



The International Recruitment Fair for Luxury 2nd edition

January 2023

Conference Program
«Excellence by Vendôme»



Date & time:

Thursday, 26th January 2023 at 10:30 am – 11:45 am

Speaker:

- François-Henry BENNAHMIA, CEO of Audemars Piguet
- Maud BAILLY, CEO Sofitel, MGallery and Emblems

Moderator:

Martin GREEN

PEOPLE to PEOPLE

Whether in luxury goods or luxury hospitality, it is people who transmit the values of a brand in the purest sense. Today, many companies call attention to their people and the finely honed skills they employ: for example “The Doers” and “Craft the Future” by LVMH.

But good people are proving harder to find than ever, amid a global ‘war for talent’. In this context, how can the contours of the ‘people’ functions be redefined; or, in more simple terms, how can they help their companies attract, retain and develop top talents?

How is the role of a leader to be defined within a world that has had to reinvent its approaches in communication and production, as well as in how it views professional fulfilment and success? Can today’s leaders adapt to the needs and desires of GenZ – and then later Gen Alpha – as these generations grow to dominate the workplace in luxury as elsewhere?

1. A permanent shift in the role of the HR function seems inevitable, as it becomes more than just an interface between employees and management. On which new axes do ‘people’ functions need to develop?
2. Digitalization and flexible/home working, accelerated by the pandemic, has produced a certain paradox: with less time spent traveling to and from work, people are more productive – thus freeing up more time – but are harder to keep engaged. Could this be an opportunity to engage employees more strongly in the life of their company and, above all, in the broader meaning of their actions? How can we lead our teams towards the company of tomorrow?
3. Will the data that has started to accumulate on post-crisis consumption patterns allow us to define the luxury consumer of tomorrow? Which tools can serve us best in this endeavor?
4. Considering the new customer-to-brand digital communication tools, in what ways can the service excellence which is so dear to the world of luxury be preserved and not dehumanized?

Date & time:

Thursday, 26th January 2023 at 12:00 pm – 1:15 pm

Speaker:

- Manuel MALLÉN, CEO of Maison Courbet
- Emilie METGE VIARGUES, CEO of Christofle

Moderator:

Martin GREEN

LUXURY TALKS SUSTAINABILITY

Across the luxury world, we've seen groups, brands and creators immersing themselves in the debate around ethics and sustainability. Many are also taking concrete actions – examples include the Kering group's pioneering initiatives around recycling with its "Material Innovation Lab"; also the LVMH group's "Nona Source" platform, Prada's "Off the Grid" collection and, in the hotel sector, Ritz-Carlton's "Biogreen 360" program for recycling food waste. Little wonder, as today 63% of consumers say they prefer to turn to brands that share their values.

Ecological awareness is proving to be increasingly strong (70% of consumers claim to be concerned about climate issues) and has intensified since the pandemic, to the extent that consumers – led by Millennials and GenZs – are calling into question their relationship to product ownership. Many now view resale as a practical and sustainable replacement for fast fashion; an opportunity to acquire luxury goods at more affordable prices; a way to nurture their interest in vintage styles; and a new form of investment.

From an economic perspective, the global pre-owned market is estimated to reach over €65 billion in 2025¹, with growth rates exceeding those of the wider luxury market. However, as the world adopts the concept of "consuming less, but better, and in a more targeted way", how can we identify the most effective initiatives in terms of ecology, economy, and brand image?

1. Circular economy, recycling, upcycling, vintage... there are numerous avenues to explore in the field of sustainability, but which are the most attractive options for luxury brands, and why?
2. Are all luxury customer segments (generational, geographic, social, etc.) equally sensitive to these issues, or is there a particular group (or groups) where actions on sustainability resonate the strongest?
3. From a brand equity perspective, what are some of the proven strategies to leverage CSR in a way that embellishes the brand without exposing it to risk?
4. To what extent should luxury groups and brands go 'all-in' on innovation, and is there a fear in the background that consumer attitudes may revert to their pre-existing state?

¹According to Luxe Digital: « The Future of Luxury: 7 Trends To Stay Ahead in 2022 »

Date & time:

Thursday, 26th January 2023 at 1:30 pm – 2:45 pm

Speaker:

- Guy BERTAUD, CEO of Maisons Pariente
- Thierry MARX, Michelin-starred Chef of “Sur Mesure” at the Mandarin Oriental Paris

Moderator:

Martin GREEN

LUXURY AND TRANSMISSION

Luxury hospitality stands or falls on service. It takes a particular set of soft skills – including empathy, cross-cultural awareness and fanatical attention to detail – in order to create amazing experiences that bring guests back time and again. For many operators, the leading hospitality schools are the go-to for fresh talent. Once on board, these recruits learn on the job, with an eye on the ultimate prize of the General Manager’s office.

In gastronomy, meanwhile, aspiring chefs can attend specialist culinary arts schools before honing their craft in the white heat of the restaurant kitchen, moving up through the brigade as they learn at the feet of Michelin-starred masters.

Transmission of skills and knowledge from one generation to the next is thus a foundation of the luxury business; but with the new generations thinking differently about their careers, and more impatient for respect and responsibility, can the industry adapt to ensure it finds and retains the talent it needs?

1. Whether in the luxury hotel or the high-end kitchen, what are the most in-demand talents right now? Which are the roles most under pressure amid the ongoing ‘war for talent’?
2. Many career conversions have taken place during and following the health crisis. There have been departures in the hotel and restaurant industry, and as the customers start flooding back it’s putting added pressure on service levels. How can luxury operators rekindle the love for hospitality among potential employees?
3. We are often told that Millennials, and Gen Zs especially, need constant feedback and encouragement as they learn on the job. Is this too much of a generalization – or is it a myth, even? What are the challenges of teaching today’s young apprentices to become tomorrow’s masters?
4. The hospitality industry and the specialist hotel and culinary schools have a symbiotic relationship. Both need each other to be successful; so how should they come together to promote all that is good about the industry as a place to forge a successful career, and what should be their core message?

Date & time:

Thursday, 26th January 2023 at 3:00 pm – 4:15 pm

Speaker:

- Stanislas DE QUERCIZE, President and Founder of SAVIH, Board Member of Christian Louboutin, Messika Paris, ex President Van Cleef & Arpels and ex President Cartier International
- Jean-Luc NARET, CEO at JLN & CO, Former CEO of La Reserve Hotels Former CEO Michelin Guides
- Véronique BEAUMONT, Managing Director, COO at ESMOD International

Moderator:

Martin GREEN

HISTORY AND MINDSET OF LUXURY

When reflecting on the history of luxury, what predominantly comes to mind is the power of access to exceptional products held by a restricted group of consumers. As such, these unique pieces are thought out, designed, and created by ultra-specialized craftsmen, a specificity leading to the rarity of luxury products. The major luxury houses have around 15 schools across France, in which up to 90% of novices are hired in craft trades. In many regards, this is about keeping traditional artisan skills alive: for example, the young talents trained in the Longchamp workshops will take the place of retiring craftspeople, thus maintaining an unbroken line.

The notion of 'rarity' in luxury is evolving, however. Today, the openness encouraged by social networks is attracting consumers who are not necessarily familiar with a 'luxury' culture and are more attracted by aesthetics; implying that the term 'luxury' could increasingly become merely marketing speak. The capacity of accessing these unique products reflects different etiquettes: social success, culture, loyalty to a heritage, investment potential, and more.

As for the luxury customer experience, it is now moving to a higher stage with the creation of fully immersive worlds, metaverses, and virtual ownership. According to Morgan Stanley, the luxury NFT and metaverse market could grow to \$56 billion by 2030. In 2023, luxury brands will continue to experiment with NFT collections, either to sell alongside physical goods, or as stand-alone digital collectible assets.

1. How should the concept of 'luxury' be defined in the 21st century? And in what ways is this definition likely to evolve by 2030, or 2040?
2. How can tomorrow's luxury 'makers' – the creators, the artisans – be attracted? In particular, how can we ensure that craft trades and ancestral know-how – for example tanning, leather work, weaving – continue to be recognized and valued when a significant portion of the luxury clientele has moved/is moving away from the use of animal products?
3. How can the younger generations be encouraged to 'invest' in luxury brand heritage in an increasingly digitized world, where the virtual is taking over from the real; and in an age where Western 'postmodern' thinking is leading many towards a repudiation of the past?
4. Does art and luxury share the same bed? Can one have luxury without art? Or vice-versa?