

# Management “Made in Italy”: Food, Luxury, Fashion and Design

Business and Management

**8-26 July, 2019**

(9.00-12.00am; 3.00-5.00pm)

Credits: 8 ECTS/4 US

Hours: 60

Instructor: Prof. Michele Costabile, Prof. Marco Francesco Mazzù

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## COURSE DESCRIPTION

This course introduces students to the latest business strategies of luxury niche and global players in industries where creativity, innovation, and exclusiveness are the key factors for success. The program adopts a cross-industry approach, analyzing operating and innovation strategies performed by leading Italian companies in industries including fashion, design, automotive, luxury yachting, hi-tech, food, and beverages. Special emphasis is placed on the actual implementation of these strategies. Successful business people and entrepreneurs will open the doors of their companies to tell their stories and share their business secrets.

## COURSE PREREQUISITES

None.

## COURSE OBJECTIVES AND LEARNING OUTCOMES

By the end of the course students should be able to:

- ✓ Understand the fundamental business models of “Made in Italy” and why their structure might differ across various industries
- ✓ Learn how successful Italian companies adapt, implement and execute the latest marketing and innovation strategies
- ✓ Know how to build and manage successful business in the digital era
- ✓ Apply the acquired knowledge and insights to business cases and to solve business issues  
Fundamentals of “Made in Italy”; Food evolution strategy; Case study or Luxury Hi-touch/Hi-tech “Made in Italy”; Luxury & Fashion Management Fundamentals: The Italian Way

## COURSE GRADING

The grading components in this course are divided into the following percentages:

- 40% first week exam
- 40% final week exam
- 20% class participation

*LUISS University does not offer Pass/Fail grades or Incompletes, but the following grading system is applied:*

LUISS Grades	Definition	US grading system *
30 e lode	<b>Excellent</b>	A+
30		A
29	<b>Very good</b>	A-
28	<b>Good</b>	B+
27		B
26	<b>Satisfactor y</b>	B-
25		C+
24		C
23	<b>Sufficient</b>	C-
22		D+
21		D
20/19/18		D -
< 18	<b>Fail</b>	F

*\* Students are responsible for understanding the LUISS University grading system and their home institution's minimum grade requirement for the transfer of credit.*

Please note that only grades > or = to 18 will be registered and reported on the official transcript. Students who will obtain a final grade < of 18 (F) will receive a declaration, issued by the Summer University Office, reporting this information.

The table below is up to the student, before the departure to check with his/her home university how the Italian grades will be converted in their home university grades.

## STUDENT ASSESSMENT

Students will be assessed through two short written exams.

At the middle of first and the third week a short exam will be taken. Each is an in-class, written, closed-book exam of two hours.

Exams will consist of a multiple-choice section and/or an essay questions (max. 300 words per question) concerning the main topics of the course.

The use or abuse of proper grammar and sentence structure, correct or incorrect spelling, along with appropriate or inappropriate financial language and terminology will have a significant impact on your grade.

Remember that the dates of exams CANNOT be changed for any reason, so please organize your personal schedule accordingly.

*Please note: Students with learning disabilities who may need special provisions during exams are required to contact the Staff LUISS Summer University beforehand*

## CLASS PARTICIPATION

Speaking up in class will be highly encouraged and welcomed. It will be expected that students actively listen to their classmates, pay attention, and participate in the class by reading assignments, doing homework and contributing to the overall class environment.

Students will be evaluated based on their ability to understand and apply all acquired knowledge to class/team discussions. Each student will be expected to provide opinions, and feedback, and challenge the instructor's and other student's assumptions, in a respectful manner. A correct, active and responsible participation is highly recommended otherwise the participation grade will be strongly affected.

Leaving class for no reason and disrupting class (i.e., talking, snoring, text messaging, etc.) will reduce this grade.

## TEACHING METHODOLOGY

Classes will reflect a multi-method methodology, comprising:

- A balanced combination of various teaching techniques including lectures, discussions, group work and other class activities as well as video materials will be implemented
- Morning sessions will be based on lectures with slides in class which will introduce students to the specific topic. It will be followed by discussions of practical examples, group presentations and work.
- Afternoon sessions include field visits at shared sacred spaces, NGOs, media, etc which will include lectures as well as various other active learning experiences.
- Students are expected to take notes during classes and participate actively in discussions and exercises.

## COURSE READINGS/RESOURCES

Teaching materials will be provided in class for free. Buying books or any other teaching materials is not compulsory. All lectures include a perfect blend of applied knowledge, case histories and insights from consulting projects that are perfectly integrated in the traditional business models and frameworks found in the top economics and marketing journal articles.

*Examples of readings used during the course:*

Aaker, D.A., “Measuring brand equity across products and markets”, *California Management Review*, 38, pp. 102-120

Aaker, J. (1997), “Dimensions of brand personality”, *Journal of Market Research*, 34, pp. 492-508

Avery J, Fournier S. and Wittenbraker J. (2014), “Unlock the mysteries of your customer relationship”, *HBR*

Bertoli, G., (2013) “International marketing and the country of origin effect: The global impact of ‘Made in Italy’, *Edward Elgar Publishing*

Caiazza, R. and Volpe T. (2014), “Agro-food firms' competitiveness: Made in Italy in the world”, *International Review of Management and Business Research*, 3, no. 3, 1790.

Edelman D. and Singer M. (2015), “Competing on customer journeys”, *HBR*

Keller, K.L. (1993), “Conceptualizing, measuring, and managing customer brand equity”, *Journal of Marketing*, 57, pp. 1-22

Immacolata, V. (2014), “The Made in Italy" beyond the growth": The food system green oriented”, *Rivista di Studi sulla Sostenibilita*.

## COURSE SCHEDULE

*Please keep in mind that the contents of individual classes may be slightly modified according to the progress of the class.*

LESSONS	CONTENT/MATERIAL COVERED	ACTIVITIES	NOTES
<b>1</b> 8 July 2019 (9-9.30 am)	<b>Introduction</b> Introduction to course; outline of syllabus; introduction to main themes and issues; aims, methods and expectations <i>Prof. Michele Costabile, Professor of Management and Marketing, Luiss University</i>	Lecture, participation and discussion	
<b>2</b> 8 July 2019 (9.30-12.30pm)	<b>Warm-up session on “Doing Business in Italy”</b> <i>Prof. Raffaele Marchetti, Professor of International Relations, Luiss University</i>	Lecture, participation and discussion	Readings will be distributed in the class
<b>3</b> 9 July 2019 (9-12.00 am)	<b>Fundamentals of “Made in Italy”</b> <i>Prof. Michele Costabile, Professor of Management and Marketing, Luiss University</i>	Lecture, participation and discussion	Readings will be distributed in the class
<b>4</b> 9 July 2019 (3-6.00 pm)	<b>Food evolution strategy in the tech innovation era: The food-tech fundamentals</b> <i>Prof. Michele Costabile, Professor of Management and Marketing, Luiss University</i>	Lecture, participation and discussion	Readings will be distributed in the class

<b>5</b> 9 July 2019 (7.00 pm – Onward)	<b>Eating Italian food, living the Italian way: Eataly, Rome</b> <i>Dott. Andrea Casalini, CEO, Eataly</i>	Company visit (shopping center), presentation, discussion, and dinner	Readings will be distributed in the class
<b>6</b> 10 July 2019 (10.00 am – 1.00 pm)	<b>Vintners in the arts: Antinori Winery, Florence</b> <i>Dott. Enrico Chiavacci, Marketing Director, Marchesi Antinori</i>	Company visit (wine cellar), presentation, discussion, and wine tasting	Readings will be distributed in the class
<b>7</b> 11 July 2019 (10.00 am – 1.00 pm)	<b>The art of making the best prosciutto: Consorzio del Culatello di Zibello, Parma</b> <i>Dott. Massimo Spigaroli, Chef and President, Culatello di Zibello</i>	Company visit (prosciutto cellar), presentation, discussion, wine and food tasting	Readings will be distributed in the class
<b>8</b> 11 July 2019 (3-4.00 pm)	<b>EXAM</b>		
<b>9</b> 15 July 2019 (9-9.30 am)	<b>Introduction</b> <i>Prof. Michele Costabile, Professor of Management and Marketing, Luiss University</i>	Lecture, participation and discussion	Readings will be distributed in the class
<b>10</b> 15 July 2019 (9.30 am – 1.30 pm)	<b>Warm-up session on “Doing Business in Italy”</b> <i>Prof. Raffaele Marchetti, Professor of International Relations, Luiss University</i>	Lecture, participation and discussion	Readings will be distributed in the class
<b>11</b> 15 July 2019 (2.30-5.30 pm)	<b>Branding “Made in Italy”</b> <i>Prof. Marco Mazzù, Professor of Marketing and Digital Marketing, Luiss University</i>	Lecture, participation and discussion	Readings will be distributed in the class
<b>12</b> 16 July 2019 (9-12 am)	<b>Luxury Hi-touch/Hi-tech “Made in Italy”</b> <i>Prof. Marco Mazzù, Professor of Marketing and Digital Marketing, Luiss University</i>	Lecture, participation and discussion	Readings will be distributed in the class
<b>13</b> 16 July 2019 (2-5.00 pm)	<b>Case study on Luxury Hi-tech “Made in Italy”</b> <i>Prof. Marco Mazzù, Professor of Marketing and Digital Marketing, Luiss University</i>	Lecture, participation and discussion	Readings will be distributed in the class
<b>14</b> 17 July 2019 (10.00 am – 1.00 pm)	<b>The ultimate luxury sports car: Ferrari Museum, Maranello</b> <i>Dott. Stefano Lai, Head of Communication, Ferrari</i>	Company visit (museum), presentation, discussion, test drive (optional)	Readings will be distributed in the class
<b>15</b> 18 July 2019 (9.00 am – 1.00 pm)	<b>Luxury Yachts: Benetti &amp; Azimut, Livorno</b> <i>Dott. Lucia Bellini, Head of Marketing, Benetti &amp; Azimut</i>	Company visit (shipyard), presentation, discussion	Readings will be distributed in the class

<b>16</b> 11 July 2019 (3-4.00 pm)	<b>EXAM</b>		
<b>17</b> 22 July 2019 (9.00 am – 1.00 pm)	<b>Inside “Made in Italy”:</b> Roots, Future, and Sustainability <i>Prof. Carlo Fei, Vice President of Fine Flavor Head of Brand Practice at ICM</i>	Lecture, participation and discussion	Readings will be distributed in the class
<b>18</b> 22 July 2019 (2-5.00 pm)	<b>Luxury &amp; Fashion Management Fundamentals: The Italian Way</b> <i>Prof. Carlo Fei, Vice President of Fine Flavor Head of Brand Practice at ICM</i>	Lecture, participation and discussion	Readings will be distributed in the class
<b>19</b> 23 July 2019 (9-12 am)	<b>Innovation Management &amp; Design</b> <i>Prof. Stefano Micelli, Professor of Economics and Business Management, Ca’ Foscari University</i>	Lecture, participation and discussion	Readings will be distributed in the class
<b>20</b> 23 July 2019 (2.5.30 pm)	<b>Value creation &amp; excellence: Bulgari, Rome</b> <i>Speaker: TBD</i>	Company visit, presentation, and discussion	Readings will be distributed in the class
<b>21</b> 24 July 2019 (10.00 am – 1.00 pm)	<b>Luxury, craftsmanship, timeless creativity, and style: Fendi, Florence</b> <i>Dott. Francesco Pellerano, Industrial Director, Fendi</i>	Company visit (production), presentation, and discussion	Readings will be distributed in the class
<b>22</b> 25 July 2019 (10.00 am – 1.00 pm)	<b>The art of shaping: Giorgetti, Milan</b> <i>Dott. Fausto Citterio, General Manager, Giorgetti</i>	Company visit (production + showroom), presentation, and discussion	Readings will be distributed in the class
<b>23</b> 25 July 2019 (3-4.00 pm)	<b>EXAM</b>		

**NB:** Should the instructor be unavailable, a substitute teacher will give the scheduled or a prepared alternative lecture at the regular class time.

Make-up classes are always mandatory since they are part of the course program.

## SITE VISITS/FIELD TRIPS

The following field trips are scheduled:

- Visit to Eataly, Rome
- Visit to Antinori Winery, Bargino (Florence)
- Visit to Antica Corte Pallavicina Relais, Polesine Parmense (Parma)
- Visit to Ferrari Museum, Maranello (Bologna)
- Visit to Benetti & Azimut, Livorno
- Visit to Bulgari, Rome
- Visit to Fendi, Florence
- Visit to Giorgetti, Meda (Milan)

## REQUIRED COURSE MATERIALS

## LUISS COURSE POLICIES

### **ATTENDANCE REGULATIONS**

Course attendance is a primary requirement for a responsible learning experience at LUISS University.

- ✓ Students, in order to be allowed to take the exam and to obtain the course attendance certificate, must attend at least 90% of hours of lessons and activities which are reported on the course syllabus\*.
- ✓ The attendance is counted on a weekly basis; this means that a minimum of 18 out of 20 hours of lessons and activities is required
- ✓ Punctuality is mandatory. Students must arrive in class on time: any lateness, leaving class during the lesson without notice, not showing up on time after the break, or leaving earlier, will impact on the percentage of presence.
- ✓ Students are responsible for keeping track of their absences and for catching up on any missed work.
- ✓ Make-up classes are always mandatory as part of the course program.
- ✓ For no reason (i.e., religious holidays, travel plans, family matters, etc.) absences will be excused.
- ✓ Students will receive an “F” on each exam they miss.
  
- ✓ Students who leave LUISS University before the end of the course he/she is enrolled in, must fill out an Official Withdrawal Request form and return it to LUISS Summer University Office. Students are allowed to drop the course by the day before the weekly exam and they will receive a declaration, signed by LUISS, stating the withdrawal. Students who leave LUISS University without submitting the form will receive an “F” in each non-completed course. In all cases, students will not be eligible for credits or receive a refund.
- ✓ Students who absent themselves from courses for more than 10% of hours of lessons and activities reported on the course syllabus will have no credits awarded and, without signing the Official Withdrawal Request Form will receive F as final grade.

*Please note: It is the student's responsibility to catch up on any missed work and to keep track of his or her absence/tardiness.*

### **ASSIGNMENT SUBMISSIONS**

Late submissions of assignments, including papers, are *not* accepted. If an assignment is submitted after the deadline, the grade for the assignment will be an F = 0 points, which may adversely impact the Final Grade of the course.

### **SCHEDULING CONFLICT**

If, on occasion, a class has a scheduling conflict with another class (due to a simultaneously scheduled make-up class, site visit, etc.), the student is required to inform both instructors IN ADVANCE, allowing the two instructors to share a written excuse for the class that will be missed. Even though an absence may be excused, students must be aware that there is no possibility of making up any assessed in-class activities they may have missed and no refund will be given for pre-paid visits/field trips. Keep this in mind in order to make a responsible decision about which class to attend.

### **ETIQUETTE**

- No food or drinking is allowed in museums; in religious places, shoulders and knees must be covered.
- Classrooms are to be left neat and clean. Students must take proper care of available equipment and materials and promptly report any damage or loss.
- Drinking/eating during class/site visits is not allowed. Electronic devices (cell phones, Smartphones, iPods, iPads, laptops, etc.) must be switched off during class, unless otherwise instructed.



*Please note: Instructors who find that a student's behavior is inappropriate will seek to talk to him/her immediately; if the behavior continues, the instructor is required to contact the appropriate LUISS authority.*

## **ACADEMIC HONESTY**

***All student work will be checked for plagiarism.***

According to the LUISS Summer University Code of Conduct, "Violations include cheating on tests, plagiarism (taking words or texts, works of art, designs, etc., and presenting them as your own), inadequate citation, recycled work, unauthorized assistance, or similar actions not explicitly mentioned." Assignments and projects are specific to individual courses; presenting the same work in two different courses (including previous courses) is considered recycling and is unacceptable.

Why is plagiarism bad?

- ✓ It's unethical.
- ✓ The student will fail the paper and possibly the course.
- ✓ Professors are required to report it.
- ✓ The student will be put on academic probation.
- ✓ The student *might* even be dismissed from college.

Bottom Line: **Students MUST cite the sources they use!**

NB: *Should issues of academic dishonesty arise the faculty member will adhere to the relevant LUISS policy and report any suspected cases to the LUISS Course Leader for disciplinary review.*

## **USEFUL STUDENT RESOURCES**

### ***Internal LUISS Resources***

The LUISS Guido Carli Library offers its users a wide collection of both printed and online periodicals. To see the database of e-journals currently available, users can consult the dedicated page.

The LUISS Library has subscriptions to a number of databases, organized by:

- ✓ subject
- ✓ type
- ✓ remote access

Trial subscriptions are occasionally activated to try out new resources and to evaluate whether or not to acquire them.

- Academia
- Digital Library
- Assonime
- BancaDati24 (Sole 24 Ore)
- Biblioteca Giuffrè: Riviste (IusExplorer)
- Brill Online Books and Journals
- Business Source Ultimate
- Cambridge Core Journals HSS
- CEPR Discussion Papers
- De Gruyter Online
- Edicola Professionale WKI
- Elsevier ScienceDirect
- Emerald Management 120
- Europa World Plus



- Factiva
- Financial Times
- Fisconline
- FrancoAngeli: Politica e Diritto (Casalini/Torrossa)
- Gazzetta Ufficiale della Repubblica Italiana
- GiustAmm.it (non accessibile)
- HeinOnline
- Historical Abstracts with Full Text
- IBFD tax research platform
- Il Fallimentarista
- IMF eLibrary data
- INFORMS PubsOnLine
- JCR Journal Citation Reports
- JSTOR: Arts & Sciences
- JSTOR: Business and Economics
- JSTOR: Mathematics & Statistics
- Kluwer Law International
- Le Banche dati de Il Foro Italiano
- Leggi d'Italia (Wolters Kluwer)
- LexisNexis Academic e Company Dossier
- Lexitalia Premium
- MathSciNet: Mathematical Reviews on the web
- NBER Working Papers
- Norma: quotidiano d'informazione giuridica
- OECD iLibrary
- Oxford Academic Journals: HSS Collection
- Pluris
- Project Euclid: mathematics and statistics online
- Project MUSE: Social Sciences Collection
- PsycARTICLES
- Regional Business News
- Rivisteweb Il Mulino
- Sage Premier Journals
- Scopus
- SIPRI Yearbook
- Springer Palgrave Macmillan Journals
- SpringerLink
- Taylor & Francis Online
- The New York Times
- University of Chicago Press Journals
- Web of Science
- Wiley Online Library

**Online database** of e-books and free access to database of PISAI (Pontificio Istituto di Studi Islamici)

**Free Online Resources** Reliable and mostly scholarly resources in Anthropology, Archaeology, Art & Architecture, Classics, Conservation, Education, Environmental Science, Epigraphy, Fashion Design, Film, Food & Nutrition, forensic psychology, History, Holocaust Studies, Italian Language & Literature, Jewish Studies, Medieval & Renaissance Studies, Mediterranean Studies, Middle Eastern and North African Studies, Music, Numismatics, Papyrus, Philosophy, Politics & Government, Religious Studies, Women's & Gender Studies.

**Libraries in Italy** Important research libraries: Istituto per l'Oriente C. A. Nallino, Pontificio Istituto di Studi Islamici, Accademia dei Lincei, Pontificio Istituto Orientale, Istituto Germanico, Biblioteca di Palazzo Venezia, Biblioteca Nazionale, Fondo Marciano di Venezia, Biblioteche di Firenze, Biblioteca Vaticana.