



Elmtree on St. Gallen's „Kinderfestwiese“, an observer of 150 years of St. Gallen fashion.



The Competence Center for Luxury Management

Portfolio of Activities

Mission

The mission of the Competence Center for Luxury Management is to facilitate the productive exchange between its stakeholders. With its positioning at the crossroads between practitioners, academia, and science, the Competence Center aims to provide a collaborative platform to foster education, applied research, and management exchange.

Vision

The Competence Center for Luxury Management, informed by the collaboration with its partners,

- will establish an **academic curriculum** that attracts leading talents and allows them to realize their full potential to responsibly steer luxury brands,
- will develop into a **platform for managerial exchange** that provides actionable insight in a trusting, fair, and co-operative interaction,
- will pursue an **application-oriented and rigorous research** portfolio in the field of luxury that aims to generate impact from insight,
- and will **connect academia with industry** to facilitate and efficient transition on talents into the world's most fascinating places to work.

Initiators and Founding Partners

The Competence Center for Luxury Management has been initiated by the executive directors and lecturers of both the Institute of Marketing and the Institute of Management at University of St. Gallen: Prof. Dr. Christian Belz, Benjamin Berghaus, Prof. Dr. Günter Müller-Stewens, Dr. Fabian Sommerrock, Prof. Dr. Sven Reinecke, Dr. Martin C. Wittig.

We are proud to announce the support of and collaboration with our founding partners:

- **Bank Julius Bär**
- **Deutsche Werkstätten Hellerau**
- **Meisterkreis – Deutschland**
- **Porsche Schweiz**
- **Times Attorneys**

The Competence Center is growing to incorporate all relevant sectors of the luxury market. Contact us today to find out about our initiatives and opportunities for collaboration.

St. Gallen's Link to Luxury



The founding of the city of St. Gallen dates back to the year 612 when the Irish monk Gallus built a hermitage by the river Steinach, now flowing under the city. A century later, the monastery of St. Gallen was established in the midst of the town, driving the town's pan-European influence. The cathedral is today the heart of the city and the symbol of its long and rich history.



The abbey turned St. Gallen into a center of knowledge and prosperity. In the 8th century, arts, letters, and science flourished under the influence of the monks. Then, luxury came in the form of books. Beautiful manuscripts, carefully decorated, brought enlightenment in dark ages. Creating books was as much an academic challenge as a craft. St. Gallen has thus always been a place of academia and splendor.



A piece of St. Gallen's history can be experienced when visiting the abbey library. The athenaeum made of carved wood and exquisite decorations is one of UNESCO's world heritage sites. The library holds over 2,000 manuscripts. Its collection is one of the most important monastic libraries in the world. The city's heritage makes St. Gallen so special among the many fascinating towns and places of Switzerland.



In the 18th century, St. Gallen was the center of the textile industry in Europe. The quality of its productions became famous world-wide and in the early 19th century, the city specialized in the production of embroideries. Its delicate designs and refined creations are to this day highly appreciated by Parisian haute couture. With its embroidery, St. Gallen provides an example of outstanding craftsmanship.

Our university was founded as a commercial college in 1898. The initiative to found the school was driven by a shortage of well educated employees for the flourishing embroidery industry in St. Gallen. Just one year before Thorstein Veblen's classic on luxury consumer behavior "The Theory of the Leisure Class" St. Gallen became the, at least to our knowledge, first business school driven by the local luxury industry.



Educators and researchers at St. Gallen are fascinated by a broad range of phenomena. They are as diverse in their views and approaches as they are focused on integrating these perspectives to act both entrepreneurially and responsibly. We believe that only a holistic appreciation of any phenomenon allows us to generate impact from insight. We like to see and understand the whole animal, not just parts.



As a public university in long tradition, St. Gallen enjoys a hard-earned reputation of excellence in teaching and research. This excellence is reflected in highly competitive rankings in teaching and research. The continuously rising number of students and the concurrent development of investments into our infrastructure is a testament to the drive that never left the university.



125 years after our founding, it's time to rediscover our roots in the local industry that, to this day, produces high-end products. We are looking forward to adding a new chapter to the St. Gallen story. We are rekindling our link to luxury in education, research, and exchange with those who share our excitement to generate insight and see it unfold its impact: the participants and prospects of the St. Gallen Luxury Alliance.



competence
center for luxury
management

The Competence Center for Luxury Management

Overview of Activities

Competitive Edge in Luxury
Foundations in Luxury
Managing Luxury Business
Forging Luxury Strategy

5-day management seminar
exclusive 2-day management seminar
exclusive 2-day management workshop
exclusive 2-day top-management workshop

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Educate
Luxury Academy

Luxury Exchange Network
Luxury Executive Forum
Expert Exchange on Luxury

network platform
1 ½ day management conference
expert video interview series

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Exchange
Luxury Network

Luxury Trend Study
Luxury Focus Study

study series on trends in the luxury market
study series on annual focus topic

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Enhance
Luxury Research

Luxury Industry Day
Luxury Connected Teaching

recruiting event
student research and consulting projects

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Engage
Luxury Recruiting

Competitive Edge in Luxury

5-day Management Seminar

Today's luxury market has entered a new phase – one characterized by market headwinds, the management of complexity, and an ever faster changing consumer culture. That's a good thing. It means great benefit for those businesses and professionals who sharpen their business' competitive edge. This management seminar aids all those who aim to tackle the crucial challenges of luxury today.

Audience

This management seminar is crafted for those professionals who are looking for new impulses and concrete solutions to current challenges in the luxury business and who would like to acquire the necessary input to excel in the current management and marketing tasks.

Speakers

The seminar will be conducted by professors and lecturers of University of St. Gallen and integrate perspectives from both scientific and managerial worlds.

Visit us and sign up at www.ifm.unisg.ch/competitive-edge-in-luxury

Structure

The seminar starts with a brief primer on the management and marketing of luxury on the first day. On the following three days, six specific challenges are being discussed:

<i>Digital</i>	<i>creating digital luxury experiences</i>
<i>Omnichannel</i>	<i>orchestrating customer touchpoints</i>
<i>Millennials</i>	<i>understanding tomorrow's market</i>
<i>Responsibility</i>	<i>safeguarding reputation</i>
<i>Innovation</i>	<i>combining heritage and high-tech</i>
<i>Emerging markets</i>	<i>increasing efficiency abroad</i>

On the final day, findings are being integrated.

Coordinates

This five-day management seminar will annually take place in October at the Executive Campus of University of St. Gallen. See leaflet for specific dates.

Your Investment

Seminar tuition amounts to 5'950.– CHF*. Attendance is offered to partners of the Competence Center for Luxury Management at preferred rates.

* Tuition includes materials, books, and refreshments during breaks. Costs incurred through travel, accommodation, and evening meals not included.

Foundations in Luxury

Exclusive 2-day Management Seminar

Luxury is not entirely different from other market strategies. However, being able to tell apart the parallels from the opposites between managing the conventional and marketing the extraordinary means the difference between making and breaking brands. This seminar provides the foundations to execute the essence of luxury in management and marketing.

Audience

This management seminar is crafted for those who have just entered the luxury business and would like to acquire the necessary foundations in order to excel in management and marketing tasks.

Speakers

The seminar will be conducted by professors & lecturers from the University of St. Gallen and integrate perspectives from both scientific and managerial worlds.

Visit us and sign up at www.ifm.unisg.ch/foundations-in-luxury

Structure

The seminar is structured in four chapters: foundations of luxury, management of luxury, marketing of luxury, current and upcoming topics in luxury. The seminar will provide an introduction to:

Foundations *culture and history of luxury*
Market mechanics *consumer behavior in luxury markets*
Business strategy *managing the luxury strategy*
Marketing strategy *mastering luxury marketing*

Coordinates

This two-day management seminar will annually take place in June at the Executive Campus of University of St. Gallen. See leaflet for specific dates.

Your Investment

This management seminar is being offered exclusively to partners of the Competence Center. Attendance of up to four participants in this seminar is free of charge for full partners of the Competence Center for Luxury Management. Entrepreneurial partners contribute individual participation fees.

Mastering Luxury Business

Exclusive 2-day Management Workshop

We've made the experience that exchange across category borders is the key to arrive at truly differentiating advantages. This is why in our management workshop, we build on fostering this exchange and adding new impulses. Thus, "Mastering Luxury Business" has been designed as a productive exchange platform on two critical and current topics defined by the St. Gallen Luxury Alliance.

Audience

This management workshop is addressed to all levels of management that see themselves faced with solving current, operative management or marketing challenges. The workshop is limited to the partners of the Competence Center. Aspiring partners may be invited as guests of the Competence Center.

Concept

This workshop's concept relies on the fundamental basis of exchange for mutual benefit: workshop participants of our partner companies bring topical insight as well as open questions to the workshop for an open and trusting exchange. External guest speakers and guest participants provide further impulses, present cases or give background on research on the topics. This event is not a lecture-driven seminar, but an exchange-driven workshop.

Visit us and sign up at www.ifm.unisg.ch/mastering-luxury-business

Structure

The workshop focuses on two essential challenges as defined by the St. Gallen Luxury Alliance as part of the annual board meeting. Topics that have been suggested during the Founders' Circle of the Competence Center include:

brand management, omnichannel, international pricing, customer relationship management, innovation, managing global sales networks, balancing global, and regional strategies

Coordinates

This two-day management workshop will annually take place in September at the Executive Campus of University of St. Gallen. See leaflet for specific dates.

Your Investment

This management workshop is being offered exclusively to partners of the Competence Center. Attendance of up to four participants in this seminar is free of charge for full partners of the Competence Center for Luxury Management. Entrepreneurial partners contribute individual participation fees.

Forging Luxury Strategy

Exclusive 2-day Top-Management Workshop

Luxury management means steering iconic brands and businesses of heritage and substance successfully into an ever more complex and uncertain future. Building upon the experience that exchange across category borders is the key to arrive at truly differentiating advantages, “Forging Luxury Strategy” brings together executives from various sectors of the luxury market to find answers.

Audience

This management workshop is addressed to the top-level of management that aims to prepare their businesses future management and marketing challenges. The workshop is limited to the partners of the Competence Center. Aspiring partners may be invited as guests of the Competence Center.

Concept

This workshop’s concept relies on the fundamental basis of exchange for mutual benefit: workshop participants of our partner companies bring topical insight as well as open questions to the workshop for an open and trusting exchange. External guest speakers and guest participants provide further impulses, present cases or give background on research on the topics. This event is not a lecture-driven seminar, but an exchange-driven workshop.

Visit us and sign up at www.ifm.unisg.ch/forging-luxury-strategy

Structure

The workshop focuses on two essential challenges as defined by the St. Gallen Luxury Alliance as part of the annual board meeting. Topics that have been suggested during the Founders’ Circle of the Competence Center include:

megatrends of luxury, managing complexity, luxury millennials, luxury and wearable technology, beyond China, democratization of luxury, stealth luxury, digitalization, and virtualization of luxury

Coordinates

This two-day top-management workshop will annually take place in November at the Executive Campus of University of St. Gallen. See leaflet for specific dates.

Your Investment

This management workshop is being offered exclusively to partners of the Competence Center. Attendance of up to two participants in this seminar is free of charge for full partners of the Competence Center for Luxury Management. Entrepreneurial partners contribute individual participation fees.

Luxury Exchange Network

Network Platform

We are convinced that exchange fosters business success, academic insight and high-quality education. The luxury industry benefits from skilled researchers as well as it needs eager talent. Researchers require access to the industry to investigate key questions and teach their findings. Talents, finally, are looking for fascinating places to start a career and topics for their theses. The Luxury Exchange Network aims to connect these three groups.

Audience

Representatives of all stakeholder groups of the Competence Center, practitioners, researchers, and students, may join the Luxury Exchange Network.

Concept

Our Competence Center is positioned at the cross-roads of management practice, scientific community, and academic talent. We leverage this position by generating structures that will enable our stakeholders to generate mutual benefit from collaboration. As a basis, the Luxury Exchange Network provides a pragmatic approach to connecting those who would like to exchange.

Approach

The competence center will create a Luxury Exchange LinkedIn group. Partners of the competence center as well as senior experts in specific fields of luxury management and marketing, consultants specialized in the luxury field, media contacts particularly interested in luxury, researchers alongside their luxury specific interests, and luxury interested students are invited to join the network and exchange about current topics and have the opportunity to find collaboration partners. The competence center will, alongside its other channels, also use the LinkedIn group to update about latest projects and news.

Your Investment

The use of the Luxury Exchange Network will be free of charge to full members of the Competence Center for Luxury Management as well as to talent and research stakeholder groups.

Visit us and sign up at www.ifm.unisg.ch/luxury-exchange-network

Luxury Executive Forum

Network Event

The management of luxury benefits from a trusting and insightful exchange between practitioners, scholars, and talents. In the Luxury Executive Forum, we provide an annual platform for that will both provide new insights and impulses. As such, the Luxury Executive Forum mirrors the idea of the Luxury Exchange Network. The Luxury Executive Forum thrives on collaboration and exchange.

Audience

The Luxury Executive Forum will be open to practitioners in the luxury industry as well as scholars and select students.

Coordinates

This one-and-a-half-day network event will take place annually in the first quarter at the Executive Campus of University of St. Gallen.

Concept

The luxury executive forum is a source of new impulses - a gathering of managers beyond industry borders where free flow of communication will help enhance the development of new ideas. Those who join the luxury executive forum will be required to actively involve themselves in the discussions of the workshops that they participate in. By following this active approach, we build on harnessing the experience of every participant in the room to collaboratively arrive at a more versatile approach to solving today's challenges in the luxury market.

Your Investment

Attendance of up to six participants in this network event is free of charge for full partners of the Competence Center for Luxury Management. Entrepreneurial partners and practitioners without association with the Competence Center contribute individual participation fees.

Visit us and sign up at www.ifm.unisg.ch/luxury-executive-forum

St. Gallen Expert Exchange on Luxury Knowledge Transfer

The St. Gallen Expert Exchange aims at transferring insightful expert perspectives on the management and marketing of luxury to the public. By connecting with our network of experts, we aim to make their perspectives available and foster an exchange on our joint topic. Interviews deal with topics ranging from brand management to legal, from the nature of luxury to CSR.

Contributors

The St. Gallen Expert Exchange on Luxury invites professional and scholarly experts in all facets of luxury management. Contributors share their perspectives on a wide array of topics.

Goal

The St. Gallen Expert Exchange on Luxury provides a platform for experts in the luxury market to share their thoughts and insights on the most challenging topics of the luxury market today and tomorrow. Topics of the St. Gallen Expert Exchange on Luxury range from managerial to marketing challenges such as the management of expanding brands, the segmentation of the luxury market, the management of customer experiences, legal implications of managing a luxury brand, and many more.

Coordinates

The St. Gallen Expert Exchange on Luxury is being recorded bi-weekly and produced to be published twice in one month as soon as the project receives final confirmation by the supporting partners.

luxury trend study

Luxury Trend Study

Research

The luxury market is subject to a number of shifts and changes, trends and revolutions. However, not many luxury brands proactively position themselves to use those opportunities of the markets to their benefit. With our Luxury Trend Study, we aim to make trends with relevance to the luxury market visible, evaluate their impact, and provide concrete proposals for dealing with the changing market to create competitive advantages.

Concept

The overarching field of analysis with regard to investigated trends will be provided during the board meeting of the St. Gallen Luxury Alliance. Based on the provided research topic, the responsible conductor of the study will develop a research plan that will encompass student groups, graduate researchers, trend-research experts, managers and scholars. In order to provide actionable insights results will include, first, descriptions of identified trends, including their causations, characteristics and impacts on consumer behavior; second, an evaluation of the presented trends; third, recommendations on management approaches to benefit from the impact of the depicted trends.

Coordinates

The advance copy of the Luxury Trend Study will be published in June. The Luxury Trend Study will be submitted for publication in academic venues in December.

Your Investment

The advance copy of the Luxury Trend Study is free of charge for full partners of the Competence Center for Luxury Management.

Six months after the publication of the advance copy, the Luxury Trend Study will be freely publishable in academic publication venues.

luxury focus study

Luxury Focus Study Research

The luxury market is riddled with unsolved questions and one or the other paradoxon – the ideal environment for luxury research and resulting “impact through insight”. Luxury provides challenges that deserve and in-depth look in order to arrive at solutions. That is why we will coordinate focused research projects undertaken by a small team of graduate and student researchers in collaboration with our partners and associated experts.

Concept

The research topic will be provided during the board meeting of the St. Gallen Luxury Alliance. Based on the provided research topic, the responsible conductor of the study will develop a research plan that will encompass multiple student and graduate researchers taking on individual research packages. The results of the parallel research projects will be integrated and presented to the St. Gallen Luxury Alliance in the subsequent board meeting. In order to provide actionable insights results of the research may include roadmaps, checklists, management concepts, or scenarios of alternative approaches to solve the challenge.

Collaborators

The research is conducted in collaboration with students and graduate researchers.

Coordinates

The advance copy of the Luxury Focus Study will be published in February. The Luxury Focus Study will be submitted for publication in academic venues in August.

Your Investment

The advance copy of the Luxury Alliance Research is free of charge for full partners of the Competence Center for Luxury Management.

Six months after the publication of the advance copy, the Luxury Trend Study will be freely publishable in academic venues.

Luxury Industry Day

Recruiting Event

Luxury is not only appealing to consumers, but also to employees. In turn, luxury needs and deserves the best educated talents in order to further develop and maintain their organizations. Thus, we continuously develop our teaching on the topic of luxury management and marketing, but we want to go beyond that: we want to connect luxury talent with luxury managers. Without middle man, with maximum impact.

Concept

The goal of the luxury industry day is to directly connect talents completing their education in St. Gallen with managers of the luxury industry. Initially, the luxury industry day is being conducted in the setting of the St. Gallen MBA. The luxury industry day is a one day seminar and workshop with opportunities for four practitioners to present themselves, their business, and a specific management challenge that the attending students aim to contribute to solving during the workshop. The development of a more expansive annual luxury industry day that targets both bachelor and master students of University of St. Gallen is currently in development for fall of 2016.

Visit us and sign up at www.ifm.unisg.ch/luxury-industry-day

Speakers

The speakers invited to the luxury industry day are our CEOs or members of the executive board of businesses active in the luxury market. Members of the St. Gallen Luxury Alliance receive first invitations.

Audience

The audience attending the luxury industry day is comprised of an international group of managerial talents with professional experience from various industries of between three and five years.

Duration, Dates and Location

The next luxury industry day will annually take place in February at the MBA Campus of University of St. Gallen. See leaflet for specific dates.

Your Investment

Participation is offered to partners of the Competence Center for free.

Luxury Connected Teaching

Student Research and Consulting Projects

Reading and listening about luxury is only one approach to learning more about one of the most fascinating industries – a much more engaging way to experience the management and marketing of luxury is to be immersed in a project, work with experienced managers and solve a specific case or challenge. This does not only provide an advantage to students, but also to luxury businesses who benefit from insightful and professional student consulting.

Concept

The Master's Program in Marketing, Services and Communication Management (MSC) at University of St. Gallen consists of a unique combination of basic managerial disciplines and market and business models of the relevant industries. One central element of our program is constituted by partnerships and project work with companies.

In an application project as described in the Luxury Connected Teaching, students deal with a real problem in groups with the same practice partners for three semesters. During this period of 18 months, student groups engage three specific marketing and management challenges as student consultants. As a result, companies are being presented with the students findings in intermediate and final presentations.

Visit us and sign up at www.ifm.unisg.ch/luxury-connected-teaching

Collaborators

In the Luxury Connected Teaching program, we bring together teams of talented students and experienced managers from the luxury market. Both collaborate on solving a provided question or business challenge.

Duration, Dates and Location

Opportunities to create a Luxury Connected Teaching project exist during the summer months. Projects kick-off during fall semester and run through three semesters.

Your Investment

Participating in a Luxury Connected Teaching opportunity is free of charge for full partners of the Competence Center for Luxury Management.

For companies without an affiliation with the Competence Center for Luxury Management, the collaboration in a Luxury Connected Teaching project requires a financial contribution.

further
projects

Further Projects

Speaking Assignments

We offer to collaborate on teaching engagements, events, in-house seminars and workshops and fairs as speakers. Prior and teaching assignments include engagements at EMLYON Business School, Hanken SSE, LuxePACK, BaselWorld, Marques, and several company events.

In-house Training and Workshops

We offer to collaborate on in-house training and consulting projects. Our experienced in-house trainers and consultants create individual sessions and workshops to fit your company's specific training and consulting needs.

Luxury Executive Panel

We collaborate with 40 executives and senior managers in form of a research panel on topics with a strategic scope in luxury. Contact us to learn more about the opportunities to collaborate on the Luxury Executive Panel.

Corporate Research Associate

We offer to collaborate with corporations who are looking for specific programs to advance individual employees in form of a tailored doctoral research project (within the strict guidelines of University of St. Gallen) or as senior research fellows at the Competence Center itself.



C E M S

A P S I A



www.luxuryresearch.ch

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