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Luxury Business Strategy

PROF. LUANA CARCANO AND ALICE GUZZETTI

Term	Summer 2026
Area of study	Business
Credits	6 ECTS
Dates	22 June - 3 July 2026 (2 weeks)

Description

This course is designed to immerse students in Europe's vibrant luxury, fashion and food industries. Through lectures, experiential learning, and cultural activities, students will gain a comprehensive understanding of the unique business practices, providing students with firsthand experience of the local culture and business environment.

Course objectives

- Understand the business environment and market dynamics of Europe's luxury businesses.
- Analyze the impact of cultural factors on consumer behaviour and business practices in these industries.
- Develop practical business skills through hands-on projects and experiential learning activities.
- Enhance global mindset, cross-cultural communication and collaboration skills.
- Create business strategies that integrate local cultural insights with global business practices.

Method of teaching

This course offers a unique blend of academic learning and cultural immersion, providing students with a holistic understanding of Southern Europe's fashion and food business landscape. It includes lectures and immersive business and cultural experience activities in a condensed schedule format.

Credits

6 ECTS

Grading/Assesment

Assignments are mandatory. Students are required to follow assignment guidelines.



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Individual Assignments		Team Assignments	
Luxury Sustainability project	15%	Final Project	35%
Retail Safari Analysis	10%	Daily Class Activities	25%
Cross-Cultural Assignment	15%		
	40%		60%

The grade distribution for this course is flexible. Grading is based on **rank-order performance** relative to your peers, and the cut-offs for the various letter grades will vary depending on the class's performance. The expected average for the course is B+.

Course readings and materials

You will be assigned several learning supports (readings and videos). Lists of these weekly readings will be made available through Blackboard. No textbook purchase is required

Rules of conduct

Attendance is mandatory and no absence/s will be excused. Unexcused absences may effect final grade. In case of health issues, students will need to inform both UCSC International Office (at international.advisor@unicatt.it) and the professor and provide a medical certificate.

Instructor bio

Dr. Carcano obtained her Ph.D. in Economics, Marketing and Communications from the IULM University in Milan, her BA and MA (with honour) from Bocconi University in Milan (major in International Strategy) and her specialized Masters in International Business from ESADE in Barcelona (Spain). She is the Academic Director, Undergraduate, Business Minor and the Faculty Advisor of the Merrill Family Global Campus Experience at Beedie School of Business in Canada. Her research areas and professional expertise are related to marketing, strategy, entrepreneurship, creativity, innovation, leadership, fashion, and design businesses. She has published highly appreciated books, refereed journal articles and contributed to edited volumes.

Course Schedule

Date and Time (CET)	Topic	Reading/Course Material
Lesson 1 June 22	The Luxury and Fashion Business	<ul style="list-style-type: none"> Carcano L. Corbetta G. Minichilli A. "Why are luxury firms often family firms? Family identity, symbolic capital and value creation in luxury-related industries", UBR, Spain, 2011"



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1:30-3:30 pm		Carcano L. "Note on Luxury Business Models"
Lesson 2 June 23 9:30 am-12:30 pm	Consumer Behaviour in Fashion and Luxury	HBR, An Anthropologist Walks into a Bar..., 2014
Lesson 3 June 24 9:30am-12:30 pm	Experiential luxury	<ul style="list-style-type: none"> • Carcano L. "Note on Luxury Experiences" The Best Luxury Services Are Customized, Not Standardized
Lesson 4 June 25 Motorvalley	Full Day Learning Experience-Based Luxury Business <ul style="list-style-type: none"> • Ferrari Museo • Acetaia Malpighi 	
Lesson 5 June 26 10am-12pm	Luxury and the Arts Visit Fondazione Prada Museum	The Artification of Luxury: From Artisans to Artists, HBR,
Lesson 6 June 29 9:30am-12:30 pm	Luxury Branding and Positioning Class Activity: Retail Safari	<ul style="list-style-type: none"> • Making Omnichannel Work for Luxury Retail, HBR, 2022 Aesthetics and Ephemerality: Observing and Preserving the Luxury Brand, HBR, 2009
Lesson 7 June 30 9:30am-12:30 pm	Differentiation strategies in luxury business	<ul style="list-style-type: none"> • Carcano L. "Note on Luxury Business Management" How Far Can Luxury Brands Travel? Avoiding the Pitfalls of Luxury Brand Extension, HBR
Lesson 8 July 1 9:30am – 12:30 pm 1pm	Sustainability and Ethical Practices Silos Armani Museum Visit	<ul style="list-style-type: none"> • Carcano L. "Strategic Management and Sustainability in luxury companies", The Journal of Corporate Citizenship, 2013 How to Position a Luxury Brand as Sustainable, HBR, 2021
Lesson 9 July 2 9:30am-12:30 pm	Growth Strategies in Luxury	<ul style="list-style-type: none"> • How LVMH Became a \$500 Billion Luxury Powerhouse (CNBC International) • Why Hermès Is Growing While LVMH And Gucci Decline (CNBC International) • Francois-Henri Pinault, "Kering's CEO on Finding the Elusive Formula for Growing Acquired Brands" Harvard Business Review, March 2014 • Patrizio Bertelli, "Prada's CEO on staying independent in a



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		consolidated industry", September 2012
Lesson 10 July 3 9:30am-12:30 pm	Final Projects and Presentations	