

MASTER IN LUXURY BRAND MANAGEMENT

OVERVIEW

MASTER AWARDED BY NABA
NUOVA ACCADEMIA DI BELLE ARTI MILANO

DOMUS ACADEMY BUSINESS CLUSTER

BUSINESS DESIGN reframes existing business models and past value proposition frameworks with the lens of a human-centered approach. Business Design, with design-thinking at its core finally reconciles current and latent customer needs with business practices and imperatives. Business Design brings sensible and sustainable managerial innovations to life.

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PROGRAM SUMMARY

QUALIFICATION

(First Level) Academic Master

PROGRAM TITLE

Master in Luxury Brand Management

PROGRAM TYPE

Full Time

HEAD OF DOMUS ACADEMY

Line Ulrika Christiansen

HEAD OF BUSINESS CLUSTER

Marie-Pierre Schickel

PROGRAM LEADER

Marie-Pierre Schickel

LANGUAGE OF INSTRUCTION AND ASSESSMENT

English

Luxury goes beyond consumption: it is the narration around the brand - its heritage, story and excellence. Luxury brands have their raison d'être in creativity. They add value to their products and services by offering deeper meanings and intangible values to their target audience.

AIMS AND OBJECTIVES

The Master in Luxury Brand Management program prepares students to manage the delicate balance between creativity and business for luxury brands. Students will learn how brand's purpose and offer can fit within a broader demographic, sociological and cultural landscape. Tomorrow's luxury brand managers will investigate the emerging values attached to the concept of luxury. Students will realize how branding is science and art, logic and emotions. They will practice how to recognize customer individual behaviors and social patterns, and uncover powerful insights to support luxury brands in developing strong point of views, meaningful values, strong emotional connections, through engaging and memorable experiences.

Moreover, Domus Academy ensures that students attending the academy become aware of the great opportunities surrounding them, such as the fact that Milan is an international and design-oriented city with a lot of famous design studios and agencies, research labs, trade fairs and companies. Students at Domus Academy come from about 50 different countries and this fact makes it an international school where different cultures can be met; Domus Academy is part of an international network of universities and the faculty of the academy are internationally renowned professionals in their field.

LEARNING OUTCOMES

Upon successful completion of the program, students will have:

- Acquired the essential notions of the luxury industry, the history of luxury, the evolution of the very nature and definition of luxury (from aspirational to absolute luxury), its consumers, the main markets players, market segments and business models;
- Acquired an in-depth understanding of the specificities of luxury companies assets (heritage & innovation, quality, craftsmanship & excellence, exclusiveness & selectiveness);
- Acquired a strong understanding of the importance of brand equity development, brand DNA & identity, brand territory definition and development which are at the core of any development strategy within the luxury sector;

- Gained critical awareness towards the distinctive features of luxury goods & services and developed relevant sensitivity to the cultural aspects behind the concept of luxury;
- Developed strong capabilities to enhance innovation and dialogue with other strategic functions related to the development of innovation and creativity (from creative department to style & art direction, marketing, R&D, external creative agencies, etc.);
- Developed the mind-set to push boundaries, promote innovation and pursue new visions in a sector which has always strived for creativity;
- Acquired an in-depth knowledge of luxury communication strategies, from traditional media (advertising, PR, events, sponsoring & collaborations) to digital, social media and special projects development;
- Understood key retail marketing levers and successful key management channel factors, the elements for a seamless integration between physical channels and online channels (the omnichannel strategy);
- Demonstrated their capability to combine strong analytical skills with creative ones in order to manage inspirational techniques to identify and shape future design and marketing opportunities;
- Demonstrated an ability to effectively communicate concepts, methods and proposals in a spoken, visual and written form.

CAREER OPPORTUNITIES

The Master in Luxury Brand Management aims to equip students with skills and abilities to become Luxury Brand Managers, Product Managers, Marketing Managers, Communication & PR Manager, or Branding & Marketing consultants.

ENTRY REQUIREMENTS

Criteria for Admission to the Program (including required English language score)

Eligibility conditions for entering the Master Course are:

- Bachelor Degree or Equivalent
- English Language Knowledge: IELTS 5.0 or equivalent

Applicants are required to submit the Application Package, including:

- Application Form (full and satisfactory completion)
- Copy of Bachelor Degree* or equivalent
- Transcripts of previous study paths
- IELTS 5.0 Certificate or Equivalent
- Detailed Resumé
- Statement of purpose
- Portfolio of projects

*Degree Certificate

The program is addressed to candidates holding a bachelor degree in creative disciplines willing to acquire marketing and business management skills as well as business and social sciences graduates who wish to deepen their knowledge of the sector or disciplines related to the program's field of study. Admission students' with different degrees or diplomas will be taken into consideration if the applicant is motivated by a research interest towards the program's topics. Upon successfully completing the program the student will receive a Domus Academy Master Diploma.

Participants who are eligible according to NABA rules will receive an Academic Master from NABA.

Students holding a non-Italian Bachelor Degree shall contact the Italian Embassy or Consulate in the country where the degree was issued in order to ask for the so called "completion documents", consisting in:

- a. Translation into Italian – made by a certified translator – of the student's Bachelor Degree.
- b. Translation into Italian – made by a certified translator – of the student's Academic Transcripts.
- c. "Dichiarazione di valore in loco" (Declaration of Value) of the student's Bachelor Degree. The "Dichiarazione di valore in loco" is the document attesting that the study qualification obtained in the student's country of residence is valid for accessing Italian Universities or Academies.

LEARNING, TEACHING AND ASSESSMENT STRATEGIES

OUR LEARNING AND TEACHING STRATEGIES

In the following paragraphs you will find information on the What and the When of our learning, teaching and assessment framework.

The program of the Master in Luxury Brand Management is workshop-based, supported by seminars, tutorials, lectures, work-in-progress sessions, critiques and a series of tutor led projects. Through a pro-active relationship with the Academic Staff, students will lead their project work and be supported through consultative and advisory tutorial guidance.

But first a short glimpse on the Who.

We call “Program Leader” the teacher who has overall responsibility on a specific Master Program, and whose role is to coach students and to support them in the definition of their learning/professional path. The Program Leader sustains students in their workshop activities and coordinates the assessment process.

On the other hand, Project Leaders are professionals and teachers, chosen among experts of a specific field, whose role is to lead workshop activity by developing a project brief, inspiring and providing guidance to students along the design process, and taking part to the assessment of the projects.

Lectures are usually used for the presentation and discussion of theoretical issues. They will often be supported by group discussions, which provide an opportunity for interaction between Faculty and students, and allow students to extend and examine the issues raised. Some activities require students to work in groups. Teams are carefully selected and suitably managed to ensure that all students are aware of effective group processes and contribute to final project outcomes.

Formal teaching is supplemented by a range of visiting lecturers and visiting professionals; students will have the chance to attend presentations by designers, artists, critics, industry professionals and academics.

Not only will the meeting and exchange of ideas with leading professionals offer students the chance to enrich their knowledge but also favour a better career perspective.

OUR TEACHING METHODS

The teaching methods employed on the program are designed to help students achieve their individual professional goals along with the learning objective. The Master in Luxury Brand Management prioritizes an original “learning by designing” approach, that has been developed by Domus Academy over the years.

The primary vehicle for learning is therefore the project work.

Emphasis is placed on:

- learning and applying a “problem setting” approach, ensuring that students refine their critical skills and apply them throughout their work process;
- fostering a personal creative style and developing an original way of expression;
- developing research skills, which will enable students to source relevant materials, assimilating and articulating relevant findings;
- conceiving concepts and visions capable to blend creative languages with the actual needs of end users by interpreting a brief, often based on a real design assignment, in order to design a project that can match, or even exceed, the company’s expectation.

Student work is constantly supported by the Faculty and by visiting lecturers and designers.

STRUCTURE

PROGRAM DIAGRAM

The program is organized in four main modules lasting eight weeks each that include courses and workshops, followed by a eight-week professional experience period and a final portfolio presentation.

Courses	Workshop C	Courses	Workshop C	Courses	Workshop E/F	Additional Training Activities	Workshop E/F	Professional Experience
ECTS 4	ECTS 8	ECTS 4	ECTS 8	ECTS 4	ECTS 8	ECTS 4	ECTS 8	ECTS 12

C: Core Workshop

E: Elective Workshop

F: Free Choice Workshop

WORKSHOPS

Workshops are project assignments designed to give students a working knowledge of different core subjects. All set projects start with the presentation of a brief, which outlines the subject, scope, and purpose of the workshop.

The brief of the workshops is based on research issues defined by the faculty, in collaboration with external professionals (project leaders) and industrial partners, paying attention to fulfil both educational and professional aims.

The workshop culminates in an open presentation to the faculty and invited professionals.

In the development of the projects students will be supported by lectures aimed at broadening their knowledge on the specific investigation theme, inviting designers, researchers, stakeholders and representatives of companies to present their work and ideas as a link between the specific disciplinary perspective and the broader cultural/economic context.

Feedback to students are also part of the final assessment given to students after the presentation. The Program Leader and the

Project Leader are available to further discuss assessments with students when required.

Students work in multi-cultural and international teams to enhance their capacity for teamwork as well as to expose them to a comparison with different backgrounds and cultures.

Students work in mixed groups to support the building of a common mindset and to share previous experiences.

Students are exposed to different points of view in the design field, working with designers and companies. One of the purposes of this exposure is to give students the broadest view possible of the design field in order to support them in the selection of the area in which to concentrate their future careers.

CORE WORKSHOP

Strategic Brand Management - (8 credits)

Digital Luxury Communication - (8 credits)

ELECTIVE WORKSHOP - (8 credits)

One to be chosen among:

- Entrepreneurship Through Design
- Strategic Brand Management
- Fashion Buying
- Digital Luxury Communication

FREE CHOICE WORKSHOP - (8 credits)

One to be chosen among the active didactical offer

COURSES

Courses aim at providing students, through a combination of lectures, exercises and tutorials, with the appropriate tools and experiences useful for the developing of their professional career. They encompass topics specific to the chosen curriculum, such as Strategic Branding, Advanced Business for Design and Integrated Communication Strategy.

16 ADDITIONAL TRAINING ACTIVITIES

Cross disciplinary seminars, conferences, extra-curricular projects

PROFESSIONAL EXPERIENCE

The Professional Experience is the key step of a process involving each student individually. The aim is to match the students' skills and aspirations with the stakeholders' requirements, which are design and service companies, public

institutions, design studios, consultants in creative fields. It's the moment when students have the opportunity to practice what they have learned during the academic year in a real working environment.

PORTFOLIO

The Master Program will end with a final exam where the student will present his/her own portfolio in front of an Exam Board.

The portfolio realized by each student allows to evaluate and valorize the projects developed during the academic year.

ASSESSMENT SYSTEM

The main goal of the assessment system is to monitor how students develop the design and technical competencies required to be awarded an Academic Master.

Assessment is done by evaluating each student with a 1 to 30 mark (pass 18 or above) given at the end of every workshop, and through a qualifying examination given at the end of each theoretic course. The admission mark to the final exam is calculated by arithmetic average which takes in consideration all the marks taken after each workshop.

Students will receive 0-110 (pass 70 or above) as overall evaluation. The Diploma Examination Board may award up to 10 points for the Portfolio. Honors may be awarded on the basis of the Board assessment of study programs, dissertations and portfolios.

STUDY PLAN

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WORKSHOPS

CORE WORKSHOPS - COMPULSORY

STRATEGIC BRAND MANAGEMENT WORKSHOP

In our consumeristic societies, the craze of luxury brands is a cult for brands that provide meaning. Only by adding a ladder of immaterial values and telling a story about its buyers, can a brand provide this meaning. Hence the reason why luxury and lifestyle brands cannot be analyzed and managed with the same parameters and through the same strategies as mass-tige or premium brands. At the same time, younger and new consumers are redefining the confines of what makes a luxury brand.

The objective of this workshop is to give students solid strategic brand management frameworks to appraise possible strategies and business development opportunities such as new product and services development, brand and line extension, innovative business models, and other growth strategies options.

DIGITAL LUXURY COMMUNICATION WORKSHOP

With an exponential rise of digital media platforms and channels, luxury brand managers are dealing with an extremely fragmented media landscape. Luxury brands need to adapt their communication strategies to each of those platforms, which implies declining their storytelling in multiple formats and with multiplicity. On one hand, they need to give their customers and audience a more personal and active role by inviting them to nourish brand-generated contents. On the other hand, luxury brands must guide the creation of those new contents and counterbalance with the production of innovative and authoritative ones. The objective of this workshop is to support students in appraising effective and innovative digital communication strategies, which can be implemented by lifestyle and luxury brands. In particular, the objective is to design and

18 execute communication concepts and plans focused on generating tangible business results (new customer acquisition and loyalty) and brand image and awareness (customer engagement and advocacy).

ELECTIVE WORKSHOP

One to be chosen among the following:

ENTREPRENEURSHIP THROUGH DESIGN WORKSHOP

Innovation is the temper of business design. In a world awash with ideas and new business ventures, what does it mean to frame a business through design? It means applying a design-thinking process to make sure your business idea solved a specific problem; and the solution to that specific problem is capable to generate revenues and profits in the long-term. Because the only distinction that makes sense in business is the one between profitable and non-profitable businesses. The workshop Entrepreneurship Through Design explores issues, theories, cultures, and methods associated with the goal of designing an “ideal business”, starting from the assumption that every successful business and company is the realization of something that originated as a dream. The aim of this workshop is to develop a business design strategy and a plan, both imaginative and reliable, to initiate new ventures, through means of design methodology, sensitivity and culture to business.

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FASHION BUYING WORKSHOP

The purpose of the Fashion Buying workshop is to give students an insider view on the key role of a Fashion Buyer; from professional competencies and essential retail strategy and operations to personal attributes. In the current omni-channel fashion retail context, buyers are accountable for ensuring that the store’s merchandise mix has the appeal to turn potential customers into shoppers, to maximize turnover and profit margins, and minimize the inventory risk. Students learn to identify macro-trends and upcoming fashion trends, through a deep examination of fashion catwalks, shows and presentations, to generate meaningful market insights. Based on the definition of the retailer target customer, students understand how to filter the existing offers, create a brand portfolio and define balanced groups of products that will compose an accurate range plan, within the assigned

budget, to achieve the maximum the sell-through. Students finally suggest tailored services and communication ideas to support their buying strategy.

FREE CHOICE WORKSHOP

Students are given the chance to select among the active didactic offer in order to end their personal educational path with a strongly autonomous, professionalizing and profiling choice. The student may choose to repeat one of the workshops already developed, enroll in a new workshop coherent with his/her educational path or select a project among the ones offered by the institution as long as it is coherent with the amount of credits required.

COURSES

STRATEGIC BRANDING

We live in a world of saturated market offers where competition is increasing exponentially. It is vital for brands, businesses and organizations to differentiate themselves from their competitors and potential substitutes and carve out a unique brand and business territory. The course in Strategic Branding has the goal to support students to conduct a correct strategic market analysis - a key success factor for any entrepreneurial and business activity no matter how visionary. It guides them to develop strong and authentic branding strategies in order for new brands to be able to connect emotionally with their customers and cultivate lasting relationships with them. Students will explore analytical frameworks to assess the reasons behind the success of some major brands, both from a strategic and creative point of view; appraise new strategies to effectively define a brand's positioning, consistent with the target audience and the market context; assess how to articulate and apply strong and relevant brand identities, with unique value proposition to differentiate themselves from potential competitors.

ADVANCED BUSINESS FOR DESIGN

Brand managers, entrepreneurs and designers alike need to have a good understanding of the business landscape within which contemporary design-driven and brands are inextricably embedded. The course Advanced Business for Design offers students the possibility to deeply understand and practice core aspects of real life business scenarios that determine the economic performance and viability of a company, studio or consultancy. Students will explore fundamental accounting, financial and business planning tools; short and long term profitability aspects; various sustainable business model approaches; and how to build long-lasting competitive advantages. It will provide an overview of the various options to fund innovative projects or enterprises within a long-term horizon and a general framework around intellectual propriety and copyright aspects and regulations.

INTEGRATED COMMUNICATION STRATEGY

The course focuses on the promotion and communication strategies that fashion & luxury brands can create, plan and execute. A brand is one but it can tell many stories depending on the objectives, customers and channels. Effective communications are the result of integrated branding projects. The course offers a substantial overview of the world of luxury and fashion communications. Students explore the evolution of the communication mix applied to the fashion and luxury industry, the analysis of existing and emerging communication channels, the value of narratives and storytelling, the creation of branded content through various techniques, with a specific focus on digital tools and media, and the inventive use of press and public relations. Students explore strategical frameworks and operational tools to build integrated communication plans, to create brand awareness, increase the brand perception and reinforce the brand positioning's message.

PROFESSIONAL EXPERIENCE

The Professional Experience is the final step of a process in which students, thanks to a one-to-one tutorship, receive a deep and balanced evaluation of their skills and aspirations, in order to build a career, which fits their aims.

There are three kinds of Professional Experiences:

- **Internship in a Company/Firm:** the students will be hosted in a work environment developing assigned real projects.
- **Field Learning Experience:** a work project carried out on campus in collaboration with a company and supervised by a project leader. The students will approach contemporary themes and explore a wide range of design subjects in a multidisciplinary environment.
- **Entrepreneurship Module:** an entrepreneurial journey in order to develop business and managerial skills. The students will be given a specific toolbox of frameworks and approaches both in theory and practice.

In all cases during this crucial phase students are mentored on a step-by-step basis, and acquire the fundamental experience of dealing with the real world, with real business and with the people working in the field.