COURSE OUTLINE: BU5546 LUXURY MARKETING

Academic Year: 2023/2024 **Semester:** 2
Course Coordinator: Assoc Prof Lewis Lim
Course Code: BU5546
Course Title: Luxury Marketing
Pre-requisites: Nil
No. of AUs: 3
Contact Hours: 39 hrs

A) Course Aims

The purpose of this course is to prepare you for future marketing positions in the luxury goods and services sector by exposing you to the nuances of marketing practice and the contemporary marketing challenges in this exciting and growing sector. This course is designed for any student who has an interest in pursuing a luxury marketing career and is eager to learn the finer aspects of luxury marketing in an applied, experiential manner. Through a series of case studies, interactions with industry guest speakers, participation in industry events, and a company-sponsored term project on a real-life luxury marketing problem, you will gain valuable knowledge of how luxury sector companies implement effective marketing strategies, and you will acquire useful skills that will enable you to confidently seek jobs with luxury companies. Even if you do not end up working in the luxury sector, the knowledge of affluent/lifestyle marketing that you will acquire from this course will benefit you in marketing or marketing-related jobs in various other sectors.

B) Intended Learning Outcomes (ILO)/Objectives

By the end of this course, you should be able to:
1. Describe the structure of key luxury trades and discover peculiar problems and challenges faced by luxury goods and services companies in those trades.
2. Analyse persistent and emerging marketing issues in the luxury sector and apply time-honoured marketing principles to addressing those issues.
3. Conduct useful research to deeply investigate a real-life marketing problem at a specific luxury company and, on the basis of the insights gathered, formulate a practical marketing strategy to solve the problem.
4. Exhibit the professional comportment and collaborative traits befitting a sophisticated executive working in the luxury sector.

C) Course Content

The course syllabus covers (and is not limited to) the following topics:
- The changing market landscape for luxury goods and services
- The job of the luxury brand marketer and emerging roles in luxury companies
- The new luxury consumer and the evolving concept of luxury in the Asian consumer market
- Market research methodologies for studying affluent consumers
- Structural forces and competitive dynamics in luxury industries
- Luxury brand portfolio management and pricing strategies for luxury goods
- Sustainability and ethical issues in luxury supply chains
- Channel issues and omnichannel strategies for luxury goods
- Emerging technologies and their impact on luxury marketing, distribution, and consumption
- Revolutions in luxury supply chains and implications for luxury marketing
- Problems and challenges in major luxury trades such as cars, watches, leather goods, jewellery, fragrances, liquor, fashion, hospitality, and art.

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D) Assessment

Component	ILO Tested	NBS Learning Goal (Refer to Annex B)	Weightage	Team/ Individual	Assessment Rubrics
1. Deep-Dive Market Analysis	ILO1, ILO2	Acquisition of Knowledge; Oral Communication	30%	Team	See Annex A1
2. Applied Company Project	ILO2, ILO3	Problem Solving & Decision Making	40%	Individual	See Annex A2
3. Peer Evaluation	ILO4	Teamwork & Interpersonal Skills	10%	Individual	See Annex A3
4. Professional Conduct	ILO4	Teamwork & Interpersonal Skills	20%	Individual	See Annex A4
Total			100%*		

**In order to pass this course, you must be assessed on all of the components. In other words, even if you have obtained high grades on some of the assessment components, you will fail the course if you miss out a single assignment.*

E) Formative feedback

Feedback is central to learning in this course. You will receive both written and verbal feedback from me on your assignments. For the Deep-Dive Market Analysis assignment, I will debrief you immediately after you have made your in-class presentation. For the Applied Company Project, I will guide you through the various milestones of the project and you will receive written comments on your submitted strategy proposal at the end of the semester. For Peer Evaluation and Professional Conduct, you will be counselled by me if your performance deviates from the usual high standards observed in courses I conduct.

F) Learning and Teaching approach

Seminars and case study discussions	The weekly seminars will be highly interactive sessions in which you will immerse in the discussions of sector-level problems and specific company cases, and consequently gain a deep appreciation for the real-life marketing issues faced by luxury companies.
Guest lectures by senior industry practitioners	The scheduled guest lectures given by senior industry practitioners will offer you added insights into the contemporary luxury marketing challenges and the innovative marketing strategies that successful companies have employed to overcome the challenges.
Field visits	Where feasible and where safety conditions permit, you will have the opportunity to participate in field visits to industry events such as product launches and trade shows, which will offer you added exposure to and networking opportunities in the world of luxury marketing.
Company-sponsored applied project	The Applied Company Project which will be sponsored by an industry partner of the school will give you the opportunity to work on live marketing challenge presented by the company. You will get to apply the knowledge gained from the module to carry out useful research and develop creative strategy proposals to solve the live problem.

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G) Reading and References

A collection of articles and videos will be curated and prescribed for your reference. The materials are meant to provide perspectives and stimulate reflection on your part; they are not intended to serve as the authoritative word or views on the subject, so do not, for example, read the articles as though they are any kind of "scriptures". Do instead form your own views as you refer to the materials as you progress through the course and be prepared to debate the issues during class discussions. Although the instructor does not believe in teaching out of a textbook, the following is a useful reference text which you can consider acquiring for supplementary reading:

Ashok Som and Christian Blanckaert (2021), *The Road to Luxury: The New Frontiers in Luxury Brand Management* (2nd edition), John Wiley & Sons. (available at the campus bookstore and also in electronic version at the NTU Library)

H) Course Policies and Student Responsibilities

Signed Undertaking of Student Obligations

Every semester, there would inevitably be a long waitlist of students trying to enroll in the BU5546 Luxury Marketing module. To ensure that all privileged seats in this module are occupied by deserving students, every enrolled student is required to sign an undertaking of the following student obligations:

- I am taking the BU5546 module because I have a genuine interest in the subject of luxury marketing, and I intend to actively use the knowledge gained from this module to benefit my future career (whether or not I directly pursue a career in the luxury sector).
- I am aware of the required workload in this module and the assessment components, namely, a Deep-Dive Market Analysis presentation (30%, team-based), an Applied Company Project (40%, individual), Peer Evaluation (10%, individual), and Professional Conduct (20%, individual). I also understand that there is a course policy stipulating that, if I fail to deliver on any of these assessment components, I will fail the module.
- I will strive to achieve perfect attendance in this module and will not absent myself for any lesson unless I have a highly justifiable reason that is properly documented and professionally communicated to the professor.
- I have no intention to "S/U" this module at the outset, and will exercise the "S/U" option only under exceptional circumstances at the end of the semester.
- I will hold myself to the highest standards of professional conduct and etiquette in front of my classmates, guest speakers, and industry hosts throughout the module.

Further elaborations on the BU5546 student responsibilities are given in the sections below.

Attendance, Participation, and Team Contribution

Full attendance at all scheduled classes is expected. As students preparing for professional careers in the luxury sector, you should treat attending classes like attending business meetings where preparation, participation, and courteous conduct are part of the norms. In addition, since part of your work may occur outside the classroom (e.g., team meetings, consultations with the instructor, field research for projects and assignments, etc.), you are also expected to show up for and contribute to all scheduled off-classroom activities. Only under exceptional circumstances (and with valid reasons communicated to both the instructor and your teammates) will non-attendance be excused. If you expect to have to miss a class or team meeting due to another official engagement, you must inform the instructor as well as your teammates in advance. In addition, you are expected to exercise professional etiquette and personal discipline in your behaviour in this course. Recurring absences, tardy attendance, and/or uninterested participation will not be tolerated. To reward desired behaviour, there will be a peer evaluation and a professional conduct component to the course grade.

**Attendance is defined as either physical attendance (if you are well and healthy) or virtual attendance (if you are unwell or showing symptoms of infectious diseases that could spread to your classmates).*

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Team Formation

At the start of the trimester, you will be pre-assigned to a team for the Deep-Dive Market Analysis assignment. As in professional work settings, you do not get to choose your colleagues. In keeping with the goal to train you for real-life professional challenges, the team formation will be done with diversity considerations in mind. Regardless of whom you team up with and whether you like or don't like any particular team member, you must try to work together as a team and act professionally in all team activities. It is hoped that you will learn to work with teammates of different cultures, personalities, and thinking/working styles, and to deal effectively with interpersonal conflicts as they arise.

Submissions

All submission deadlines for assignments must be strictly adhered to. Late submissions will not be graded, or, at best, heavy penalties will be imposed.

AACSB Assurance of Learning Compliance

Nanyang Business School is an Association to Advance Collegiate School of Business (AACSB) accredited institution. As part of the accreditation requirements, we are obliged to keep records of students' accomplishment of learning goals and objectives in all of our courses. Detailed documentation of student performance and learning progress, using proper assessment rubrics, will be made, and the overall achievement statistics will be reported to AACSB. While the standards of assessment in this course will be high, it is expected that student performance and learning levels will be equally impressive given the stringent admissions criteria of Nanyang Business School programmes.

Grading

In accordance with NTU policy, the instructor will provide letter grades (e.g., A, A-, B+, B, etc.) along with qualitative performance feedback on your assignments. All grades are subject to moderation and all grade information revealed to you by the instructor is to be treated as tentative until you receive your official results from the university.

Learning Attitude

Ultimately, whether you benefit from taking this course depends on how eager you are to learn and discover new insights. This is not a course where the instructor "spoonfeeds" you with specific content knowledge, and then you take an exam at the end of the course and try to pass it. What's unique (and useful) about this course is the experiential process of applying conceptual knowledge to solving real-life, contemporary marketing problems, and to become highly conversant with modern-day luxury marketing issues if not become highly skilled at practicing luxury marketing. You need to take responsibility over your own learning and proactively seek avenues (such as reading widely, networking with industry practitioners, and taking part in industry events) to enrich your knowledge. The instructor will help you in your learning journey through and beyond this course, and he will happily meet with you outside class hours to discuss interesting luxury marketing topics as well as your career interests.

I) Academic Integrity

Good academic work depends on honesty and ethical behaviour. The quality of your work as a student relies on adhering to the principles of academic integrity and to the NTU Honour Code, a set of values shared by the whole university community. Truth, Trust and Justice are at the core of NTU's shared values. As a student, it is important that you recognize your responsibilities in understanding and applying the principles of academic integrity in all the work you do at NTU. Not knowing what is involved in maintaining academic integrity does not excuse academic dishonesty. You need to actively equip yourself with strategies to avoid all forms of academic dishonesty, including plagiarism, academic fraud, collusion and cheating. If you are uncertain of the definitions of any of these terms, you should go to the academic integrity website for more information. Consult your instructor(s) if you need any clarification about the requirements of academic integrity in the course.

With regard to the Applied Company Project, academic integrity shall be interpreted to mean no complete reliance on generative artificial intelligence (AI) tools to produce content (e.g., wholesale copying of ChatGPT outputs) and passing it off as your own work. All assignment submissions must represent your honest original creation.

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K) Planned Weekly Schedule

Week	Topic	ILO	Activities/Assignments
1	• Course introduction and team administration • Lecture: The changing market landscape for luxury goods and services • Discussion: The job of the luxury brand marketer within a typical luxury company; emerging roles and career opportunities in the luxury goods and services sector	1	• Breakout discussion of the nature of luxury marketing • Supplementary readings to be assigned
2	• Lecture: Consumer behaviour in luxury markets; the economics of luxury trades • Discussion: Distortions in luxury markets caused by speculative activities and other shady trades • Briefing on Deep-Dive Market Analysis assignment (team presentations commencing in Week 4)	1, 2	• A special case study on secondary markets in Luxury Watches" • Supplementary readings to be assigned
3	• Briefing on Applied Company Project • Lecture: Market research methodologies for studying luxury consumers (and applications to the research tasks in Applied Company Project)	2, 3	• Guests from project sponsor company to give project brief • Supplementary readings to be assigned
4	• Deep-Dive Market Analysis Presentation: Luxury Watches • Discussion: Structural forces and competitive dynamics in luxury industries	1, 2, 4	• Team 1 to present • Supplementary readings to be assigned
5	• Deep-Dive Market Analysis Presentation: Luxury Leather Goods • Discussion: Luxury brand portfolio management and pricing strategies for luxury goods	1, 2, 4	• Team 2 to present • Supplementary readings to be assigned
6	• Deep-Dive Market Analysis Presentation: Luxury Jewellery • Discussion: Sustainability and ethical issues in luxury supply chains	1, 2, 4	• Team 3 to present • Supplementary readings to be assigned
7	• Deep-Dive Market Analysis Presentation: Luxury Fragrances • Discussion: Channel issues and omnichannel strategies for luxury goods	1, 2, 4	• Team 4 to present • Supplementary readings to be assigned • Mid-point progress check for Applied Company Project
Recess week (possible field visits to be organized where opportunities permit)			
8	• Deep-Dive Market Analysis Presentation: Luxury Liquor • Discussion: Counterfeiting and grey markets in luxury	1, 2, 4	• Team 5 to present • Supplementary readings to be assigned
9	• Deep-Dive Market Analysis Presentation: Luxury Fashion • Discussion: Emerging technologies and innovation in luxury marketing	1, 2, 4	• Team 6 to present • Supplementary readings to be assigned
10	• Deep-Dive Market Analysis Presentation: Luxury Hospitality & Travel • Discussion: Service excellence and customer experience journey mapping in luxury	1, 2, 4	• Team 7 to present • Supplementary readings to be assigned
11	• Deep-Dive Market Analysis Presentation: Luxury Residences • Discussion: The democratisation of luxury markets	1, 2, 4	• Team 8 to present • Supplementary readings to be assigned
12	• Review of Deep-Dive learning over the semester • Final tips for Applied Company Project submission	1, 2	• Applied Company Project due end of this week
13	• Lecture: Revolutions in the luxury industry and a view to the future	1, 2, 3	• Possible industry guest speaker on this topic

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ANNEX A1: ASSESSMENT CRITERIA FOR DEEP-DIVE MARKET ANALYSIS

INSTRUCTIONS FOR DEEP-DIVE MARKET ANALYSIS

As part of the activities in this course, you will be doing a Deep-Dive Market Analysis that will require you to thoroughly examine the structure, trends, competitive forces, consumer behaviour, and models of effective marketing strategy in a particular luxury trade. This is a team assignment. As soon as the teams are formed in your class, you will draw lots to determine the luxury trade to focus on.

This assignment is **worth 30% of your course grade**. The deliverable will be a 30-minute team presentation during a scheduled class session for the luxury trade assigned.

The requirements of the assignment are as follows:

1. **Research:** You will conduct mainly secondary research (e.g., library database search for industry news and company reports, as well as online search for market trends, major structural changes in the industry, entry/exit of industry players, market share data, innovation news, and featured interviews of industry executives). Be as exhaustive as possible and learn about the challenges that companies and brands in the focal luxury trade face, and the opportunities that lay ahead of them. In addition, where practical, conduct field research by visiting the major brand stores, and/or observe shopping/consumption behaviour in the focal luxury trade. Upon compiling the insights from your research, prepare a "State of the Trade" briefing to the class on the latest developments in the focal luxury trade and the strategy imperatives for companies in that trade.

2. **Strategy:** As a case study, pick one company or brand within the focal luxury trade that has an interesting set of marketing challenges (consult the instructor on your choice of company/brand). Upon analysing the strengths and weaknesses of the company/brand as well as the opportunities and threats it faces, devise a marketing strategy for the company/brand to address the marketing challenges and enhance its competitive position in the marketplace. Your proposed strategy should be forward-looking and should take into account the driving forces (e.g., political, economic, socio-cultural, demographic, lifestyle, technological, regulatory) that create fundamental change in the focal trade. For example, if the trade is threatened by the entry of disruptors, then the proposed strategy should include a renewed definition of the business and perhaps an entire new business model to market the company's/brand's products. At the same time, your strategy should be practical and should take into account the company's financial resources, organizational constraints, and national/corporate culture.

Academic Integrity
As with all graded assignments in this university and in keeping with the NTU Academic Integrity Policy, your write-up must be your own original work. The instructor will perform systematic checks for plagiarism and any violation of academic integrity will be severely dealt with.

Presentation
During a scheduled class session for your assigned case, your team will give a 30-minute presentation which will be followed by a 15-minute Q&A session. You will imagine that a panel of senior executives in the focal luxury trade are attending presentation and your job is to convince these captains of industry to pursue change in marketing practice at their companies in accordance with your analysis and strategy proposals.

You will be assessed on:

- **Organization & flow (20%)**
  - Is your presentation well organized and easy to follow so that the audience can learn a great deal from listening to you speak?

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- **Credibility and persuasiveness (60%)**
  - Do you demonstrate your deep knowledge of the focal luxury trade in such a way that any senior executive in that trade ought to pay attention to your analysis and your prescribed strategy for one of the companies/brands in that trade?
  - Do you leave the audience with a distinctive impression of the thoroughness of your research and the brilliance of your proposed strategy, and how your proposal can really help the chosen company/brand improve its marketing performance?

- **Smoothness of delivery and professional impression (20%)**
  - Are you well prepared and polished in your pitch?
  - Do you portray yourselves as a confident, energetic, and united team that the company can count on?

Some administrative instructions for the presentation:

1. Every member of the team must take part in the presentation. Any team member who is unwell with infectious symptoms and cannot come to campus should still make an effort to virtually present his/her part via Zoom (unless his/her medical condition renders it impossible for even a virtual appearance).

2. **The use of any hand-held scripts or mobile device during the presentation is banned!** Treat this as a training to learn to present confidently without relying on a script. Adopt a storytelling style and use your personality to charm the audience. The audience should be looking at you and listening to you (not trying to read your slides.

3. Your presentation will be recorded via Zoom, so that you can view your own presentations after the session for developmental purposes.

4. The presentations will take place during a tight class session. To avoid unnecessary waiting time, please have your slides ready to share screen as soon as it is your turn to present. **You are responsible for making sure there are no technical problems with your slide deck, so please test it fully ahead of class.**

5. Handouts of your slides are not necessary (I would rather be listening to you than looking at your handouts). However, **please email me your PowerPoint files after class for grading purposes.**

6. Please keep your slides simple, uncluttered, and self-explanatory. Balance the use of text and visuals. While there is no limit to the number of slides you can submit, for a 30-minute presentation, I would suggest you prepare no more than 30 slides, excluding appendices and backup slides which you may not get to show.

Please refer to the rubric in the next page for the grading criteria.

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Grading Rubric for Deep-Dive Market Analysis Presentation

Criteria	Performance Levels		
	Very Good	**Satisfactory**	**Poor**
Organization & Flow	Your presentation follows a logical structure with intuitive/audience-friendly slides which have a good mix of text and graphics. The pace and sequence are also well managed such that the audience attention is maintained throughout.	Your presentation has a clear overall structure and is generally easy to follow. Some slides may be slightly cluttered or hard to interpret. Some parts may be a bit lengthy, causing momentarily loss of audience attention.	Your presentation does not appear to be organized around a logical structure and is hard to follow because either the slides are not comprehensible or the pace and sequence are not well managed.
Credibility and Persuasiveness	Your presentation clearly demonstrates your team's knowledge of the focal luxury trade in such a way that members of the audience are highly impressed by the extensiveness and depth of your analysis of the practices, trends, problems and opportunities in that trade, and can look to you for profound views of what companies/brands in that trade need to do to enhance their performance and competitiveness. Your presentation also leaves a distinctive impression of the thoroughness of your research and the brilliance of your strategy, so much so that the senior management of the chosen company/brand will adopt your proposal immediately.	Your presentation shows your team possesses competent knowledge of the focal luxury trade and that you can be reasonably relied upon to advise any company or brand in that trade if invited to do so. Your presentation also leaves clear evidence of the thoroughness and credibility of your work, even though you may not be the most savvy marketer one could have met in the focal luxury trade.	Your presentation gives little evidence that the team is competent in marketing in the focal luxury trade. The audience is unlikely to believe that the team has anything useful to advise the chosen company or brand on their marketing strategy.
Smoothness of delivery & professional impression	Your entire presentation is well sequenced and coordinated, reflecting great preparation effort as a team. Your team members are also upbeat and enthusiastic, and appear united (e.g., are able to support one another during the Q&A session)	Your presentation goes smoothly overall and the different parts appear to be well integrated. Your team members are reasonably energetic and do not contradict one another when answering questions.	Your presentation is not smooth and presenters fumble in giving their sales pitch. Your team members lack enthusiasm and sometimes contradict one another when answering questions. The whole effort does not seem to be well put together.

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ANNEX A2: ASSESSMENT CRITERIA FOR APPLIED COMPANY PROJECT

INSTRUCTIONS FOR APPLIED COMPANY PROJECT

As mentioned at the beginning of the semester and in the course outline, one of the assessment components of this course is an individual company project that will require you to apply the knowledge gained from course to solving a real-life luxury company marketing problem. This project is **worth 40% of your course grade** and must be completed **individually** and submitted to the instructor **by 23:59 hrs on [Deadline]**. Late submissions will not be graded.

Deliverable

The deliverable for this assignment is a **PowerPoint deck converted into PDF (max. file size: 10MB).** Please submit the PowerPoint via an assignment link to be created in NTULearn. The following requirements must be met:

- The PowerPoint file must contain no more than 15 slides, excluding the cover slide and any appendices containing useful reference data.
- The file size must not exceed 10MB. If you have many graphics which render the file size too large, please convert the PowerPoint into a PDF file of an appropriate print quality in order to reduce the file size.
- Each slide must be viewable as a normal slide page (and, if printed, all content on the slide must be visible on the printed page).
- Do not add notes below the slides. Each slide must be self-explanatory (treat this as test of your communication skills). Any text appearing in the notes pane will not be read.
- The smallest font allowed on each slide is Arial size 10 (or its equivalent). Generally, the text on the slide should be in a much larger font.
- Strictly no supplementary files or materials (e.g., Word document, multimedia, etc.) will be accepted. The PowerPoint file should represent a complete submission on its own.

Learning Goals

The main goal of this assignment is to get you to apply what you have learned in this course with regard to understanding luxury consumer behaviour and planning marketing strategies for luxury companies in today's market environment. You will have the opportunity to analyze market situations, make careful interpretations of the market opportunities and challenges, and decide on a course of action to improve a company's brand/market performance. As in the real-world managerial situation, market data will not come presented nicely for you in packaged reports. It will be your job to determine what data are needed (and in what formats) in order to perform an intelligent analysis. In addition, you will have to gather the necessary data on your own. Therefore, a secondary goal of this assignment is hone your skills in designing data requirements for market analysis and in gathering, filtering, and processing relevant data under time and resource constraints. Such skills will prove critical when you become real marketing executives/managers in the future. Your future company may not have a sophisticated marketing information system for your convenient daily use, and your future boss isn't likely to spoonfeed you with ready-made market reports for you to analyze before expecting you deliver a full-blown marketing plan complete with brilliant strategies to grow your business. So you may have to function as your own market research agency and supply your own data. Tough job, but that's what you'll be paid to do!

Instructions

For the purpose of this assignment, treat [Project Sponsor Company] as your client. You have already been briefed in class on the challenges that the [Brand X] brand currently faces in its luxury business (refer to the project briefing slides for details).

As a consultant to [Project Sponsor Company], you are tasked to carry out a mini research study gathering consumer/market insights with regard to [Brand X]. On the basis of the insights gathered, you will then recommend a

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strategy for improving the marketing of [Brand X] in Singapore. In short, there are two parts to the project: the first part is the **research** and the second part is **strategy** formulation.

3. **Research:** You are encouraged to use qualitative research methods (e.g. focus groups, in-depth interviews, field observations/mystery shopping, netnography, or analysis of advertising and other marketing communication materials) to understand brand perceptions, attitudes toward [the product category], motivations in buying/using a [product], brand choice decision process, etc. You may also conduct a survey but be aware that you may not have the time and resources to carry out a rigorous survey and your findings may not be very reliable if the survey is your sole methodology. Whichever methodology you choose, your research should culminate in a clear assessment of the current brand position of [Brand X], in terms of the place it occupies in the minds of young consumers and how it matches the needs and aspirations of young consumers in Singapore.

4. **Strategy:** Based on the insights gathered, propose a practical marketing strategy to improve [Brand X]'s market performance. Your proposed marketing strategy ought to be a carefully-thought plan, grounded in the consumer analysis you have performed, to address the marketing problem that the brand faces (in particular, the brand image problem), and not simply a collection of promotional ideas. For example, if you identify that consumers do already have an awareness of the [Brand X] brand but do not have a strong-enough intention to purchase the brand compared to competitor brands, then your proposed strategy should aim to create that brand desire. Or, if you identify that consumers do have a strong liking for the brand but are searching/shopping for the brand in the wrong places (and are getting distracted by competitors' offerings), then your strategy should serve to direct the consumer traffic to the desired retail channels. Importantly, your proposal should constitute a true strategy, and not mere tactics. For example, you would not meet the requirements of this project if all you could propose is offering discounts to match competitors' prices and running promotions to stimulate month-to-month sales. This is especially important for luxury brands whose brand equity has to be carefully protected.

Grading Criteria

Your assignment will be graded on a basis of 100 points and then converted to the 40% weightage (refer to the grading rubric for details):

- **Clarity and Coverage of Pertinent Facts and Data** **20 points**
  - Do you clearly present and describe the facts and data pertinent to the [product] market in such a way that shows you have been diligent and thorough in your research?
  - Is your presentation of the facts and data sufficiently comprehensive (yet concise) such that a [sponsor company] manager seeing your presentation will find it helpful for marketing planning?

- **Degree of Insight** **30 points**
  - Does your analysis provide deep enough insight into the nature of [product] consumer behavior such that it captures the market realities and nuances as well as the challenges of marketing a [product] brand in the competitive marketplace?
  - Is your analysis enlightening as to the marketing implications, such that it culminates in an "Aha" (e.g., "So we need to change the way we market the brand") rather than a "So what" (e.g., "This analysis doesn't tell me anything new") when a [sponsor company] manager finishes reading it?

- **Strength of Proposed Marketing Strategy** **40 points**
  - Is it evident from your design of the strategy that you have done a comprehensive job of considering all the relevant aspects of [product] consumer behavior and that the strategy idea flows logically from your prior consumer analysis?
  - Is your strategy idea novel and likely to help strengthen the desired positioning of the brand?
  - Are your recommendations implementable in practice based on the strategy parameters set out above and do you set clear objectives and metrics for measuring the strategy's impact?

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- **Professional appearance and presentation** **10 points**
    - Is your PowerPoint presentation clear, well organized, reader-friendly, and grammatically perfect?
    - Do you use appropriate vocabulary and a professional business (as opposed to a journalistic or casual) writing style?

Total: 100 points

Academic Integrity

As with all graded assignments in this university and in keeping with the NTU Academic Integrity Policy, your write-up must be your own original work. Do not communicate with students from other teams about the contents of your PowerPoint. The instructor will perform systematic checks for plagiarism and any violation of academic integrity will be severely dealt with.

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Grading Rubric for Applied Company Project

Criteria	Performance Levels		
	Very Good	**Satisfactory**	**Poor**
Clarity and Coverage of Pertinent Facts and Data	Your presentation of the facts and data pertinent to your assigned topic is very clear and comprehensive (yet concise), and you obviously have done extensive research on the [product] market. A [sponsor company] manager who reads your presentation will find it very helpful for marketing planning on account of the quality and quantity of data presented.	Your presentation of the facts and data is reasonably clear and covers a number of different aspects of the [product] market. A [sponsor company] manager who reads your presentation can make fair use of it for marketing planning. However, there are a few missing details which could have made the analysis more complete and illuminating.	You give only a skimpy presentation of the facts and data pertaining to the [product] market, suggesting that you have not been diligent and thorough in your research for this project. A [sponsor company] manager reading your presentation will not find it useful for actual marketing planning.
Degree of Insight	Your consumer is insightful and interesting, because you have cleverly captured the relevant market realities and nuances, as well as the challenges of marketing a [product] brand in the competitive marketplace. Your presentation is also enlightening about the marketing implications. When a [sponsor company] manager finishes reading your presentation, he/she reaches an "Aha" state, and would feel compelled to change the way the company markets the brand.	Your analysis is quite interesting and provides a fair amount of insight into the market realities and nuances, as well as the challenges of marketing a [product] brand in the competitive marketplace. You also provide a few relevant implications for the [Brand X] brand strategy based on the facts and data you present, although the reader is left to infer the bigger (more strategic) implications because your analysis is not superbly enlightening.	Your analysis lacks insight because you either have not gone into sufficient depth in discussing the facts and data you gathered, or you analyzed them in a confused, piecemeal manner. A managerial reader cannot draw any useful conclusions about what you have presented and, despite seeing a large amount of data you present, would ask "So what?".
Strength of Proposed Marketing Strategy	You have considered all relevant aspects of [product] consumer behavior and your strategy idea flows logically from your prior consumer analysis. Your strategy idea is very novel and will very likely help strengthen the desired positioning of the brand. The strategy is also clearly implementable in	You have considered most relevant aspects of [product] consumer behavior and your strategy idea flows quite logically from your prior consumer analysis. Your strategy idea is fairly novel and will possibly help strengthen the desired positioning of the brand. The strategy also appears to be	You have not considered many important aspects of [product] consumer behavior and your strategy idea does not logically flow from your prior consumer analysis. Your strategy idea appears to be quite ordinary and does not serve to improve the positioning of the brand. The strategy also does not appear to be

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	practice based on the planning parameters set out.	implementable in practice based on the planning parameters set out.	practical and implementable based on the parameters set out.
Professional Appearance and Presentation	Your presentation is very well organized and reader-friendly (e.g., with helpful headers, keywords and appropriate graphics), and contains no grammatical errors. The PowerPoint is impactful, reflecting professional business communication skills.	Your presentation is generally well-organized and reader-friendly, although the clarity and impact can be improved.	Your presentation is poorly organized and hard to understand. The PowerPoint format is not appropriate for business communication purposes.

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ANNEX A3: ASSESSMENT CRITERIA FOR PEER EVALUATION

PEER EVALUATION FORM

Team number: _____

Your name: _____

Instructions:

1. An electronic version of this form will be created closer to the peer evaluation time. This paper version is for your reference only.
2. Rate each of your teammates using the scale shown below. Do not rate yourself.
3. The ratings should reflect your respective teammates' performance/contributions as your team works on the Deep-Dive Market Analysis assignment.
4. Be professional, candid, and fair in your evaluations. Under normal circumstances, there ought to be some variance in team members' performance and contributions.

Note: The peer evaluation is worth 10% of every student's course grade. Specifically, how your teammates evaluate you will determine 10% of your course grade. Likewise, how you evaluate your teammates will have a bearing on their grades on this component.

Begin evaluations (one box for each member other than yourself):

The following is my evaluation of _____
(Name of team member)

Ratings scale: 0 = completely unacceptable 1 = poor 2 = satisfactory 3 = good 4 = excellent

Attendance at team meetings	0	1	2	3	4
Preparation prior to meetings	0	1	2	3	4
Contribution to team decisions and productivity	0	1	2	3	4
Ability to get along with team members	0	1	2	3	4
Follow-through on assigned responsibilities	0	1	2	3	4

Did this team member contribute so much more than his/her fair share that he/she deserves a *higher* grade than the rest of the team? Yes / No

Did this team member contribute so much less than his/her fair share that he/she deserves a *lower* grade than the rest of the team? Yes / No

Please write down any additional comments which you believe are important concerning your evaluation of this team member:

_____

_____

_____

(Turn over)

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The following is my evaluation of _____
(Name of team member)

Ratings scale: 0 = completely unacceptable 1 = poor 2 = satisfactory 3 = good 4 = excellent

Attendance at team meetings	0	1	2	3	4
Preparation prior to meetings	0	1	2	3	4
Contribution to team decisions and productivity	0	1	2	3	4
Ability to get along with team members	0	1	2	3	4
Follow-through on assigned responsibilities	0	1	2	3	4

Did this team member contribute so much more than his/her fair share that he/she deserves a *higher* grade than the rest of the team? Yes / No

Did this team member contribute so much less than his/her fair share that he/she deserves a *lower* grade than the rest of the team? Yes / No

Please write down any additional comments which you believe are important concerning your evaluation of this team member:

_____

_____

_____

The following is my evaluation of _____
(Name of team member)

Ratings scale: 0 = completely unacceptable 1 = poor 2 = satisfactory 3 = good 4 = excellent

Attendance at team meetings	0	1	2	3	4
Preparation prior to meetings	0	1	2	3	4
Contribution to team decisions and productivity	0	1	2	3	4
Ability to get along with team members	0	1	2	3	4
Follow-through on assigned responsibilities	0	1	2	3	4

Did this team member contribute so much more than his/her fair share that he/she deserves a *higher* grade than the rest of the team? Yes / No

Did this team member contribute so much less than his/her fair share that he/she deserves a *lower* grade than the rest of the team? Yes / No

Please write down any additional comments which you believe are important concerning your evaluation of this team member:

_____

_____

_____

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NANYANG TECHNOLOGICAL UNIVERSITY SINGAPORE | Nanyang Business School

BU5546 Luxury Marketing

Peer Evaluation Rubric: Guide to Evaluating Team Members

Criteria	Performance Levels				
	Completely Unacceptable (0)	Poor (1)	Satisfactory (2)	Good (3)	Excellent (4)
Attendance at team meetings	This team member makes no effort to attend team meetings and is absent from most meetings without a good reason.	This team member makes little effort to attend team meetings and is absent from many meetings without a good reason.	This team member makes reasonable effort to attend team meetings. He/she may be absent from a few meetings but usually has a valid reason.	This team member makes significant effort to attend team meetings. He/she is present for most or all meetings and any absence is justified with a strong reason.	This team member clearly makes attending team meetings a priority. He/she is present for ALL team meetings.
Preparation prior to meetings	This team member is always unprepared for meetings. He/she makes no effort to read up on the relevant material beforehand and is never able to follow the discussions.	This team member is often unprepared for meetings. He/she often does not read up on the relevant material beforehand and is often unable to follow the discussions	This team member is usually prepared for meetings. He/she has a fairly good grasp of the relevant material and can usually follow the discussions.	This team member is always prepared for meetings. He/she has a good grasp of the relevant material and can always follow or lead the discussions.	This team member is always more than adequately prepared for meetings. He/she has an excellent grasp of the relevant material and is always the one who leads the discussions.
Contribution to team decisions and productivity	This team member makes no effort to think about the relevant issues and never says anything useful during discussions. He/she has made no contributions at all to team decisions.	This team member makes little effort to think about the relevant issues and rarely says anything useful during discussions. He/she has contributed	This team member makes reasonable effort to think about the relevant issues and usually offers useful suggestions or ideas during discussions.	This team member makes significant effort to think about the relevant issues and often offers constructive opinions as well as feasible solutions to the team's	This team member always thinks thoroughly about the relevant issues and always offers constructive opinions as well as effective solutions to the

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		minimally to team decisions.	He/she has contributed adequately to team decisions.	marketing problems. He/she has contributed significantly to team decisions.	team's marketing problems. He/she has contributed immensely to team decisions.
Ability to get along with team members	This team member does not get along with any of the other members and makes no effort at all to resolve conflicts or improve team dynamics.	This team member does not get along with some members and makes little effort to resolve conflicts or improve team dynamics.	This team member gets along reasonably well with most other members. If conflicts arise, he/she makes reasonable effort to resolve them and improve team dynamics.	This team member gets along well with all other members. If conflicts arise, he/she makes significant effort to resolve them and improve team dynamics.	This team member not only gets along very well with but also commands respect from all other members. If conflicts arise, he/she does everything possible to resolve them and improve team dynamics.
Follow-through on assigned responsibilities	This team member is completely unreliable and never follows through on his/her assigned responsibilities.	This team member is unreliable and often does not follow through on his/her assigned responsibilities.	This team member is generally reliable and follows through on his/her assigned responsibilities most of the time.	This team member is very reliable and always follows through on his/her assigned responsibilities.	This team member is extremely reliable and not only always follows through on his/her assigned responsibilities, but also may do additional work beyond what he/she is responsible for.

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ANNEX A4: ASSESSMENT CRITERIA FOR PROFESSIONAL CONDUCT

PROFESSIONAL CODE OF CONDUCT

As mentioned in the course outline, this course is to develop you for a future marketing career in the luxury goods and services sector. The instructor owes a special duty to your future employers to prepare you well for real-world job challenges and corporate work-life in a luxury company (or any other company). It is the instructor's responsibility to inculcate in you a set of desirable behavioural norms that are widely embraced by the marketing profession at leading employer organisations. On your part, as students of Nanyang Technological University, one of the leading universities in this region, you also need to display good decorum and learn to carry yourself in a way that makes you well-received by professional colleagues and organisational superiors in the future. The establishment of this Professional Code of Conduct is therefore in support of your professional development.

In-Class Etiquette

While professional conduct is a broad concept, professional behaviour manifests most obviously in your display of in-class etiquette. Exercising good in-class etiquette involves being considerate and respectful to other members of the class and striving one's best to make each class session a pleasant experience for everyone else. Whether the class session is conducted physically or online, the same principles apply. Good etiquette begins with the awareness that an individual student's behaviour can affect other students. Impolite behaviours such as arriving late and being inattentive or unresponsive can disrupt the smooth running of the class session and reduce the overall quality of the class experience. Above all, such impolite behaviours are unwelcome in corporate settings in which you will work in the future. You therefore should not allow these behaviours to form into habits. Instead, you should always practice good etiquette such that it becomes a second nature for you to behave as a gracious participant in any professional setting.

To reward good classroom etiquette, your instructor shall adopt the following simple assessment policy for the Professional Conduct grade component (which constitutes 20% of your course grade):

1. The instructor will continuously observe how you conduct yourself during class throughout the semester.

2. You will earn and accumulate "good behaviour" points over the 13 weeks of the semester if you display excellent classroom etiquette in terms of punctuality, attentiveness during lectures/briefings, level of engagement in class activities, and mannerism. The grading rubrics on the following two pages describe expected norms for what is regarded as excellent etiquette in both in-person and online settings.

3. If your in-class behaviour falls short of the standards for excellent etiquette, you will lose some points depending on whether your behaviour "Needs Improvement" or is "Unacceptable" (refer to the grading rubric for descriptions of each category).

4. If you are absent* for any of the class sessions and fail to provide the instructor with a valid reason along with a courteous explanation in advance (in non-emergency situations) or as soon as you practically can after the class (in emergency situations), you are liable to lose a significant number of points. Whether the reason for absence is valid will be judged on a case-to-case basis, but ordinarily acceptable reasons include illness, attending a job interview, and participating in a recognized competition representing the school/university/country.

   ***Note:** *Absence is defined as not attending the class session either in person or via the online platform (in case you are prevented from coming physically to the classroom due to any COVID safe management restrictions). In other words, you are still considered present if you attend the class session via the online platform for valid reasons, but you must still observe professional etiquette norms while online.*

5. Extra points will be awarded on the basis of exemplary organisational citizenship behaviour in class, such as assisting the instructor with classroom logistics and volunteering to help classmates with class-related tasks.

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For online classes, the following are commonly accepted rules of etiquette:

- Be punctual for all scheduled lessons
- Be properly attired (minimum: smart casual) and suitably groomed
- Turn on your webcam with your face fully visible at all times (momentary absences from camera to deal with household emergencies is fine)
- Mute your mic when not speaking but unmute quickly when called upon to speak
- Be attentive and engaged; avoid excessive exchanging of private chat messages
- Be responsive and volunteer to fill moments of silence to keep discussions lively
- Be an active class citizen; volunteer to alert the professor to any technical issues or to help overcome any technical problems

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Grading Rubric for Professional Conduct (for In-Person Attendance)

Criteria	Performance Levels		
	Excellent	**Needs Improvement**	**Unacceptable**
Punctuality	You arrive and are properly seated before class time or within five minutes from the scheduled start time of the class session.	You arrive within five minutes after the scheduled start time of the class session, causing some inconvenience to the class and the instructor who have to wait for you to commence the lesson.	You arrive more than five minutes after the scheduled start time of the class session causing major inconvenience to the class and the instructor who have to pause the lesson when you enter the room.
Attentiveness during lectures/ briefings	You give full attention to the instructor throughout all lectures/briefings conducted during the class session and do not allow yourself to be distracted by private chattering, phone calls/text messages, social media/web activities, or any other side activities that potentially divide your attention to the ongoing lectures/briefings.	You are generally attentive throughout the lectures/ briefings conducted during the class session, but are occasionally seen engaging in private chattering, using your mobile phone or computer for purposes unrelated to the class, or performing any other actions that divide your attention to the ongoing lectures/briefings.	You are not genuinely attentive during the lectures/briefings. You persistently engage in private chattering and are frequently using your mobile phone or computer for purposes unrelated to the class, or are otherwise performing actions that not only divide your own attention to the ongoing lectures/briefings but also distract other students who are trying to pay attention to the lectures/briefings.
Level of engagement in class activities	You are fully engaged in all activities (including team exercises, informal presentations, interactive discussions) conducted by the instructor during the class session, and you contribute positively to the productivity of these activities as well as to the overall classroom experience by being obviously an active and enthusiastic participant.	You are generally engaged in all activities conducted by the instructor during the class session, but you are not obviously among the most active and enthusiastic participants because you remain relatively quiet or reserved, or you require some prompting before you participate more fully in the activities.	You are not genuinely engaged in the class activities. You are seen frequently stepping out of the classroom or sitting away from your teammates to attend to matters unrelated to the class, and you do not really contribute to the productivity of the activities. Or, worse, you slow the progress of the activities because others have to wait for you and get you back in focus.
Mannerism	Throughout the class session, you display exemplary mannerism that befits a professional student by sitting upright, making appropriate physical gestures, and speaking in a respectful and sensible manner.	Your mannerism throughout the class session is generally professional, but you occasionally allow yourself to become overly casual, such as by slouching in your chair, engaging in playful acts with your classmates, or talking childishly.	Your mannerism in class does not suggest you belong to a professional school. For example, you sit completely slouched in your chair and make rude facial expressions or physical gestures that offend others. Or, worse, you make insensitive remarks that embarrass others around you.

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Grading Rubric for Professional Conduct (for Online Attendance)

Criteria	Performance Levels		
	Excellent	**Needs Improvement**	**Unacceptable**
Punctuality	You always sign in to scheduled class sessions on time and the class never needs to wait for you to commence lesson.	You arrive within five minutes after the scheduled start time of the class session, causing some inconvenience to the class and to the instructor who has to pause the lesson to admit you to the room.	You arrive more than five minutes after the scheduled start time of the class session causing major inconvenience to the class and to the instructor who has to pause the lesson to admit you to the room.
Attentiveness during lessons	You give full attention to the professor throughout every lesson and do not allow yourself to be distracted by private messaging or other web activities that potentially divide your attention to the ongoing lesson.	You are generally attentive throughout every lesson, but are occasionally seen engaging in side activities or disappearing from your video screen, or performing any other actions that can divide your attention to the ongoing lesson.	You are not genuinely attentive during lessons. You frequently do not turn on your webcam and are obviously engaging in side activities that not only divide your own attention to the ongoing lesson but also distract other students who are trying to pay attention to the lesson.
Level of engagement in class activities	You are fully engaged in all class activities (including in-class exercises, informal presentations, breakout discussions) and you are always responsive to the instructor's questions or invitation to comment during the lesson. You contribute positively to the productivity of class activities as well as to the overall classroom experience by being obviously an active and enthusiastic participant.	You are generally engaged in all activities conducted by the instructor during the class session, but you are not obviously among the most active and enthusiastic participants because you remain relatively quiet or reserved, or you require some prompting before you participate more fully in the activities.	You are not genuinely engaged in the class activities. You are frequently not found on screen, and you do not really contribute to the productivity of the activities. Or, worse, you slow the progress of the activities because others have to wait for you and get you back in focus.
Mannerism	Throughout the class session, you display exemplary mannerism that befits a professional student by appearing well prepared (including being suitably attired and groomed), making appropriate physical gestures, and speaking in a respectful and sensible manner.	Your mannerism throughout the class session is generally professional, but you occasionally allow yourself to become overly casual, such as appearing unkempt, gesturing inappropriately, or talking childishly.	Your mannerism in class does not suggest you belong to a professional school. For example, you always show up poorly attired and ungroomed, and make rude facial expressions or physical gestures that offend others. Or, worse, you make insensitive remarks that embarrass others around you.

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