



Executive Master's in Luxury Management & Guest Experience

MODULE & COURSE OVERVIEWS

GLION INSTITUTE OF HIGHER EDUCATION



Executive MSc in Luxury Management & Guest Experience

THIS PROGRAM IS TAUGHT IN BLENDED DELIVERY FORMAT, INCLUDING RESIDENTIAL WEEKS IN SWITZERLAND AND IN THE UK.

Concept of the Executive Master program

The overall aim of the Executive MSc program is to educate experienced managers for the luxury industry, following the philosophy of hospitality, namely sense of service, uncompromised excellence, attention to details, leadership via service and humility, as well as techniques for creating unique customer experiences. The program introduces participants to traditional advanced business courses, with focus on retail and omnichannel experience, digital and sustainable business. Learners are immersed in practical and experiential learning from the beginning of the program through discovery field trip, company visits, workshops with the companies. Teaching methods will be based on real case studies, intense exchanges among participants and projects, before learners embark on an applied business research project within the luxury sector.

Graduate profile

Glion master's graduates are global professionals specializing in Luxury and guest experience, conjugating managerial and business skills with the hospitality attitude, namely sense of service, uncompromised excellence, attention to details, leadership via service and humility, and a focus on the creation of unique luxury experiences. Graduates uncover and critically process information from reliable sources to take responsible and sustainable decisions in a highly volatile, uncertain, complex, and ambiguous environment. Graduates are also able to create value, in the hypercompetitive market of Luxury. At the managerial level, graduates accept accountability in a responsible way developing their own and other individuals' talents, as well as transforming the working environment both at operational and strategic levels based on local contexts.

Learning outcomes

Upon graduation participants from the Executive MSc program should be able to:

- Demonstrate managerial, behavioral, and transformational skills crucial to work in luxury markets and to face the future challenges of luxury industries.
- Ensure a guest experience tailored on the specificities of the luxury customers by implementing cutting-edge processes and best practices in complex environments.
- Take responsible decisions within the complexity of the luxury industry, with a critical understanding of its heritage, tradition, and culture, as well as the need for innovation and creativity.
- Manage complex projects within the business luxury environment.
- Constantly improve their own and others' performances through team efforts.
- Develop as an effective luxury industry professional through continuous systematic reflection.

Program structure

The Executive MSc program is a 1.5-year program of study which is divided into units of study called 'courses'. Courses are grouped into 5 'modules'. Each course is assigned a specific number of 'credits'. There are 32 credits attempted during the program of study and all courses or modules must be passed. All participants are registered for an Executive MSc in Luxury Management and Guest Experience.



MODULE 1 – NEW LUXURY ECOSYSTEMS

Required Courses	Credits
Intercultural Leadership, Inclusion and Diversity	2
Luxury Markets, Enterprises and Culture	2
Business Trends in Luxury	1
High Gastronomy and Fine Dining	1
Building the New Sustainable Luxury	1
Total number of credits	7

MODULE 2 – BRANDING IN THE DIGITAL WORLD

Required Courses	Credits
Building Brand Equity	2
Omnichannel Sales Strategy in Luxury Industries	1
Digital Transformation and Data Analytics	1
Digital Marketing and Communication in the Luxury Industry	1
Blockchain and Luxury Digital Products and Experiences	1
Total number of credits	6

MODULE 3 – DELIVERING EXCELLENCE IN GUEST EXPERIENCES

Required Courses	Credits
Service Culture and Operational Excellence	1
Impactful Design and Architecture	1
Retail and Physical Distribution Channels	2
Experiential Economics	2
Behavioural Foundations of Guest Experience	1
Total number of credits	7

MODULE 4 – IMPLEMENTING A SUSTAINABLE LUXURY STRATEGY

Required Courses	Credits
Strategic management for Luxury brands	2
Talent Development in the Luxury Business	1
Corporate Finance and Value Creation	2
Sustainable Business Models	1
Total number of credits	6

MODULE 5 – BUSINESS RESEARCH PROJECT

Required Courses	Credits
Business Research Project	6
Total number of credits	6



Module descriptors & course overviews

Module 1 – New Luxury Ecosystems & Module 2 – Branding in the Digital World

MODULES DESCRIPTOR

Goal: To develop professional management and business capabilities within a specialized luxury context.

In the first 2 modules, participants will be taught to think critically through an immersion in the core concepts and business scenarios related to the luxury industry, at the forefront of knowledge. Learners are expected to develop and demonstrate the high levels of responsibility and autonomy required of industry managers and will immediately acquire a very specialized knowledge in the field. Subjects include Luxury Markets, Enterprises and Culture, Business Trends in Luxury, Building Brand Equity, Experiential Economics, Data Analytics and Digital Transformation, Digital Marketing and Communication in the Luxury Industry. The Intercultural leadership, Inclusion and Diversity class will take place in the first module to give learners the skills to succeed in a multicultural class.

COURSE OVERVIEWS

M1- Intercultural Leadership, Inclusion and Diversity

Management in a globalized business requires a deep understanding of multinational globalized contexts where remote (transnational, virtual, global) teams are the “norm”, and where exponential technological advances require adaptive cross-cultural communication techniques. Students in this course will learn the significance of cultural differences in everyday work life, expressed through different behaviors and practices. They will also develop leadership skills via enhanced self-awareness and increased sensitivity, curiosity, and knowledge of cultures, as well as their own cultural assumptions, biases, and implicit preferences. At the end of the course, they will be able to recognize different norms and practices of intercultural communication.

M1- Luxury Markets, Enterprises and Culture

The students will analyze the main characteristics of luxury products and services as economic goods. They will also explore the production and consumption of luxury goods and services, in their close relationship with creativity and innovation. The course will also provide an overview of the connections between creativity, economic growth and social change, together with social class and status dynamics, both in society and in markets. This course also aims at preparing the learning experience of the field trip with the due theoretical background, in order to maximise the outcomes of an experiential form of pedagogy.

M1- Business Trends in Luxury

This course focuses on an analysis of the latest global consumer trends and their effects on hotels, resorts and events in the luxury segment. Students will consider the definition of a trend and how trends impact business structures and practices. In particular, students will become familiar with how companies in hospitality are positioning their products and services in the perspective of the experience economy.

M1- High Gastronomy and Fine Dining

The aim of this course is for students to dive into the universe of ultra-fine dining as an interconnected set of high gastronomy and brand name chefs that are today considered as real business value enhancers. Students will understand the rationale behind different business models and critically assess what sets these apart from various produce and concept standpoints. Students will compare global product strategies, visions, design features, technological advances and financial performances in the context of their local culture and market environment. Customer journey maps, touchpoints and micro-concepts will be explored through primary research.



M1- Building the New Sustainable Luxury

The course provides students with a critical understanding of the non-negotiable needs and future developments on the topic of CSR in the Luxury Industries. Students will critically analyze different business practices in sustainability in order to learn as consumers and future managers how to face the challenge successfully. The need for a more sustainable Luxury across all its sectors and segments is linked to both supply and demand drivers. On the supply side, CSR was integrated into the main company strategies and led to the creation of dedicated departments and start-ups where sustainability is inscribed in the DNA. The demand is strongly driven by LOHAS (Lifestyle of Health and Sustainability) consumers, who are taking buying decisions based on aesthetics.

M2- Building Brand Equity

In this course students study the foundations of a luxury brand: its legitimacy, consistency, and creativity; and the fundamentals of a luxury brand strategy. It specifically focuses on analyzing the key elements and facets of the brand's identity, and how they are expressed through marketing communication, the brand's environment, and behavior. The course also examines the strategic importance of luxury brands – for the company and society – and relevance in building brand equity; and how value is created and maintained by managing the brand through its lifecycle and adhering to the principles of luxury branding and marketing.

M2- Omnichannel Sales Strategy in the Luxury Industry

The world around us has undergone a tremendous change overnight. Luxury brands that have been stating to never sell online have started catering for all types of customer experiences and have done a quick but long overdue digitalization and change in strategy to state that they are becoming omnichannel. The course on omnichannel sales strategy in the luxury industry will provide students with skills and competencies to shape their sales strategy while keeping the customer at the center of the experience. Students will be required to critique various luxury brand approaches and to demonstrate the capability of creating an omnichannel sales strategy.

M2- Digital Transformation and Data Analytics

The course aims to explore the concept of digital transformation and its impact on the luxury sector. Big data systems and the opportunities and challenges posed by such systems will be explored. Architectural solutions are investigated with a focus on how they may be used in the luxury sector for analytics and data processing. Students will also appraise specific data systems and apply data analysis to problem solving in the luxury sector.

M2- Digital Marketing and Communication in the Luxury Industry

The uniqueness of the luxury industry and all its segments relies on luxury products and services to be promoted and distributed with different logic. Luxury products must target specific niches that are willing to pay a premium price. The course in digital marketing in the luxury industry will provide students with skills and competencies required to operate in the luxury digital arena and will help them develop the skills required to become digital marketing specialists. Students will be required to design a digital marketing communication plan for a luxury company.

M2- Blockchain in the Luxury and Hospitality Business

This course will focus on how blockchain technology can be used in the luxury industry. Blockchain technology has 3 main uses-cases: transfer of digital assets, decentralized registries, and smart-contracts. Each of these will impact the luxury industry through the experience for the customer, the secondary market, and an increase in traceability for the production and distribution of luxury goods. Students will explore these applications and more through real-life use-cases and building concrete projects. They will learn through direct learning.



Module 3 – Delivering Excellence in Guest Experiences & Module 4 – Implementing a Sustainable Luxury Strategy

MODULES DESCRIPTOR

Goal: To develop advanced thinking and competencies required for senior management roles in managing and leading luxury companies.

During this second semester, students will be exposed to the “hardware” of Business education and managerial knowledge, to develop the strategic thinking, organizational, and people management skills required of senior leadership in volatile, uncertain, and ambiguous situations. This may require integrating knowledge from several fields and contributing original and innovative thinking to problem-solving and decision-making. Subjects include higher level management and business subjects, like Service culture and Operational Excellence, Retail and Physical Distribution Channels, Strategic Management of Luxury Brands, Talent Development in the Luxury Business, Corporate Finance and Value Creation, Sustainable Business Models. Students will nurture their critical skills and well as advanced knowledge in business and managerial disciplines and will have the chance to use the specific knowledge about Luxury acquired during the first semester.

COURSE OVERVIEWS

M3- Service Culture and Operational Excellence

The aim of this course is for students to explore what successful companies do to engage their employees in order to achieve customer service excellence and how they strategically align all aspects of an organization to lead to outstanding service. Students will analyze what “service culture” means and investigate how to achieve such a customer service level through genuine service and operational excellence. Students will focus on how product and service delivery are engineered to provide an exceptional service experience and on how authentic customer engagement is increased leading to increased revenues. Students will relate themes such as customer journey, team training, service design and execution to contemporary industry-based examples to create the link between course content, service culture and real-world operational performance.

M3- Impactful Design and Architecture

This course focuses on understanding how design principles contribute to transforming retail and hospitality spaces in the luxury segment. Students will understand the basic functions of retail store operations and desired customer experience when envisioning innovative design. Students will examine contemporary hospitality concepts in its design perspective in connection with the desired service promise.

M3- Retail and Physical Distribution Channels

Retail Management covers many fields of general management, as while the main responsibility of a store manager is to maximize profit, he/she must also ensure the commercialization of a brand’s products and services, take good care of the brand image, which is made directly available and materialized in the store for the customer experience. Therefore, retail management covers areas such as market trends, operations, supply chain and human resource management, merchandising, digital technologies - in the light of an integrated omnichannel perspective - as well as CRM and operational marketing and branding. In contemporary retail, particular attention is paid to the creation of an immersive guest experience. This course is therefore not only about the management of the retailing mix but is focused on the creation of an integrated guest experience, for omnichannel retail in the luxury industries.



M3- Experiential Economics

This course will focus on the experience economy in the luxury and hospitality business. It will explore relevant concepts that are meaningful in the experience economy (e.g., to include experience, effects, and value). Other themes include bias in the experience economy, discourse in current literature, and practice and analysis of problems that result from this bias. Based on the dematerialization of the economy, students will discuss why certain rules of the game in economics must change, and how this affects both stakeholders and environments. Based on conceptual knowledge, experiences, and insight students will create a new conceptual design for a relevant economic offering based on experiential research.

M3- Behavioral Foundations of Guest Experience

This course focuses on the luxury market and its impact on new levels of customer experience touchpoints, online and offline. Part of the course is dedicated to the selling ceremony analysis, having a customer-centric approach at heart, also when the CRM (also covered during the course) takes part in the journey. Particular emphasis is given to behavioral aspects of customer engagement, when students will learn how to apply some “Neuromarketing” and “Behavioral Economics” notions to the analysis of the relationship between consumers and luxury brands.

M4- Strategic Management of Luxury Brands

The aim of this course is to provide students with the analytical skills and the tools to create and develop a coherent strategy for a luxury company. It will develop the students' ability to understand, critically appraise and use the main financial indicators and KPI as well as the appropriate organizational tools and procedures for the company's structure, needed to develop a successful strategy, from vision to objectives, in the luxury industries.

M4- Talent Development in the Luxury Business

In a changing world, companies need an integrated approach in attracting, developing, engaging, and retaining critical talent to anticipate the upcoming needs and challenges. This is even more true for the Luxury industry, based both on heritage and tradition, as well as creativity and innovation. Luxury companies must therefore focus more than other companies on developing employee talent, to support continuous development of knowledge, innovation, and creativity and to ensure the transmission of their heritage and craft-based processes. They are also actively engaged in ensuring work life balance and lifelong personal development. In this course students will learn strategies and techniques for successful talent management in the Luxury companies.

M4- Corporate Finance and Value Creation

This course aims at familiarizing the students with the concepts of financial decision, with an emphasis on luxury conglomerates. It will review the theory and practice of capital budgeting decision and shareholders' value creation. The time value of money, net present value and corporate valuation concepts will be defined and applied to case studies on financial decision-making within the luxury industry. The students will analyze financial statements and company reports to assess the financial strategy, the business model and the profitability of the operations.

M4- Sustainable Business Models

This course aims to provide students with insights into how successful companies develop, implement, and create value through sustainable business models. Cases will be drawn from the Luxury industry highlighting the best practices applicable to this sector. During this course, students will learn how to identify business ideas and how to put them into practice. Students will apply state of the art management tools geared at creating actionable business models. They will work in teams to create an original sustainable business model for a company in the luxury sector.



Module 5 – Business Research Project

MODULE DESCRIPTOR

Goal: To demonstrate the ability to plan and execute an independent research project within a defined time-period.

Learners will produce an independent research project demonstrating advanced research skills, planning and self-management abilities, as well as agility in information handling:

Business Research Project

The business research project is a culminating academic research-based work that forms part of the master program. One-to-one and group tutoring are held on a regular basis, but overall emphasis of the course is placed on self-regulated learning and research activities, in agreement with a selected company. Each learner is required to develop, analyze, synthesize, and discuss a business problem based on one of the major themes and concepts studied during the taught part of the program; the project can also be focused on a diagnostic review for an existing or past organizational problem. Major findings need to be recapitulated and different possible solutions are drawn with evaluation and syntheses.



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