OUTLINE OF OUR PRESENTATION

• The Worldwide Luxury Market, its Evolution & Current Challenges

• Studying Luxury

• Working in the Luxury Industry
DEFINING LUXURY

• What is luxury?
DEFINING LUXURY

- Superior Service
- Exclusivity
- Price
- Superior Quality
- Superior Design
- Brand Heritage

Luxury Good
DEFINING LUXURY

• What is the luxury industry?
WHAT IS THE LUXURY INDUSTRY?

The Traditional Luxury Sectors

- Fashion & Apparel, 32%
- Perfumes & Cosmetics, 23%
- Accessories, 22%
- Branded Jewelry, 20%
- Arts de la Table, 3%
WHAT IS THE LUXURY INDUSTRY?

Luxury is breaking through all Sectors
Hotels, Spas, Hospitality & Tourism
Food, Wines & Spirits,
Cars, Yachts, Private Jets
Event Planning & Concierge Services
Arts
Real Estate
Education
WHAT IS THE LUXURY INDUSTRY?

The Luxury Industry

Luxury
High-end goods

Medium / Mid-Range

Mass market
Low-end goods

Fashion

Cosmetics

Leather Goods

Cars

Hotels
Diverse Levels of Luxury appealing to various customer segments

WHAT IS THE LUXURY INDUSTRY?

Brands / Product Lines

Customer Segments

Uber Luxury

Luxury

Affordable Luxury

Very rich

New rich & emerging countries

Upper middle class

Exception

Prestige

Ostentation Status

Affordable Luxury

Very rich

Upper middle class

Brands / Product Lines

Customer Segments
## An illustration: The Watch Industry

<table>
<thead>
<tr>
<th>Sector</th>
<th>Price Range</th>
<th>Dominant Technology</th>
<th>Representative Brands</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exclusive Luxury</strong></td>
<td>Over CHF 3000 (EUR 2000)</td>
<td>Mechanical Movement</td>
<td>Patek Philippe, Vacheron Constantin, Breguet, Audemars Piguet</td>
</tr>
<tr>
<td><strong>Mid-Price Watches</strong></td>
<td>CHF 200 – CHF 500 (EUR 150 – EUR 350)</td>
<td>Quartz Movement</td>
<td>Tissot, Gucci,</td>
</tr>
<tr>
<td><strong>Low-Price Watches</strong></td>
<td>Below CHF 200 (EUR 150)</td>
<td>Quartz Movement</td>
<td>Swatch, Coach,</td>
</tr>
</tbody>
</table>
An illustration: The case of Giorgio Armani

Diverse Levels of Luxury appealing to various customer segments

- Armani Collezioni → Luxury Segment
- Giorgio Armani → Fashion Segment
- Emporio Armani → Diffusion Segment
- Armani Jeans → Casual Segment
- Armani Exchange → Fast Fashion Segment
WHAT IS THE LUXURY INDUSTRY?

- Who are the luxury players?
- Which brands are true luxury brands?
- Which brands are “wannabe” luxury brands?
### Interbrand’s top luxury brands listing (2008)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Brand</th>
<th>2008 Brand Value in USD (Sm)</th>
<th>2008 Brand Value in Euro (€m)</th>
<th>Country of Origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Louis Vuitton</td>
<td>21,602</td>
<td>16,718</td>
<td>France</td>
</tr>
<tr>
<td>2</td>
<td>Gucci</td>
<td>8,254</td>
<td>6,388</td>
<td>Italy</td>
</tr>
<tr>
<td>3</td>
<td>Chanel</td>
<td>6,355</td>
<td>4,918</td>
<td>France</td>
</tr>
<tr>
<td>4</td>
<td>Rolex</td>
<td>4,956</td>
<td>3,836</td>
<td>Switzerland</td>
</tr>
<tr>
<td>5</td>
<td>Hermès</td>
<td>4,575</td>
<td>3,541</td>
<td>France</td>
</tr>
<tr>
<td>6</td>
<td>Cartier</td>
<td>4,236</td>
<td>3,278</td>
<td>France</td>
</tr>
<tr>
<td>7</td>
<td>Tiffany &amp; Co</td>
<td>4,208</td>
<td>3,257</td>
<td>United States</td>
</tr>
<tr>
<td>8</td>
<td>Prada</td>
<td>3,585</td>
<td>2,775</td>
<td>Italy</td>
</tr>
<tr>
<td>9</td>
<td>Ferrari</td>
<td>3,527</td>
<td>2,730</td>
<td>Italy</td>
</tr>
<tr>
<td>10</td>
<td>Bulgari</td>
<td>3,330</td>
<td>2,577</td>
<td>Italy</td>
</tr>
<tr>
<td>11</td>
<td>Burberry</td>
<td>3,285</td>
<td>2,542</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>12</td>
<td>Dior</td>
<td>2,038</td>
<td>1,578</td>
<td>France</td>
</tr>
<tr>
<td>13</td>
<td>Patek Philippe</td>
<td>1,105</td>
<td>855</td>
<td>Switzerland</td>
</tr>
<tr>
<td>14</td>
<td>Zegna</td>
<td>818</td>
<td>633</td>
<td>Italy</td>
</tr>
<tr>
<td>15</td>
<td>Ferragamo</td>
<td>722</td>
<td>559</td>
<td>Italy</td>
</tr>
</tbody>
</table>

- **Financial Analysis**: forecasted current and future revenue specifically attributable to the brand
- "Role of Brand Analysis": measure of how the brand influences customer demand at the point of purchase
- **Brand Strength analysis**: benchmark of the brand’s ability to secure ongoing customer demand (loyalty, repurchase, retention)
WHO ARE THE LUXURY PLAYERS?

**Conglomerates & Multi-brand Groups**
- LVMH
- PPR – Gucci Group
- Richemont (Cartier)

**Independent & Family Owned Groups**
- Armani
- Bulgari
- Chanel
- Ferragamo
- Hermes
- Zegna
CEO: Bernard Arnault
Sales (2008): € 17 billion
Staff: 80 000
Directly Operated Stores: 2314
Strategy: Growth by acquisition
Brand Value: € 16 billion (Louis Vuitton)

Brands:
Fashion: Louis Vuitton, Dior, Fendi, Loewe, Marc Jacobs, Donna Karen, Marc Jacobs, Céline, Kenzo, Givenchy, Thomas Pink, Pucci, Berluti
Watch: Tag Heuer, Zenith
Spirits: Moët, Hennessy, etc
Revenue by Business Group in 2008

- Fashion and Leather Goods: 35%
- Selective Retailing: 25%
- Wines and Spirits: 18%
- Perfumes and Cosmetics: 17%
- Watches and Jewelry: 6%

Total Revenue: €6,010 million

Source: LVMH Annual report 2008 on http://www.lvmh.com
CEOs: François-Henri Pinault
Sales: (2008): € 3.4 billion
Staff: 11,000
Directly Operated Stores: 560 stores
Brand Value: € 6 billion (Gucci)

Brands:
Fashion: Gucci, Yves Saint Laurent, Balenciaga, Alexander McQueen, Stella Mc Cartney
Sergio Rossi, Bottega Veneta
Boucheron, Bedat
PPR – GUCCI GROUP

Revenue by Sectors in 2008

- Leather Goods: 51%
- Ready-to-wear: 17%
- Shoes: 15%
- Other: 8%
- Jewelry: 5%
- Watches: 4%

€ 561 million

Source: PPR Annual report 2008 on http://www.ppr.com
CEO: Patrick Thomas
Sales (December 2008): € 2 billion
Staff: 7 900
Directly Operated Stores: 165
Strategy: Organic growth
Brand Value: € 3,5 billion
More than 170 years of existence

Revenue by Sectors in 2008

- Leather Goods-Saddlery: 43%
- Clothing & Accessories: 19%
- Silk & Textiles: 12%
- Perfumes: 7%
- Watches: 5%
- Tableware: 3%
- Other Hermès Sectors: 5%
- Other Revenues: 6%

€ 335 million

WHY IS LUXURY RAISING SO MUCH INTEREST?

2 main reasons
WHY IS LUXURY RAISING SO MUCH INTEREST?

1) A Huge & Profitable Business

The Worldwide Luxury Goods Market*

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (billion €)</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td>130</td>
<td>+73%</td>
</tr>
<tr>
<td>2005</td>
<td>145</td>
<td>+11.5%</td>
</tr>
<tr>
<td>2006</td>
<td>160</td>
<td>+10%</td>
</tr>
<tr>
<td>2008</td>
<td>170</td>
<td>+6%</td>
</tr>
</tbody>
</table>

* All figures from Bain Consulting
WHY IS LUXURY RAISING SO MUCH INTEREST?


CAGR: 6.5%

- CAGR 1995-00 14%
- CAGR 00-04 0.8%
- CAGR 04-08 E 6%

-6.5% +0%
WHY IS LUXURY RAISING SO MUCH INTEREST?

2) A Global & Growing Business

Luxury Markets by Geographic Area

- USA: 35%
- Europe: 33%
- Japan: 15%
- Rest of the World: 17%

* All figures from Bain Consulting
An Expanding Business on a Global Scale

Over the next 3 years, the luxury market is expected to grow by:

- 20% in Russia
- 25% in India
- 50% in China

• More Affluent Consumers (HNWI)

  4.5 M in 1995
  9 M in 2008 of which 85,000 Ultra Net Worth Individuals**

  Representing a total wealth of US$ 33 trillion

• Other positive drivers

  World Tourism
  Demographics
  Changes in Consumer Behaviors

Figures from Capgemini & Merrill Lynch, 2006
* HNMI hold more than 1 Million $ in financial assets
** UNWI hold more than 30 Million $ in financial assets
WHAT ABOUT THE ECONOMIC CRISIS?

HOW IS THE LUXURY INDUSTRY AFFECTED?
The current crisis is changing the situation....

- On a global scale, 1125 billionaires have lost 50% of their wealth.
- Globally, the richest people have lost $10,000 billions.
- The USA have lost 3.7 million millionaires.
- According the Bain Consulting, the global luxury industry have decreased by 9% in 2009.
**The Worldwide Luxury Goods Market**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Change</th>
</tr>
</thead>
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<tr>
<td>1995</td>
<td>75 billion €</td>
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<td>2000</td>
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<tr>
<td>2005</td>
<td>145 billion €</td>
<td>+11.5%</td>
</tr>
<tr>
<td>2006</td>
<td>160 billion €</td>
<td>+10%</td>
</tr>
<tr>
<td>2008</td>
<td>170 billion €</td>
<td>+6%</td>
</tr>
<tr>
<td>2009</td>
<td>Est. 160 / 170 billion €</td>
<td>0% to -10%</td>
</tr>
<tr>
<td>2010</td>
<td>Est. 160 / 170 billion €</td>
<td>+1% to 5%</td>
</tr>
</tbody>
</table>

*All figures from Bain Consulting*
IS LUXURY CRISIS RESISTANT?

IT DEPENDS !!!!

- According to sectors
- According to geographic areas
- The case of the French Luxury Industry

* All figures from French Foreign Trade Ministry
IS LUXURY CRISIS RESISTANT?
DIVERGING FEEDBACK FROM THE INDUSTRY

• Perfumes:
  -20% in volume, -35% in value

• Swiss Watches:
  Exports are down 30% in volume, 35% in value

• LVMH Financial Results - First Term 2009
  - Fashion & leather goods : + 4%
  - Jewelry & watches: - 41%
  - Wines & spirits: - 22%
  - Cosmetics : - 11%
IS LUXURY CRISIS RESISTANT?
DIVERGING FEEDBACK FROM THE INDUSTRY

• Geographical Areas
  – USA (New York City, Florida, etc)
  – UK (The City of London)
  – Monte-Carlo
  – Eastern Europe
  – China
Diverging results according to sectors

- Wines, Spirits & Champagne have suffered the most
- According to the "Institut français de la mode (IFM) » sales of fashion goods have decreased by 4% in France in 2009
- Luxury hotels: occupancy rate decreased by 5 to 9% and RevPar have decreased by 10 to 18%
- Leather Goods are the most resilient

* All figures from French Foreign Trade Ministry
Diverging results according to geographical areas

- Europe represents
  - 60% of all French exports
  - 49% of French Luxury exports

- Emerging countries represented
  - 19% of French luxury exports in 2003
  - 30% of French luxury exports in 2009

- Asia decreased its imports of French Luxury Goods by 5% in 2009 but ...
  - China increased its imports of French Luxury Goods by 7% in 2009

* All figures from French Foreign Trade Ministry
Gucci group, subsidiary of PPR which owns the brands Gucci, Bottega Veneta, Yves Saint Laurent, Balenciaga, Stella McCartney, Boucheron, Alexander McQueen

- Gucci group turnover in 2009 : €3.4 billions (stable/2008)
- Emerging countries represent 33% of the Gucci Group sales
- During the 2009 last trimester, Gucci sales in China increased by 48%

- Internet is a strategic priority
  - Internet sales are growing & profitable
  - The Gucci US e-commerce site is the 10th largest Gucci store
- 3 geographic priorities: China, India, South America
The Swiss Watch Association is reporting a recovery of its imports after 14 consecutive months of decrease (-22% in 2008 - 2009)

Comparison February 2009 – February 2010:

Wrist watches ≤ SF 500   + 31%
Between SF 500 – 3000   +46%
≥ SF 3000               +4%

Exports to Hong Kong:    +17%
Exports to China         +49%
Exports to Singapore     +42%
BULGARI

Turnover in 2009: € 930 millions
Corresponding to:
- a decrease of 13.8%
- a loss of € 47 millions (compared to a profit of € 83 millions in 2008)
Turnover August 2009- January 2010: € 3,2 billions (+4%)

Corresponding to a profit of € 330 millions
• Decrease of 2009 turnover by **17%**
  Turnover = €114,1 millions
• Japon : -18% in yens (-5% in euros).
• USA: -31% in dollars (-27% in euros)
• Europe : -20%
LVMH: Bernard Arnault becomes the richest man in Europe

According to Forbes (2010), 1,011 billionaires in the world in 55 different countries.

Bernard Arnault, CEO of LVMH, is the 7th richest man globally and the richest in Europe, with a private wealth estimated at US$ 27.5 billion, an increase by 11 billion from 2009.

Liliane Bettencourt (L’Oréal) ranks 17.
François Pinault (PPR) ranks 77.
Alain & Gérard Wertheimer (Chanel) rank 93.

Bill Gates ranks second.
Mexican Carlos Slim ranks first.
NEW TRENDS ARE EMERGING…..

– The shrinking Bling Bling segment
  • Considered Irresponsible or Disrespectful
  • Understatement
  • Austerity is fashionable

– A return to the true luxury values
  • Value for Money
  • Classic Items versus Seasonal Items

– Reduce & Reuse
  • Down-trading
  • Cheap & Chic (fast fashion)
  • Discount (e-commerce, outlets, etc)
MANY CHALLENGES as well as MANY OPPORTUNITIES!

- Customers are always more demanding and very savvy
- Consumers are smarter and looking for better deals
- Consumers are looking for VALUE
- Customers want emotions, sensations, memories, a unique experience
- Customers want services (not servants) and convenience
- The ultimate personalization: product is no longer a status symbol: people want to be different and create their own personal status
- A branded product is not enough!

New emerging trends: Sustainability, Technology, Convenience, Health & Wellness, Feminization of Society & Individualism
• Counterfeiting & Grey market

• The World Trade Organization (WTO) defines counterfeiting as the “unauthorized representation of a registered trademark carried on goods identical or similar to goods for which the trademark is registered, with a view to deceiving the purchaser into believing that he/she is buying the original goods” (www.wto.org).
• Counterfeiting & Grey market

• Rolex watches, Tiffany jewelry, and Prada and Louis Vuitton handbags are among the most counterfeited and most demanded counterfeit goods.

• The World Customs Organization reported in 2008 that counterfeit goods account for approximately $600 billions

• Currently, it is estimated that 5%-7% of the world trade is in counterfeit goods (International Anti-Counterfeiting Coalition, 2009).
Counterfeiting & Grey market : Key facts

- $600 billion
- 5-7% of global trade
- Costs U.S. businesses $200 billion to $250 billion
- Loss of more than 750,000 American jobs
- Domestic value of counterfeit goods rose 38%
- In the US, the number of IPR seizures in FY 2008 increased to 14,992 (from 13,657)
- Louis Vuitton employs a team of 60
- Lacoste budgets $4.2 million annually for anti-counterfeiting
- Coach has filed 50 lawsuits just in the US in the last year
Counterfeiting & Grey market: Beyond the figures

- Child Labor
- Links to Terrorism and Organized Crime

Examples:
- Al-Qaeda
- Drug Trade
- Mafia in Europe
• Counterfeiting & Grey market

• Economic slowdowns and crisis

• Industry concentration

• Democratization

• Emerging markets

• Loss of true experience
  – “Today buying a luxury brand handbag is an exercise in banality: you walk into the well-appointed store past the chic-suited security guards, peruse what’s on display, choose, pay and walk out with your purchase. The shopping experience may have been pleasant, but in the end it was no different from going to the GAP, except for the price”
MANY CHALLENGES as well as MANY OPPORTUNITIES!
A PROMISING FUTURE....??

- On the Demand Side
  - “Le luxe, tout le monde en rêve”
  - Endless quest for “enchantment”
  - Luxury is about what people dream of being
  - Emerging markets
1995: start of international luxury goods sales in China:
   – Termination of Foreign Exchange Certificate
   – RMB pricing

2008: total domestic luxury goods sales reached 8.6 billions USD
ENTRY OF LUXURY PLAYERS IN CHINA

- 1978 – Pierre Cardin
- 1991 – Ermenegildo Zegna
- 1992 – Louis Vuitton
- 1992 – Dunhill
- 1993 – Burberry
- 1993 – Chanel
- 1994 – Hugo Boss
- 1996 – Gucci
- 1997 – Christian Dior
- 1998 – Giorgio Armani
- 2005 – Valentino
OVERVIEW OF THE CHINESE LUXURY MARKET

In 2008, China’s HNWI population surpassed that of the UK to become the fourth largest in the world.

Source: Merrill Lynch, Capgemini; Asia-Pacific Wealth Report 2009
THE CHINESE LUXURY MARKET TRENDS

- Increase in domestic purchase
- Fierce competition in 2nd and 3rd tier cities
- Internet plays an important role in luxury goods marketing, but not as major sales platform
- Gifting still an important segment of China luxury market
• Counterfeiting
• Luxury brand name manipulation
MANY CHALLENGES as well as MANY OPPORTUNITIES!
A PROMISING FUTURE....??

• On the Demand Side
  • “Le luxe, tout le monde en rêve”
  • Endless quest for “enchantment”
  • Luxury is about what people dream of being
  • Emerging markets

• On the Supply Side
  – European Companies have a major role to play to preserve their leadership, traditions & “art de vivre”

• Intensive Search for New Talents
  • Not only in Design & New Product Development
  • But also: managers, financiers, consultants, trainers, marketers, merchandisers, communicators, etc
Thank you for your attention

Questions?

Second Section
• Studying Luxury
• Working in the Luxury Industry
Why Study Luxury?
WHY STUDY LUXURY?

- Luxury is difficult to grasp
  - Which boundaries? Which future?

- Luxury is related to
  - Myths, Symbols, Rituals
  - Styles, Codes

- Luxury is a Huge but Demanding Business
  - Billions of Euros
  - From Family Businesses to Multinationals
  - From unique craftsmanship to mass production
  - Old & new Brands
  - Sophisticated branding & marketing strategies
  - A mix of occasional and initiate clients
IMPACT of GLOBALIZATION on THE LUXURY COMPANIES’ STRUCTURE & STRATEGIES

- From family businesses to conglomerates
- From a local to a global reach
- From one brand to a portfolio of brands

Core Activity
- Peripherals
  - New Segments
  - New Sectors

- From intuitive craftsmen to professional managers
STRATEGIC CORE COMPETENCES TO MASTER

PRODUCTION

- Master the assortment driven supply chain

DISTRIBUTION

- Excel in distribution

MARKETING

- Understand the customer
- Create meaningful design and creativity
- Use sophisticated marketing tools

INVEST IN HUMAN RESOURCES

- Recruit talented and well trained managers
- Quality of staff is as important as quality of product, service or facilities
- Raise employees' discernment
BUT WHAT DO YOU NEED TO SUCCEED IN A LUXURY CAREER?

PASSION

UNDERSTAND YOUR POTENTIAL AND HAVE A CLEAR IDEA ABOUT YOUR CAREER

- Identification of preferred Industries
- Identification of preferred Role
- Vision of career development
CAREER OPPORTUNITIES

FASHION, ACCESSORIES and RETAIL BUSINESSES

- Retail position: Assistant Store Manager, Stock Associate
  - Wholesale and Travel Retail positions
  - Product and Licencees: Jr Product Manager, Brand Management, Merchandiser (~MKT)
  - Communication positions: PR, Events, Celebrities, Advertising, Media Planning, Brand Identity (~MKT)
- Other functions (finance, HR,..)
CAREER OPPORTUNITIES
JEWLRY, WATCHES, PERFUMES & COSMETICS, WINS & SPIRITS

- MARKETING: CRM, analysts,
  - Business Development and Sales positions
  - Product and Licences: Jr Product Manager, Brand Management, Merchandiser
  - Communication positions: international Media, PR
  - Retail position: Assistant Store Manager, Stock Associate
  - Other functions Junior Finance positions and Analyst roles
Studying LUXURY at IUM

- Master of Science in Luxury Goods & Services Program
- Master in Luxury Retail Management Program
- MBA In Luxury Brand Management Program
Studying *LUXURY* at IUM

- **Challenging programs:**
  - ♦ Understand luxury
    - ■ Its immaterial, sensorial, emotional dimension
    - ■ Its “Business” dimension
  - ♦ Acquire soft and hard skills
  - ♦ Transform yourself to access the world of luxury
  - ♦ Adopt the “Luxury Religion”
### Three Main Components

<table>
<thead>
<tr>
<th>ACADEMIC</th>
<th>PRACTICAL</th>
<th>APPLIED</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 different courses</td>
<td>Immersion in a Luxury Retail Setting</td>
<td>INDIVIDUAL APPLIED PROJECT &amp; RESEARCH</td>
</tr>
<tr>
<td>60 credits in total</td>
<td>Field Trips and Company Visits</td>
<td>Directed Industry Analysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Industry, Company &amp; Brand analysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Portfolio of Work</td>
</tr>
<tr>
<td></td>
<td></td>
<td>An individual and creative document to capture</td>
</tr>
<tr>
<td></td>
<td></td>
<td>each student learning process, to demonstrate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>their skills and capabilities</td>
</tr>
<tr>
<td>Provide students with</td>
<td>Conferences and Discussions with Professionals</td>
<td></td>
</tr>
<tr>
<td>the concepts, tools</td>
<td>Mentorship Program</td>
<td></td>
</tr>
<tr>
<td>and frameworks necessary to recognize, analyze and manage the business variables and issues specific to the luxury industry.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Curriculum Structure

<table>
<thead>
<tr>
<th>Term 1</th>
<th>Term 2</th>
<th>Term 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>LXRY 663: Luxury, Technology, and the Internet</td>
<td>LXRY 662: Luxury Sales and Customer Relationship Management</td>
<td>LXRY 643: The Luxury Legal Environment</td>
</tr>
<tr>
<td>LXRY 664: Luxury Sector Seminar (Part 1)</td>
<td>LXRY 665: The Luxury Industries: Competitive Analysis &amp; Contextual Dynamics</td>
<td>LXRY 654: Capitalizing the Luxury Venture</td>
</tr>
<tr>
<td>LXRY 661: Luxury Product Design, Development, and Management</td>
<td>LXRY 660: Luxury Pricing, Distribution, and Retailing</td>
<td></td>
</tr>
</tbody>
</table>
Luxury Students

2009-2010 Class Profile
Luxury Students

2009-2010 Class Profile

• 44 participants
• 33 women and 11 men – 75% / 25%
• Average age: 26 – from 22 to 34 years old
• Average Number of years of Work Experience: 2.7
  • 77% have work experience
  • 49% have more than 3 years of relevant work experience
• 21 different nationalities
• Gpa at entry: 3.1
Luxury Students Distribution by Geographic Area

- Americas: 21%
- Asia: 21%
- Western Europe: 16%
- Northern Europe: 12%
- Africa: 7%
- Oceania: 2%

Legend:
- Americas
- Asia
- Western Europe
- Northern Europe
- Eastern Europe
- Africa
- Oceania
21 Different Nationalities
12 Different Luxury Sectors Studied in the Program

- Fashion, 10
- Cosmetics, 3
- e-luxury, 2
- Real estate, 2
- Leather goods, 2
- Hospitality, 2
- Private Jets & Airlines, 1
- Events, 1
- Jewelry, 1
- Spa, 1
- Wines, 1
- Yacht, 1
Luxury Students are graduates of the following universities:

• American University of Beirut, Beirut
• Assumption University, Bangkok
• Babson College, Boston, USA
• Bentley College, MA, USA
• Bond University, Gold Coast, Australia
• Concordia University, Montreal, Canada
• Ecole de la Chambre Syndicale de la Couture Parisienne, Paris
• Ecole Française des Attachés de Presse, Paris, France
• Ecole Supérieure du Commerce Extérieur, Paris, France
• EDHEC Business School, Nice
• Heinrich-Heine University, Düsseldorf
• Helia-Haaga University of Applied Science, Helsinki
• Hertford College Oxford, Oxford University, UK
• Istituto Marangoni, Milan
• London School of Fashion, University of the Arts London, UK
• McGill University, Montreal, Canada
• New York Institute of Technology, New York City, USA
• New York University, USA

• Northeastern University, Boston, USA
• Oregon State University, USA
• Taipei University School of Arts, Taiwan
• Renmin University of China, Beijing, China
• Russian Foreign Trade Academy, Moscow, Russia
• Southwestern University of Science and Technology, Sichuan, China
• The Hague University, The Netherlands
• Universita' Cattolica di Milano, Milan, Italy
• Universita Degli Studi di Pavia, Pavia, Italy
• University of Georgia, USA
• University of Guelph, Ontario, Canada
• University of Helsinki, Finland
• University of Miami, Florida, USA
• University of Nottingham, UK
• University of Southern California, Los Angeles, USA
• University of the Witswaterand, South Africa
• Waseda University, Tokyo
WE ARE IN CONTACT WITH

QUINTESSENTIALLY™ PRADA CHANEL
LOUIS VUITTON EQUISEA
LAGARDES ZEISS
CAMPARI GRUPPO
MARILENA FERRARI
ACQUA DI PARMA
Cartier
Sotheby’s
adidas
BVLGARI
GUCCI
PARMIGIANI
HAUTE HORLOGERIE AUTHENTIQUE
GIORGIO ARMANI
BALLY
yco
L’ORÉAL ITALIA
ERMANEGILDO ZEGNA
MONT CHARLES DE MONACO
Thank you for your attention!

Questions?
Brand Classification

- Players in the industry that reached more than $754 million in sales, by country

<table>
<thead>
<tr>
<th>France</th>
<th>Italy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chanel</td>
<td>Armani</td>
</tr>
<tr>
<td>Dior</td>
<td>Dolce and Gabbana</td>
</tr>
<tr>
<td>Hermès</td>
<td>Salvatore Ferragamo</td>
</tr>
<tr>
<td>Louis Vuitton</td>
<td>Gucci</td>
</tr>
<tr>
<td></td>
<td>Max Mara</td>
</tr>
<tr>
<td></td>
<td>Prada</td>
</tr>
</tbody>
</table>

Source: Luxury Brand Management, a World of Privilege; Michel Chevalier & Gérald Mazzalovo
**Brand Classification**

“Second tier” players of the industry: sales between $150.8 million and $754 million

<table>
<thead>
<tr>
<th>France</th>
<th>Italy</th>
<th>UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agnès B</td>
<td>Alberta Ferreti</td>
<td>Moschino</td>
</tr>
<tr>
<td>Céline</td>
<td>Blumarine</td>
<td>Mazareno Garielli</td>
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<tr>
<td>Chloé</td>
<td>Bottega Veneta</td>
<td>Roberto Cavalli</td>
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<tr>
<td>Jean Paul Gaultier</td>
<td>Brioni</td>
<td>Loro Piana</td>
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<td>Kenzo</td>
<td>Etro</td>
<td>Mariella Burani</td>
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<tr>
<td>Lanvin</td>
<td>Fendi</td>
<td>Mariella Rinaldi</td>
</tr>
<tr>
<td>Longchamp</td>
<td>Ferre</td>
<td>Marni</td>
</tr>
<tr>
<td>Sonia Rykiel</td>
<td>Furla</td>
<td>Missoni</td>
</tr>
<tr>
<td>Yves Saint Laurent</td>
<td>Krizia</td>
<td>Miu Miu</td>
</tr>
</tbody>
</table>

Bellow this level other brands are only national or are present in two or three countries. They cannot open stores easily and they do not have enough brand power.