 2010:opening Shanghai

2012:opening Beijing

2013:opening Paris

MAISON HERMES development:

petit h

A unique sustainable development in luxury !

MAISON HERMES key figures :

Turn over 1984/2014 : x 40 in 30 years !

SALES (2017) 4 606 Millions Euros (+11%)

(Louis Vuitton + 2 %, Gucci -1,3%)

O.P. (2017) 1200 Millions Euros

Staff 11 037 employees (6631 in France)

HERMES SALES KEY FIGURES : Europe + Asia = 81 %

AREA % of total Growth

ASIA 33% + 14 %

JAPAN 12% + 07 % all Asia = 45 %

EUROPE 20% + 12 %

FRANCE 16% + 12 % all Europe = 36%

AMERICA 17% + 14 %

MAISON HERMES owners :

51% HERMES FAMILY HOLDING

21% other family shareholders

22% L.V.M.H. (\*)

06% Private shareholders

(\*) dispute settled in october 2014

MAISON HERMES

2018 Challenges

-opening of 2 stores (Porto Cervo, Mexico)

-extension of stores: London, Cannes, Moscow, Miami

-opening of a “parfums collection privée” store (NYC)

-opening of 2 ateliers as demand still exceeds offer

MAISON HERMES

NEW CHALLENGES

DIGITALISATION

LUXURY DIGITALISATION (\*)

*Millennials are the key center of interest*

*They will represent 45% of the clientele in 2025*

*Internet sales should grow from 20 to 74 billions Euros from 2018 to 2025*

*75% of luxury purchases are digitally initiated*

*China represents 40% of the web market*

LUXURY DIGITALISATION

99% of luxury brands have an internet site

97% of luxury brands are on social networks

65% of luxury brands propose an application

25% of Burberry “sales” are done from in store’s ipads

Internet sales = 5 % of total luxury brand’s sales

Growing need of FINANCING leads to success:

The illustration of Louis Vuitton brand

1977 2012

Sales of 10 millions Sales of 7 billions

70 employees 18 000 employees

2 stores 500 stores

When Moynat or Goyard were staying identical

NEW INVESTMENT FUNDS

STARWOOD CAPITAL: BACCARAT, Parfums Annick GOUTAL

FRANCE Luxury Group: Francesco SMALTO, Jean-Louis SHERRER, Stephane KELIAN, Emmanuelle KAHN

MONTAIGNE Fashion Group: Regina RUBENS, Franck Sorbier

OTB (only the brave): DIESEL, MMM, Dsquared, Viktor&Rolf

FINANCIERE St GERMAIN: Haviland, Daum, Lalique

The development of NEW COMERS:

The illustration of E.P.I., a family group, C.Descours:

WESTON

ALAIN FIGARET

FRANCOIS PINET

BONPOINT

MICHEL PERRY

Champagne PIPER HEIDSIECK

The development of NEW SEGMENTS :

JOHN PAUL private conciergerie

* a unique concept of made to measure service
* A solid growth, a leadership position
* A transversal presence in the luxury market

LUXURY MANAGEMENT

The development of new needs :

illustration of KUSMI TEA

Sylvain Orebi, born in 1956 in Cairo

Kusmi: the reference of the Tea market

An exceptional luxury marketing

The use of luxury marketing by new comers, the illustration of NESPRESSO creating

a luxury brand

a unique concept

a luxury distribution network

a luxury positioning

The “EXTENSION” process of luxury brands:

MONTBLANC in watches, perfumes, …

DYPTIQUE in perfumes & cosmetics

LOUBOUTIN in cosmetics

LA DUREE in home furnishing

LOUIS VUITTON in writing instruments

ARMANI in food (café) and hotels

…

The original experiences of “outsiders”:

ED HARDY in the US

PHILIP LIM in Fashion

Q.L.G. ( Le Tanneur, …)

TIME-TO-MARKET Concept:

* It is the development time necessary to transform a concept into a product available in the retail network.
* It is key competitive element
* Lifecycle is shortening in Luxury
* The counterfeiting issue

The CHOICE of the RIGHT

DISTRIBUTION CHANNEL

DISTRIBUTION CHOICES

Branded store

Franchised store

Pop Up Store

Department store

Duty Free store

Internet sales

Multi brand store

BRANDED STORE

*Store branded*

*Store belonging to the brand*

*Conveying 100% the image*

*Staff employed by the brand*

Illustration: LOUIS VUITTON STORE

FRANCHISED STORE

*Store not belonging to the brand*

*Operated by an independent merchant*

*Who pays royalties to the brand*

*And has to respect the guideline book*

*And benefits from the brand’s know how*

Illustration : Sephora

POP UP STORE

*Temporary store*

*In an unusual location*

*During a specific period*

*Operated by the brand*

*Image is the driving reason*

Department Store

*Established in the end of the 19th century*

*A large operation gathering hundreds of brands in a place*

*Usually located in city centers*

*Offering a wide variety of products / services*

*At fixed prices*

Illustration: Galeries Lafayette

Duty Free Store

*Store operated by an independent company*

*Renting a space to an airport*

*Respecting airport regulations*

*Dealing with a given international customer profile*

*Working with low staff and duty free prices*

Illustration : Duty Free Shoppers (LVMH Group)

Multi-brands store

*Store belonging to an independent merchant*

*Located in a good area*

*Benefiting of a good clientele*

*Offering a large but selected choice of brands*

Illustration: Colette in Paris

The CHOICE of the RIGHT

DEVELOPMENT STRATEGY

THE DEVELOPMENT TOOLS

-OUTSOURCING

-LICENSING

-FRANCHISING

-SUB CONTRACTING

-CO BRANDING

-SUB BRANDING

OUTSOURCING

HOW TO MAINTAIN DIRECT CONTROL (Louis Vuitton)

HOW TO KEEP a “MADE IN” (PRADA)

MANUFACTURING where Know-How is (GUCCI)

OUTSOURCING for LOGISTIC reasons (CARS)

OUTSOURCING for PRICING reasons (Taxes)

THE CONTROL CHAIN PROCESS

THE IMAGE versus OUTSOURCING (Burberry)

LICENSING

-Almost all luxury brands use licensing (except a few: L.V., Hermes, Clergerie)

-a system adapted to the modern world

-a process adapted to international development

-allows a fast growth

-requests no investment

-a way to use the best expertise wherever

-no specific human ressource needed

LICENSING:

* 2 parts legally independent
* A licensor bringing the brand concept/image
* A licensee bringing a know how in production and sales
* A contract equally beneficial: royalties versus production and sales

LICENSING PROCESS:

-SELECTING A LICENSEE: know how, historic performance, finance

-PRODUCT DEVELOPMENT

-QUALITY MANAGEMENT

-ART APPROVAL

-BUSINESS PLAN

-DOWN PAYMENT

-MARKETING PROCESS

-SALES PROCESS

-MANAGEMENT PROCESS

LICENSING ROYALTY RATE:

-THE RATE IS LINKED TO THE VALUE ADDED

-THE RATE DEPENDS ON INVESTMENTS

-THE RATE DEPENDS ON THE NOTORIETY

-THE RATE DEPENDS ON THE BUSINESS POTENTIAL in SALES and PROFITS

LICENSING:

The example of INTERPARFUMS

FRANCHISING :

-an interesting process for Luxury

-no need for any investment

-best adaptation to local cultures

-best locations available

-partnership win/win

FRANCHISING PROCESS:

-2 different companies independent

-a franchisee brings money/store/staff/sales

-a franchisor brings brand know-how/process

-a royalty rate is applicable on sales

-a down payment is required

-a minimum guaranty is required

a FRANCHSING example :

JACQUES DESSANGES SALONS

SUB CONTRACTING :

-A process where a brand looks for a local expertise or cost reduction

-A local partner to avoid customs duties

-A total control of the quality

-A partial business unknown from the consumer

Sub CONTRACTING :

The example of PRADA

CO-BRANDING:

-a marketing process

-2 brands unite their names on a product

-brands are different

-the global image perceived is good

-the product quality perceived is good

-both brands benefit

CO-BRANDING TYPES

CRM : AIR FRANCE + AMERICAN EXPRESS

NICHE : Stella Mc Cartney + ADIDAS

IMAGE : Starbucks + WWF

Luxury : Jaeger Le Coultre + Aston Martin

TRADE : DANONE + QUICK

BRAND STRETCHING

-a marketing process

-a business development

-an image improvement

-a store’s profitability process

-a sales development

**七、评价方式与成绩**

|  |  |  |
| --- | --- | --- |
| **总评构成（1+X）** | **评价方式** | **占比** |
| X1 | 随堂测验 | 45% |
| X2 | 随堂测验 | 10% |
| X3 | 课堂展示 | 45% |

“1”一般为总结性评价, “X”为过程性评价，“X”的次数一般不少于3次，无论是“1”、还是“X”，都可以是纸笔测试，也可以是表现性评价。与能力本位相适应的课程评价方式，较少采用纸笔测试，较多采用表现性评价。

常用的评价方式有：课堂展示、口头报告、论文、日志、反思、调查报告、个人项目报告、小组项目报告、实验报告、读书报告、作品（选集）、口试、课堂小测验、期终闭卷考、期终开卷考、工作现场评估、自我评估、同辈评估等等。**一般课外扩展阅读的检查评价应该成为“X”中的一部分。**

同一门课程由多个教师共同授课的，由课程组共同讨论决定X的内容、次数及比例。

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