



# POLIMI GRADUATE SCHOOL OF MANAGEMENT

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## GLOBAL MASTER FOR LUXURY BUSINESS PROFESSIONALS

A JOINT PROGRAM WITH

**istitutomarangoni**   
enhancing talent since 1935

# WELCOME TO THE GLOBAL MASTER'S FOR LUXURY BUSINESS PROFESSIONALS

The luxury market has undergone a fundamental transformation in response to the changing dynamics of the global retail environment, digital transformation, and an ever-changing economic sentiment. Experimental retail has disrupted traditional luxury business models, and raising serious questions about retailment, E-Commerce, the future of physical stores, and the right balance of digital and physical in the fashion industry. Luxury brands have been consistently revisiting their supply chain strategies acknowledging that consumer journeys are becoming longer, fashion buying cycles shorter, and that social responsibility / sustainability are now key factors for a brand's success.

Luxury brands have been very slow in imbedding digital strategies into their business models and value chains. To generate value for both customers and stakeholders, however, it is pivotal to engage in a digital transformation that includes successful and visionary management strategies.

It is vital that luxury managers are equipped with the right skills to manage a brand in a booming economy and during downturns. This exclusive course is targeted at Professionals that are not yet working within the luxury sector and are interested in starting their way for a career in this industry - as well as at those who are already employed within luxury Brands (for example in creative areas), and wish to update or revolutionize their professional pathway by challenging themselves in more management-oriented roles.

With the aim of fulfilling this growing need in the Luxury Business Management scenario, POLIMI Graduate School of Management and Istituto Marangoni have partnered to develop a Global Master for Luxury Business Professionals - a 12-month modular programme - which will award participants with a master's degree from POLIMI GSoM, assigning 60 ECTS credits to students who attend all modules, and an Istituto Marangoni Diploma Certificate.



## GLOBAL MASTER FOR LUXURY BUSINESS PROFESSIONALS

Participants to the POLIMI Graduate School of Management and Istituto Marangoni programme will explore a range of subjects and topics such as management, digital transformation, marketing, sustainability, finance, and supply chain. The programme aims to equip luxury professionals with the essential skills needed to manage a brand, through an in-depth integrated focus on the topics that bridge the gap between creative and business areas:

- Managing a luxury brand under different scenarios, focusing on strategic, managerial, and social areas of luxury retail and industry dynamics.
- Designing innovative strategies that capitalize on the dynamic nature of the luxury industry, to meet the current and future needs of stakeholders.
- Transforming luxury business models and value chains through a deep understanding of the complex relationships between supply chain management, disruptive innovation, pricing, experiential marketing, and digital transformation.
- Adopting data-driven strategies to rethink the approaches and frameworks around value creation, sustainable luxury, leadership, and performance management.



# POLIMI GRADUATE SCHOOL OF MANAGEMENT

Based in Milan, Italy's main business centre, our school was created over 40 years ago as MIP Politecnico di Milano and today it is a not-for-profit Consortia Limited Company composed of the University and a group of leading Italian and multinational companies. We offer more than 40 masters degrees, including MBA and EMBA, and a catalogue of over 200 open programmes, along with customised training for companies.

We continue to innovate and our digital learning systems allow us to seamlessly integrate personalized and continuous learning experiences into our programmes and have placed us amongst the top-ranked Online MBA rankings globally. As part of the School of Management of Politecnico di Milano, we are among the few "Triple Crown" accredited schools across the world.



With over 15,000 alumni and 3,000 students every year we are an innovative and entrepreneurial community made up of diverse people and partners. We see the power of relationships as a constant source of enrichment, innovation and inspiration, personal and professional. At POLIMI Graduate School of Management we believe in creating strong networks and actively work and partner with national and international companies as well as other European business schools. These fruitful relationships enable us to enrich our master's degrees and courses with practical experience and expertise – additionally opening up future career opportunities for our students.

While we're firmly rooted in Milan, our campuses are not restricted and include several locations in the city, and we actively encourage students to engagement with the city itself as part of the experience. Our combined campuses, located in the academic centre of excellence that forms part of Politecnico di Milano, Bovisa, and our new campus in Milan's thriving south-central neighbourhood, Navigli, are at the heart of Milan's creative, cultural and scholarly centres, where our students can enjoy an innovative and entrepreneurial atmosphere to inspire and connect them with each other and the city. We also have several valuable partnerships across Italy and internationally that add to our students' experiences and exchange options.

At POLIMI Graduate School of Management we take sustainability seriously and continue to work towards a better, more conscious future. We work by actively seeking to maximise our positive impact on society through constructive projects and initiatives, and in 2020 we were the first European Business School to become a B Corp certified business.

We feel that any business leader, and any business on the planet, through innovation, creativity and purpose, can play a key role in shaping our future. At Graduate School of Management we are proud of our passionate belief in creating a better future for all.



# ISTITUTO MARANGONI

Founded in Milano in 1935 by Giulio Marangoni, Istituto Marangoni is internationally recognised as one of the leading players offering higher education in the fields of fashion, design and art.

For more than eight decades, it has witnessed the flourishing of Italian fashion and the birth of ready-to-wear, accompanying their development and educating young fashion talent.

While staying true to its distinctive identity and educational method, with the international expansion of Italian fashion, Istituto Marangoni has reconciled business dynamism with academic culture by opening new schools in Firenze, Paris, London, Mumbai, Shanghai, Shenzhen and Miami for a constantly expanding network that welcomes over 4,500 students hailing from more than 100 countries every year.







### Istituto Marangoni London

Radical creativity merging with responsible luxury.

London embodies business excellence, creativity, and innovative thinking, all of which attract a uniquely driven and pioneering elite. Participants at the London School therefore find their own creative voice in this cosmopolitan trend capital, defining their counterculture creativity in luxury. In each programme, the curriculum places an emphasis on avant-garde ethics, design research and business innovation, exploring experimental silhouettes and contemporary streetstyle. In London, the future is on display, to stand out and make a difference. Beauty also comes from the inside, from how and why things are made, from responsible design and business innovation. In other words, how well they incorporate the cardinal concept of the current times: sustainability.



## STUDY LOCATIONS

3 international weeks designed to integrate and enhance students' learning experience. These study tours allow participants to experience first-hand the vibrant environment of 3 of the main world capitals of luxury and fashion: Milan, Paris and London. Through a well-balanced mix of onsite visits and in-School classes, they get the unique opportunity to further enrich their knowledge of business practices and strategic approaches in Luxury - all linked to specific countries and their markets. These 3 weeks are designed to give participants a good grasp of the reality and environment of each city, and experience how luxury businesses are managed, also through Masterclasses and lectures by local professionals.

### Istituto Marangoni Milano

Italian heritage meets contemporary fashion.

Studying fashion at Istituto Marangoni Milano is an immersive journey through the heritage of Istituto Marangoni's very first school, surrounded by Italian contemporary fashion. Students will engage with the 'Made-in-Italy' culture and the latest fashion trends, inspired by experimental design and research, combined with traditional Italian craftsmanship and a forward-thinking attitude towards both design and business. The distinctive approach to research and experimentation is also part of the Milano Design School DNA - in the forms of a modern aesthetic perspective and cross-pollination with fashion and luxury. Design culture is closely linked with the city's design district and its community of creative designers, uniquely pairing cutting-edge design with new technologies and an eye for business.



### Istituto Marangoni Paris

The essence of luxury in an exclusive atelier.

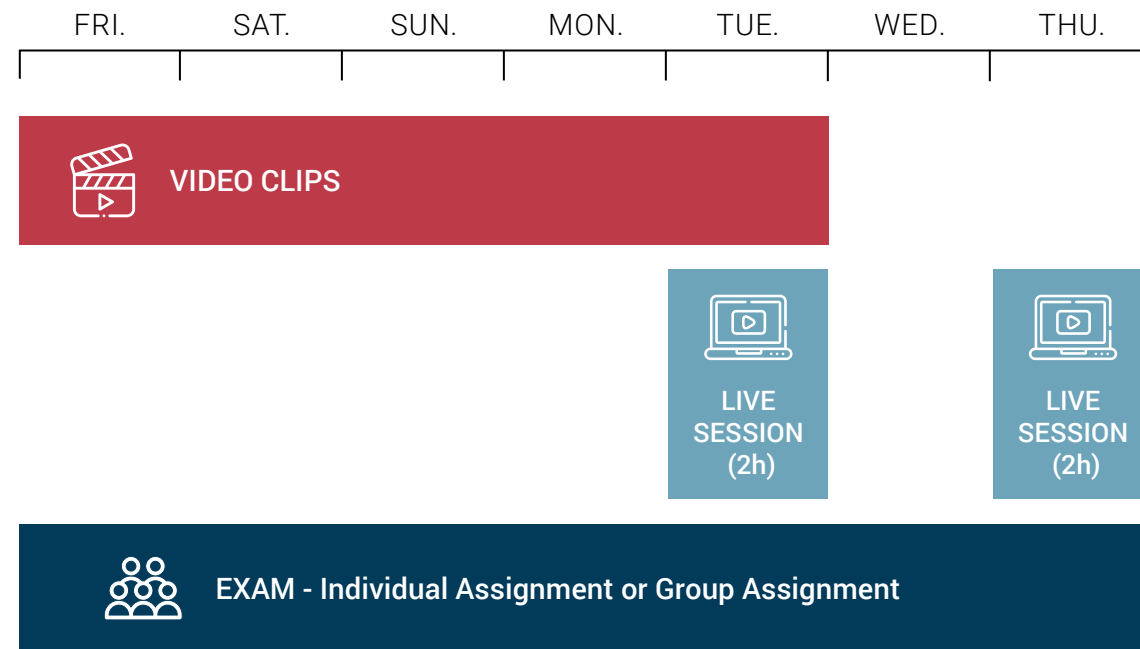
Paris, the luxury hub for **fashion, couture** and culture, is also home to some of the most important fashion businesses, and that is because the fashion houses in this city are nothing short of forward-looking. That same progressive attitude is baked into the DNA of the Paris School, where participants will not only learn about the elegance and savoir-faire so closely associated with French fashion and luxury, but also about the fashion branding and business management that have made those businesses the powerhouses they are today.

Also, inextricably linked to Paris is the school's emphasis on teaching the haute-couture sartorial approach of ateliers, passing along those skills to the future creators of high contemporary luxury. Students in Paris will enjoy a unique fashion experience and what begins here goes on to have global significance - that's just a fait accompli of fashion.



# THE JOURNEY

The Global Master's for Luxury Business Professionals is a **12-month part-time programme, starting in September**. The academic structure of this master adopts advanced teaching methods based on a smart-learning model involving remote live sessions, content that can be used asynchronously on the digital platform and some face-to-face learning.



Teaching activities are organised as follows:

- > **3 FULL WEEKS:** in **Italy** (Milan), **France** (Paris), **UK** (London). These International weeks are spread throughout the duration of the master.
  - > **DIGITAL LEARNING:** both in synchronous mode with live sessions and in asynchronous mode (viewing of clips and recording of live sessions for absent students).
- It will be possible to **choose whether to join the international weeks online** (if the activity can be streamed) **or in person** (if permitted) without any limitation, in order to manage your time in the most efficient and serene way.

# PROGRAMME STRUCTURE

## Core courses in General Management

- > Strategy
- > Corporate finance
- > Financial accounting
- > Project management
- > Innovation Management

## The international meaning of luxury

- > Introduction to luxury sector
- > Contemporary european luxury
- > The new american luxury
- > Emerging markets

## Evolving Value in luxury

- > Design management and collection development
- > Supply chain and operations management
- > Marketing and brand management

## Disruption to the «new» luxury industry

- > Technology - The luxury digital experience
- > Consumers - The new meaning of innovation for luxury
- > ESG - Responsible luxury

## Study Tour for the luxury experience

- > Italy: Luxury DNA, Heritage of Craftsmanship
- > France: Branding, conglomerates, couture&provocation
- > UK: Technology, Innovation for luxury, Responsible luxury

## Final project work

During the second half of the Master, participants are required to carry out a Project Work, which will be discussed at the end of the course. The objective of the Project Work is to develop a consultancy project with the support of the Faculty. Working closely with professors and researchers, participants in the programme will have the opportunity to apply the tools and methods learned during the Master to tackle issues of interest for the industry and build valuable relationships for their professional careers.



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# INTERNATIONAL EXPERIENTIAL WEEKS

POLIMI GSoM and Istituto Marangoni have combined their expertise in higher education to develop a Master's programme for professionals who wish to acquire the critical skills required to face the challenges and constant innovation of the luxury market.

In addition to online learning, the Global Master's Programme for Luxury Business Professionals also provides 'experiences' in the world's leading luxury capitals - **Milan, Paris** and **London** - where Istituto Marangoni schools are located.

For each one of the 3 scheduled experiential weeks exclusive and innovative Companies operating in the luxury field will be involved, through an exclusive partnership that will provide Students with the chance to enrich their learning experience - through specifically selected activities aimed at consolidating their grasp of business-related practices in the Luxury Industries.

Specific Companies have been selected as didactic partners of the Master programme, having in mind the local contexts and business environment of each of the 3 cities that will welcome students – as well as being deeply linked with course themes and topics that are covered throughout the course.



Key professionals working for these successful Brands will meet participants to challenge them with a specifically designed Project Work, allowing them to leverage right away the notions, practices and tools learned during their lessons.

It will be a unique opportunity to liaise with renowned professionals working in the field, acquiring valuable insights on how Brands are implementing ever-transforming business models.

At the same time, participants will be attending as well special Masterclasses delivered by key industry players, receiving first-hand testimony on actual case-histories; these Masterclasses, or Workshops, may be delivered either onsite at the Istituto Marangoni School locations - or by visiting Company Headquarters.

Their study weeks will also include on-site visits to Companies and Showrooms, offering students a closer look at the daily management of fashion/design/luxury businesses, as well as visits to Museums, Cultural Events and/or Exhibitions to further expand their cultural horizons and stimulate their out-of-the-box thinking.



## Milan Study Tour

This week provides an immersive experience for participants, focusing on the international meaning of luxury, from both a brand and a consumer perspective. This luxury experience study tour offers first-hand insights into the Italian Luxury DNA and the value of traditional craftsmanship.





## Paris Study Tour

The Parisian week gives participants an opportunity to learn more about the evolving Value in luxury brands, with a specific focus on focus on couture, but also about the reality of big luxury conglomerates.



## London Study Tour

During their week in London, participants will get to explore the dynamic environment of the new luxury industry, shaped by disruptive innovation, as well as by sustainability. They will get a closer look at topics and practices linked to responsible luxury and the challenges ahead of the industry.

# INDUSTRY PARTNERSHIPS

The Global Master for Luxury Business Professionals will provide participants the exclusive opportunity to liaise and work along with some of the most relevant and recognized Companies operating in the Luxury industry.

The Sponsorship provided by partner Brands will take many forms and will provide participants with both professional and academic advantages, such as:

- > Partner Companies will be closely involved in the academic development for this Master programme, and in the definition of contents of the course modules, acting as didactic advisors;
- > They will collaborate in designing specific project briefs aimed at Students - as referents of a specific market; they will also be directly involved in launching these briefs to participants, challenging them with a dedicated project Work;
- > An amazing opportunity to network among the professionals participating in the course to consolidate their career paths and build new work relationships;
- > Opportunities to participate to dedicated Company Visits;
- > External testimonies that will intervene during specific training modules to deepen themes and topics covered by professors: stimulating Masterclasses and Workshops will be delivered by professionals operating at top-management level within these organizations.



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Born of the spirit of racing, Ferrari epitomises the power of a lifelong passion and the beauty of limitless human achievement, creating timeless icons for a changing world.

Ferrari's story officially began in 1947 when its first road car, the 125 S, emerged from the gate of no. 4 Via Abetone Inferiore in Maranello. The iconic two-seater went on to win the Rome Grand Prix later that year and shortly thereafter was developed into a refined GT roadster. The company has travelled a long way since then, but its mission has remained unaltered: to make unique sports cars that represent the finest in Italian design and craftsmanship, both on the track and on the road. In June 2021 Ferrari launched its first ever luxury fashion collection for men, women and children.



## INTERNATIONAL WEEK IN MILAN

During the first international week in Milan, Ferrari will contribute to ensure participants of this Master a full immersion in the reality of the luxury world giving them an enriching experience.

The secrets of the sector of the luxury industry will be investigated with a practical and experiential approach by challenging students with a specifically designed Project Work.

Furthermore, students will explore the ability of Ferrari to combine revolutionary technological solutions with exceptional artisanal craftsmanship, which enables our company to create icons that stay timeless in a fast-changing world.

[www.ferrari.com](http://www.ferrari.com)



*Cartier*

Cartier is pleased to partner with Istituto Marangoni and POLIMI Graduate School of Management to co-curate the new **Global Master for Luxury Business Professionals** to foster the future leaders of luxury.

As an international luxury Maison, Cartier actively supports and nurtures talents. We are committed to further facilitate the dialogue between business and education to have a concrete and lasting impact.

Cartier will contribute to enrich the new joint initiative with the forward-thinking business challenges to further tap synergies of the unique collaboration between those two renowned educational institutions.

Cartier will welcome students for an experiential week in Paris. The program will be an immersion within our Maison's universe providing students with a comprehensive learning path tailored to the context of the fast-paced managerial, environmental, and technological transformation.

Students will be tackling the luxury challenges of tomorrow to reinforce their business acumen while interacting with the Maison's experts.

Cartier is strongly committed to creating opportunities for interaction and sharing amongst students, professors and business leaders. I am confident that partnering with Istituto Marangoni and POLIMI Graduate School of Management on the new visionary program will allow us to strengthen our contribution to the excellence of the future leaders in luxury.

**Béatrice Wenzel-Lux-Krönig**  
Senior Vice President Human Resources

## ABOUT CARTIER

A reference in the world of luxury, Cartier, whose name is synonymous with open-mindedness and curiosity, stands out with its creations and reveals beauty wherever it may lie. Jewellery, high jewellery, watchmaking and fragrances, leather goods and accessories: Cartier's creations symbolize the convergence between exceptional craftsmanship and a timeless signature. Today, Cartier is part of the Richemont Group and has a worldwide presence through its network of flagships and boutiques, authorized retail partners, and online.

# CAREER SERVICES & INTERNATIONAL COMMUNITY

## CAREER WORKSHOPS & LABS

Career Planning & Strategy seminars aimed at developing the abilities and soft skills necessary for successfully facing the current world of work.

## NETWORKING EVENTS

Participation in events such as Round Tables and Industry Talks organized by both POLIMI Graduate School of Management and Istituto Marangoni, which are structured to increase the opportunities for knowledge of the job market and to facilitate business networking at 360°.

## INDUSTRY NETWORK

Participants will have access to the global Network of both Institutions made by over 4,500 leading brands and companies around the world, providing students and alumni a vast array of opportunities for interaction, including projects, interviews and valuable exchanges.







## DIGITAL TOOLS

To gather information about the job market trends, top employers at a global level, country-specific career guides and other career resources, students can benefit from the free access to global network of Career Websites such as GoingGlobal, JobTeaser, Firsthand and HigherEd.

## FLEXA

Is the innovative digital personalised learning platform, developed by POLIMI GSoM with Microsoft's Artificial Intelligence tool, dedicated to students, alumni and professionals from the business world to identify a training course tailored to its users, prioritising the most useful content for bridging their skills gaps and achieving their professional goals.



# ADMISSIONS

Admission to the Global Master for Luxury Business Professionals takes place on a rolling basis.

The admission requirements are **working experience in the luxury field or a strong motivation in starting this career path, to be assessed in the selection process, and a Bachelor's Degree** in any discipline.

Enrolment is once a year with the program beginning in September. Applicants will be invited to an online video interview.

## HOW TO APPLY

- > Application form (<https://apply.gsom.polimi.it/signup>)
- > Application fee (€ 100)
- > CV or resume in English
- > University degrees and transcripts
- > Motivational letter
- > Reference letter/s (not mandatory)
- > Copy of valid passport
- > Digital passport-sized picture

## FEES

The tuition fee for the Global Masters for Luxury Business Professionals is **€24.000**.

Contributions are available.

## CONTACT

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[www.gsom.polimi.it](http://www.gsom.polimi.it)

## ALUMNI COMMUNITY

Participants will also have access to the ALUMNI COMMUNITY of both Institutions: an international, multicultural Community of over 15,000 Alumni for POLIMI GSoM and 40,000 Istituto Marangoni students and alumni who share the values and skills learned while studying at Istituto Marangoni. By joining I'M Alumni Community participants can stay in touch with the School and with their former classmates, take part in exclusive events, seminars and conferences, find new job opportunities and enhance their social and professional network.

[WWW.GSOM.POLIMI.IT](http://WWW.GSOM.POLIMI.IT)

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[WWW.ISTITUTOMARANGONI.COM](http://WWW.ISTITUTOMARANGONI.COM)

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