

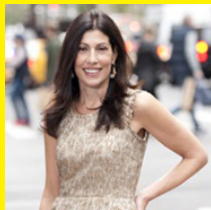
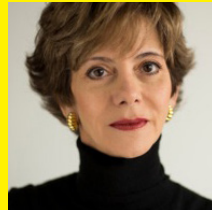
Luxury Daily™

THE NEWS LEADER IN LUXURY MARKETING

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A CLASSIC GUIDE
November 2014
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Classic Guide Luxury Women to Watch 2014



PAGE		PAGE	
3	Welcome Mickey Alam Khan	16	Ketty Pucci-Sisti Maisonrouge KM&Co. & Savelli
4	Lulu Amin Art Luxe Style	17	Rebecca Miller Pratesi Linens
5	Dianna Balabon Rosewood Hotels	18	Erin O'Mahoney H. Stern
6	Valerie Blin Avista Partners	19	Sharon Osen La Prairie
7	Carol Boyd David Yurman	20	Lauren Owen Bluemoon Works
8	Leane Brenes Brenes Co.	21	Meera Raja Luxury Institute
9	Raquel V. Cadourcy ePrize	22	Rebecca Robins Interbrand
10	Kelly Cooper ShopIgniter	23	Amanda Rue Carrot Creative
11	Monica Gartner Bang & Olufsen	24	Swan Sit Estee Lauder Companies
12	Dana Hagendorf Gallant Media Group	25	Kate Kelly Smith Hearst Design Group
13	Nancy Hubbell Lexus	26	Montana Triplett Moët Hennessy USA
14	Andrea Johnson FRHI Hotels and Resorts	27	Farryn Weiner Michael Kors
15	Sarah Beam Lukas The Ritz-Carlton Hotel Company	28	Yuli Ziv Style Coalition

Welcome

Tip a hat or nod respectfully to the 25 women on Luxury Daily's Luxury Women to Watch 2014 list, a roll call of the some of the smartest women set to make a difference in luxury marketing and retail in 2014.

These executives share traits in common: dedication to craft, consumer focus, leadership potential, ambition, educator and exemplar. And yet, for all the plaudits, these women know that the journey is won step by step, with many miles to go before true gender parity is a reality in the luxury business.

"Women are extremely underrepresented at the highest ranks of luxury companies but fill the majority of positions at every other level," said Meera Raja, analyst at The Luxury Institute, New York.

This honor list, the second since its debut last year, is geared to spotting future occupants of the C-suite.

Honor list

Executives on the list represent brands and retailers such as Rosewood Hotels, David Yurman, Bang & Olufsen, Lexus, FHRI Hotels and Resorts, The Ritz-Carlton Co., Savelli, Pratesi Linens, H. Stern, La Prairie, Estee Lauder Cos., Moët Hennessy USA and Michael Kors.

Also on the list are executives from agencies, publishers, researchers, consultancies and service providers such as Art Luxe Style, Avista Partners, Brenes Co., ePrize, ShopIgniter, Gallant Media Group, Bluemoon Works, Luxury Institute, Interbrand, Carrot Creative, Hearst Design Group and Style Coalition.

It is a field of strong women with stronger convictions.

"So much of the luxury business is creating personalized experiences and I think women can think creatively to develop them," said Nancy Hubbell, prestige communications manager at Lexus, Torrence, CA.

Judging process

Picking the honorees was not simple, given the sheer number of submissions. Luxury Daily invited readers to send in their nominations. The Luxury Daily team also had its own slate of candidates based on regular interactions with luxury marketers.

Once the deadline expired, the Luxury Daily team judged the nominees on their merits and narrowed the list to 25 women who showed the most promise to push the envelope in 2014. All judging was based purely on merit and the potential to make a difference.

The list's responses reflected the pragmatic approach to luxury marketing and retail, balancing both art and science across all channels including online, mobile and especially the mainstay, retail stores.

"Luxury retail settings are modern art galleries," said Rebecca Miller, New York-based executive vice president of Pratesi Linens.

MANY THANKS to Michelle Nance for putting together this Classic Guide. Also, thank you to Jen King, Joe McCarthy and Sarah Jones for their nominations and judging as well as the reporting on Luxury Daily.

Please read this guide and reach out to the women honored. As role models, they pave the way for more women aspiring to not only enter luxury marketing and retail, but also aiming for the top.

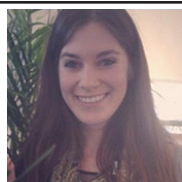
London-based Rebecca Robins, Interbrand director for Europe, Middle East, Africa and Latin America, said it best when she quoted the last words of the late British poet Seamus Heaney: "Noli timere." Translated from the Latin: "Don't be afraid."

Mickey Alam Khan

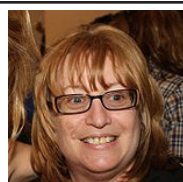
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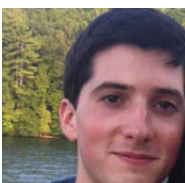
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Lulu Amin

Founder

Art Luxe Style

Dallas, TX



"No other industry allows women to use their intuition, attention to detail and innate sense of style better than the luxury sector"

What do you most like about your job?

I have always been passionate about style, luxury and travel.

Coming from a professional background in hotels, it was only natural for me to combine all three loves for the modern, diverse and stylish traveler. Art Luxe Style works with stylish, boutique hotels globally by acting as your exclusive stylecierge (stylist +concierge) and connecting you to the latest in luxury fashion and beauty to local dining and culture.

Through this new service I am able to do what I love on a daily basis.

What is the biggest challenge in your job?

I would say the most challenging aspect is being able to connect with the luxury consumer on a very personal and honest level through technology and social media. It is a daily challenge to be accessible and still alluring.

What is your work priority for 2014?

Art Luxe Style's priority for 2014 is to create a seamless Web site experience for all of our users and continue to grow the brand on a global level – from our virtual stylecierge service and online guide to exclusive events and products.

What will it take to attract more women to the luxury business?

I think it is actually quite natural for women to be attracted to the luxury industry.

No other industry allows women to use their intuition, attention to detail, and innate sense of style better than the luxury sector.

Your proudest achievement in luxury?

Growing and developing a new brand in this industry is both humbling and exciting, and I would have to hope my proudest achievements are yet to come. ■

Dianna Balabon

Vice president of sales and marketing
Rosewood Hotels
New York



"There are no barriers for women in this category"

What do you most like about your job?

I work with incredibly creative and inspired people whose sole purpose is to provide exceptional guest experiences in some of the most beautiful hotels and resorts around the world.

It is so inspirational to work with people who really understand that hospitality goes beyond the bricks and mortar.

The true luxury is the experience we deliver to guests.

What is the biggest challenge in your job?

It is a competitive landscape, and we need to constantly innovate to stay ahead of the game.

Our guests are highly sophisticated, they know what they want, and we strive to instill intuitive service at every level so we constantly exceed expectations.

What is your work priority for 2014?

We are a growing brand, with 18 hotels presently, and two opening soon.

The Rosewood London opens in a couple of days, and The Rosewood Beijing, our first property in Asia, will open in April of 2014.

We have a healthy number of other projects in the pipeline. We have just launched a new marketing campaign titled A Living Canvas, which reinforces the brand's Sense of Place philosophy which has been central to Rosewood since the company was founded.

We are definitely a brand to watch, and my priority is to introduce our incredibly loyal followers to our new properties, and open up new markets to all of the wonderful things Rosewood has to offer.

What will it take to attract more women to the luxury business?

The opportunities for women in luxury hospitality are endless.

We are now seeing more and more women in managing director roles in luxury hotels, a position that was historically male dominated.

There are no barriers for women in this category, and I think we will only see more and more become top level executives in this dynamic and ever-changing landscape.

Your proudest achievement in luxury?

Inspiring young people to grow and prosper in this field. I am so happy to say that

many who started as assistants on my team are now directors of marketing and owners of their own luxury businesses. To be able to mentor and develop such talented individuals is my greatest passion. ■

Valerie Blin

Managing director
Avista Partners
London



"Women have started changing the rulebook by creating hugely successful brands and businesses"

What do you most like about your job?

By its very nature, my job involves working with luxury businesses or investors who have reached a critical crossroad in terms of strategic thinking and development. I advise people and it is the people side that I like the most: earning their trust, working with them, understanding their vision and helping make their vision a reality. The people part is always there in almost all businesses, but in the luxury space the people are cut from a different cloth: incredibly passionate, motivated and creative. I get to work with hugely inspired and talented people who are striving for the best.

What is the biggest challenge in your job?

Like a luxury brand, in financial advisory, the brand is your reputation. In my years in the bulge brackets, I worked hard to establish my brand by always putting the interest of my clients first, being honest in my advice even if it was not what the client wanted to hear. During the Great Recession, when there was more bad news than good and when some rather unscrupulous characters would emerge from the woodwork, trusting my instincts, staying true to my client's best interests and upholding my reputation for honesty and integrity meant sometimes having some

pretty difficult conversations.

What is your work priority for 2014?

I was raised in a multicultural context: French family, American schooling/education and almost all of my adult life in London as an investment banker working on transactions and with clients from across Europe, AustralAsia, Asia, the Middle East, Latin America and the U.S. This Anglo-French approach has served me particularly well for understanding and communicating the commercial and creative contexts of luxury businesses. Given the considerable interest in luxury from Asian and Middle Eastern clients in the last five years, being able to communicate these contexts has been uniquely relevant. In 2014, I think we will see an increase in U.S. dollar investments into luxury brands globally and across categories, so hopefully I'm ready for that. Also, I will be working with my clients preparing for the next phase of luxury. Following the online and BRIC luxury consumer phenomena, a new iteration is bound to happen for this constantly evolving industry.

What will it take to attract more women to the luxury business?

Interestingly, I am asked this question in other contexts as well: how can we get more women into finance/entrepreneur-

ship/banking. We need to remember that business, politics, finance and boardrooms, all grew up and took form with men in charge. Women were not part of the equation. When women entered the workforce, we thought we had to run with the boys and shoehorn our way into the male mold by ignoring the value of our feminine perspective. It is in the luxury sector that women have started changing the rulebook by creating hugely successful brands and businesses, leveraging feminine or non-denominational frameworks. Women can take a lesson and apply it to totally new contexts with surprising and innovative results.

Your proudest achievement in luxury?

My first major transaction in the industry was working with Richemont in their acquisition of Van Cleef & Arpels. This was when I learned the important subtleties of a luxury transaction: respect for the brand and its heritage, respect for the person or people that created that brand and the business, and making sure that the deal made sense for the sellers, for the buyers, and for the business. The other achievement is frankly still being around after all these years as someone who struck out on her own, and did so at the beginning of one of the darkest, toughest periods in the market. ■

Carol Boyd

Executive director of global media

David Yurman

New York



"Additional work flexibility would be helpful in attracting more women to the luxury business"

What do you most like about your job?

I like the fact that the media industry is ever-changing.

Developing a strategic and structured, best-in-class approach to advertising planning at David Yurman. ■

New technologies, launches and research are developed on a constant basis which cause us to think of our plans/objectives anew.

What is the biggest challenge in your job?

Stretching the budget to create a presence that appears greater than the actual dollars.

What is your work priority for 2014?

My work priorities for 2014 are cultivating and further developing my team, developing a fuller understanding of key global markets, furthering the brand's digital presence through innovative, first-to-market opportunities.

What will it take to attract more women to the luxury business?

Additional work flexibility would be helpful in attracting more women to the luxury business.

Your proudest achievement in luxury?

Driving some of the most successful launches and relaunches in Cartier's recent history - Roadster watch launch, Love bracelet re-launch.

Leane Brenes

Founder
Brenes Co.
New York



"We need more women in leadership positions in luxury to mentor younger women"

What do you love most about your job?

I have been fortunate to work with iconic brands like Revlon, Tommy Hilfiger and Ralph Lauren and extremely talented creatives such as Robert Altman, Peter Lindbergh, Halle Berry and many more. It is collaborating with these visionaries that I love most about my job. Finding strategies and authentic moments that trigger a connection between audience and brand in a meaningful way is very exciting. Working with executives like Tommy Hilfiger and Ralph Lauren who have vision but are unwilling to compromise on their established iconic brands is inspiring.

What is the biggest challenge in your job?

A challenge in the coming years is how to evolve to the next level in connecting with the affluent consumer. It is a given that technology has a minimal viable product that comes along with our technology experiences. The next challenge is how to take what is expected and create brand experiences that build loyalty and relevance with the consumer. We are seeing a shift in the way consumers are shopping that is reshaping the retail and luxury landscape. Understanding the why and how of the consumer's habits challenges us to think how can we best exploit the brand assets in new ways and drive revenue. With so many potential facets, the

brand experience must remain consistent, personal and engaging across all media - technology, print, television, bricks-and-mortar - and I think that is going to be the biggest challenge moving forward.

What is your work priority for 2014?

My work priority in 2014 is upping the game. We have built our business on a high level of aesthetics rooted in strategic planning. Long gone are the days of campaigns. Today, clients are looking for programs that are scalable and on brand. So developing thinking and branding that are sustainable for our clients is key. We have a passion for translating branding to digital platforms, but we see the brand experience as not only digitized but also personalized. With the globalization of retail, the competition is intense, and the time to act is now. Our priority is to work with brands and entrepreneurs that see the big picture of programmatic thinking, and branding that stretches across time and channels and helps them exceed expectations.

What will it take to attract more women to the luxury business?

Over my career, I have worked with some wickedly smart, talented women. I still seek their counsel. We need more women in leadership positions in luxury to mentor younger women coming up through the

ranks. It is all about striving for the best and never settling for mediocrity. When women see other women in executive roles, leading the charge, it is inspiring and motivating.

Your proudest achievement in luxury?

My proudest achievements in luxury have been when I have shaken the status quo and turned the expected upside down and created something revolutionary and effective.

I was fortunate to work on the launch team of InStyle alongside Martha Nelson. The launch of InStyle was undoubtedly one of my proudest moments because we created a completely new product that is hugely successful.

Another proud achievement was, as the creative director on Revlon, when we created a four part mini-movie starring Halle Berry, Eva Mendez, Julianne Moore and Jamie King. At the time, this was completely different for the beauty sector. Research revealed that through this revolutionary execution, we were able to break through to an entirely new segment of women for the brand. Opportunities to create content that is truly new and innovative is an amazing experience. ■

Raquel Cadourcy

Senior account director

ePrize

New York



"I look forward to watching the luxury landscape broaden with the addition of more powerful female leaders"

What do you most like about your job?

During my nine years at ePrize, what I enjoy most can change in any given year, as we have always been a fast-growing company. But the one thing that has stayed consistent is my unique position that allows me to educate clients, and now especially brand marketers, in the luxury industry. I like to teach, help people learn, and see them succeed. My number one goal as a client services expert is to make my clients look like heroes to their team. I am able to do that by sharing my experiences, knowledge and best practices and lead luxury brand marketers in a way that is relevant for them and drives their business forward.

What is the biggest challenge in your job?

My job is to develop holistic digital engagement strategies for brands to meet varying objectives like driving consumer acquisition, product trial, brand engagement and customer loyalty. The challenge is to get a luxury marketer to test something new and innovative for their delicate brand. It is all about reaching the right decision makers who get it and see the value of what we are doing and are willing to test it. Eighty-five percent of our business is from repeat clients and there is a reason for that – our solutions are powerful

and we know the strategy that will work well for a luxury brand depending on their objectives.

What is your work priority for 2014?

Digital engagement among luxury marketers saw a marked shift in 2013, and I am looking forward to running with it. Five years ago, a luxury brand would never have executed the types of digital engagement programs we execute now, ranging from chance-based promotions, social initiatives, mobile CRM programs and loyalty platforms. Today, they are realizing these digital engagement programs are an extremely important part of their marketing mix, so my priority is to continue to drive education and help luxury brand marketers navigate these unfamiliar territories. My plan is to do this with knowledge sharing across social media, case studies, hosting special webinars and events, among other things, focused on helping luxury brands connect with their affluent consumers.

What will it take to attract more women to the luxury business?

From politics to business executives, female leadership has received a lot of attention in general this last year, but there is an apparent sweet spot for women in the luxury industry: they bring a special intuition and deep consumer insights,

matched with charisma, intellect, and strong interpersonal skills. I look forward to watching the luxury landscape broaden with the addition of more powerful female leaders. With our talents combined and showcased, a natural gravitation of more women in the luxury business will follow. Collectively we are shaping the future of the luxury atmosphere and it is our job to educate, promote and recruit more women to help the cause.

Your proudest achievement in luxury?

Hosting our first digital education event geared towards luxury marketers is my proudest achievement to date. I love educating luxury brand marketers and helping to develop and execute digital engagement programs that meet their varying objectives. The first step in doing that is to drive education and encourage knowledge sharing. The first annual Luxury Digital Sweet Talk event was designed to do this in an interactive and innovative setting. Although we intended to keep it a small and intimate setting, we were blown away with over 100 attendees, and it really was the perfect format: interactive enough to allow our luxury marketing guests to learn about the topics they were the most interested in, ranging from mobile, social, loyalty, sales incentive and engagement solutions. ■

Kelly Cooper

Marketing manager

ShopIgniter

Portland, OR



"If a brand is too far ahead of its customers, the effectiveness of the marketing efforts may suffer"

What do you most like about your job?

Our customers are really amazing and I love being able to work with some of the world's most innovative brands and marketers, helping them to craft strategies for reaching and engaging their consumers and seeing remarkable results.

Also, working at a fast-paced start-up environment is fascinating.

There's a culture of innovation here and it is incredibly rewarding to be part of the product lifecycle, see an idea move from concept to delivery and on to real customers using the products.

What is the biggest challenge in your job?

The biggest challenge in my job is to stay ahead of changes in communication technology.

For example, most brands recognize the importance of being on social media — Facebook, Twitter and, increasingly, Instagram. But what's next?

It is increasingly critical to identify which platform is right for a brand and to determine the value of participating on the platform.

It is fine to be an early adopter, but if a brand is too far ahead of its customers, the effectiveness of the marketing efforts may suffer.

What is your work priority for 2014?

In 2014, I want to crack the code on successful social media marketing across networks through targeting, rich content that engages and converts, optimizing with data, and scaling reach with paid media.

Social is still a bit of a black box but it doesn't have to be.

What will it take to attract more women to the luxury business?

The luxury industry is highly competitive but regardless, it's important that more women take on mentorship roles to attract and invest in aspiring women executives.

A strong role model is invaluable in helping to build ability, and confidence and guide toward a successful, rewarding career and I hope to see more women embrace the title.

Your proudest achievement in luxury?

I believe my proudest moment in luxury has yet to come. ■

Monica Gartner

Senior public relations manager
Bang & Olufsen
Deerfield, IL



"In order to retain women, companies need to offer creativity, flexibility and the ability to persuade"

What do you like most about your job?

It is important to believe in and admire the company you represent. Bang & Olufsen is a pioneer in innovation and design with an 88-year-old legacy in providing high quality, state-of-the-art customer experiences. We are a very creative, fast-paced company that strives for perfection in every single deliverable we release.

The company's mission is to deliver surprising, long-lasting impressions and my favorite part of the job is organizing and implementing high-profile product launch events as I love to witness, firsthand, the excitement of our key stakeholders - media representatives, design enthusiasts, music lovers, tech gurus and very loyal customers - when we unveil the next magical Bang & Olufsen product. It is always a very unique product that does evoke an emotional appeal, and I enjoy being the one to share that with our dedicated media followers.

What is the biggest challenge in your job?

Given the emergence of the digital and social media revolution, the luxury industry is widening in terms of the amount of players and brands on the marketplace and, of course, the more widespread access consumers have to these brands. The

conversation is always on and we still need to consider the best way to position our exclusive products in a sophisticated yet tangible manner online. We have to now think outside the box and realize we are content providers that need to deliver a strong objective for our many different types of consumers, audiences and dedicated brand enthusiasts.

What is your work priority for 2014?

We will be launching a record-breaking number of products this fiscal year and will aim to deliver widespread company coverage on the products and the company's core competencies and best practices.

Additionally, we will be tapping into the entertainment industry and working with high-profile artists and talent to communicate these hallmark competencies of exquisite design and exceptional sound and picture performance. It is always a priority to show we are a leading technology company in addition to our niche positioning among both the luxury and design sectors.

What will it take to attract more women in the luxury industry?

Women gravitate towards luxury and sophistication so there is a natural appeal there.

In order to retain women, companies need to offer creativity, flexibility, and the ability to persuade. Women are excellent in multi-tasking and balancing on a daily basis, the luxury industry is an exciting and dynamic field that receives a lot of attention and recognition. The allure and passion for the companies represented in this sector will continue to draw in women into this industry. Also, as women in general are very goal-oriented, I believe the instantaneous results and impressions of the ever-changing digital era will help to compliment that.

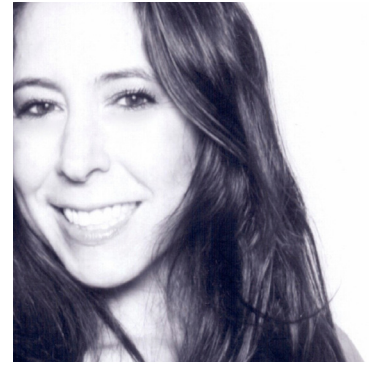
Your proudest achievement in luxury?

Despite the current economic recession, as an organization, we grew the business by 29 percent in the U.S. market this fiscal year.

Furthermore, as an internal PR/marketing team, we implemented several high-profile product launches where we met with hundreds of core influential media representatives and generated 20 percent more in media impressions than in years past. It is rewarding to see published accolades and company features in top media outlets around the country. It is a very results-oriented business that underscores the importance of managing expectations and setting goals. ■

Dana Hagendorf

Founder and principal
Gallant Media Group
Miami, FL



"One of the challenges facing luxury brands today is engaging the next generation of luxury consumers"

What do you like most about your job?

Working with some of the world's most iconic luxury brands, including BMW, Audemars Piguet, St. Regis Hotels & Resorts Worldwide and Mandarin Oriental Hotel Group, has given me tremendous insight into the luxury consumer.

In 2010, I excitingly launched my own company, Gallant, a boutique luxury marketing agency focused on this niche target. Three years later, Gallant is thriving, and I truly enjoy helping companies penetrate new markets and build their brands.

Gallant offers me the opportunity to work with best-in-class partners, as well as companies with whom I share a passion. It is simultaneously thrilling, challenging and inspiring.

What is the biggest challenge of your job?

One of the challenges facing luxury brands today is engaging the next generation of luxury consumers. I have been fortunate enough to work with heritage-rich brands with more than 100 years of history, such as BMW and Audemars Piguet.

Navigating today's social and digital landscape with relevancy and appropriate tonality is critical.

What is your work priority for 2014?

I would like to help clients innovate more effectively in 2014.

An authentic brand story is always at the core of any marketing platform, but my goal is to help clients determine what is next and to help define and execute their vision. Which initiatives will differentiate the brand? How will we tell that story?

What will it take to attract more women to the luxury business?

Mentorship. I have been privileged throughout my career to have had wonderful mentor, women and men, who believed in my talents, served as sounding boards, and provided counsel.

Whether through professional organizations - 85 Broads, New York Women in Communications - or mentoring channels through an alma mater, there are many ways to mentor young women who may be contemplating a career in luxury.

Your proudest achievement in luxury?

There have been a few shining moments throughout my career that made me think, this is it. The launch of the Mini Cooper in the U.S., the complete re-branding of St. Regis Hotels & Resorts Worldwide and the launch of St. Regis Aficio-

nado, a global guest loyalty program of once-in-a-lifetime experiences, and the recent development and launch of Fontainebleau's global advertising campaign, *Famously Fontainebleau*.

However, building my own company brand, Gallant, has been my proudest achievement. ■

Nancy Hubbell

Prestige communications manager

Lexus

Torrence, CA



"So much of the luxury business is creating personalized experiences and I think women can think creatively to develop them"

What do you most like about your job?

When Lexus was established nearly 25 years ago, a covenant was written that states we will treat every customer like a guest in our home.

That spirit prevails throughout the company and whether it is building high-quality, dynamic vehicles or creating unique lifestyle experiences, everyone here is committed to working in a "Lexus-like" fashion.

I have seen the company evolve so much in the 22 years I have been here, but we have consistently stayed true to our foundation.

I am always proud to say I work for Lexus.

What is the biggest challenge in your job?

My biggest challenge is to identify which innovative ways to tell the Lexus story.

We have always made high-quality cars but now we are adding much more in terms of design, performance and driving dynamics. That is an important story to tell to our customers through different channels and my job is to help craft that story and select the best means to share it.

What is your work priority for 2014?

For Lexus, 2014 will be an exciting year to share news about vehicles, customer experiences and interesting marketing initiatives.

I look forward to creating stories about those and sharing them with the media and our customers.

What will it take to attract more women to the luxury business?

There is no reason women cannot excel in the luxury business.

We are consumers who know what appeals to us and can use that knowledge to further enhance our position in the luxury business.

So much of the luxury business is creating personalized experiences and I think women can think creatively to develop them.

Your proudest achievement in luxury?

A few years ago I created a "Dinner with Lexus" program where the head of Lexus would host dinners in customers' homes.

We would bring in a top-rated chef, the customer would invite their friends, and we would have a spectacular dinner talk-

ing about Lexus, luxury and life.

During the dinner I would tweet the conversation and field incoming tweets from around the world. It was pretty rude to have my nose buried in my BlackBerry during dinner but I always apologized in advance and kicked off the dinner with "Bon Appetweet." ■

Andrea Johnson

Executive director of marketing analytics and customer insights
FRHI Hotels and Resorts
Toronto



"No experience is the same as another and that everyone is indeed an original"

What do you most like about your job?

I enjoy a very motivating reality that there are many aspects I like about my role but if I had to pick one the one I enjoy the most is being a storyteller. By this, I mean the ability to tell stories through the pictures customer data paints for us. Every day we learn something new. The only common threads day to day are that I am constantly reminded that no experience is the same as another and that everyone is indeed an original.

There is an inherent beauty in seeing the individuals that form our internal discourse and set the foundation on which we can constantly improve upon every interaction we have with them. There is also a passion that is borne of this approach that leads everyone in my team to be a steadfast champion of the guest experience.

What is the biggest challenge in your job?

I often describe myself as being constructively discontent. What we see as reality today, changes to a new reality tomorrow.

The advent of the mobile, global consumer demands a look at streamlining the information we can use to help inform our business approach on a regular

basis. With this, the greatest challenge is prioritizing the right information we need today and setting the stage for its optimization tomorrow.

What is your work priority for 2014?

My priority in 2014 remains adapting to change.

The past few years have met with significant increases to the availability and the potential inherent in unstructured data. This reality has provided a rich lens into guest sentiment and behavior and has with this provided opportunity to drive deeper connections with our guests.

In order to advance in this regard, investments in technological capability to bring this to life have been necessary but so too the necessity to reexamine long established processes along every guest touch point.

We are now at the apex of this change and its navigation is requires the involvement of many cross-departmental capabilities to bring it to life.

What will it take to attract more women to the luxury business?

I am happy to share that we have a working environment that enjoys and encour-

ages women in positions of leadership. This is part of what can attract more women to the luxury business wherein the potential is transparent.

Added to this I would say that greater involvement of women in leadership positions to commit to speaking engagements to share their experiences and the breadth of potential they see to inspire and direct the motivations of women who have considered entering a position within this sector would be an asset.

Inspiration is the greatest motivation and there are great women who can do just that.

Your proudest achievement in luxury?

Bringing the customer experience to the forefront of our marketing strategy and having the passion, dedication and conviction of a remarkable team to make this vision come to life. ■

Sarah Beam Lukas

Corporate senior manager of
ecommerce marketing
The Ritz-Carlton Hotel Company
Washington



"Our customers have a complex digital lifecycle that covers many locations, devices and tasks"

What do you most like about your job?

Working in the digital space within luxury allows me the rare opportunity to extend the iconic high-touch service of The Ritz-Carlton Hotel Company into a quickly evolving digital world.

The need for personalization continues to impact luxury travel, leading to the creation of enduring personal relationships based on trust between luxury travel providers and travelers.

The digital activities of the brand are on the forefront of fostering those personal relationships with our customers.

What is the biggest challenge in your job?

The expectations of the global affluent traveler are both consistently high and constantly changing.

On a day-to-day basis, it is a welcome challenge to stay aligned with a long-term strategy yet remain nimble with the ability to quickly respond to an evolving set of customer expectations, changing global marketplace and new channel opportunities.

What is your work priority for 2014?

Continuous enhancement of the user experience. With time being the most precious commodity, all elements of the

luxury travel experience must work seamlessly, from the planning process through the hotel experience and beyond.

Our customers have a complex digital lifecycle that covers many locations, devices and tasks.

To create an environment that is simple and intuitive for customers to use is quite complex to actually build. That seamless, engaging digital experience will continue to be an area of focus for 2014 and beyond.

What will it take to attract more women to the luxury business?

I am fortunate to work for a company with many women in senior leadership positions.

The Ritz-Carlton Executive Committee is half women including our new chief financial officer.

The more notable opportunity is as luxury brands continue to bring on specialists, they often come from industries with less diversity.

For example, the technology space has a gap to overcome with 6 percent of the leading 100 technology companies with female CEOs and few women in senior leadership positions.

Your proudest achievement in luxury?

A proud moment from earlier this year was the launch of a new Ritz-Carlton Web site localized for mainland China.

The approach was a thoughtful balance of local preferences for design nuance, usability and content, while furthering brand goals for this critical market. ■

Ketty Pucci-Sisti Maisonrouge

Cofounder
Savelli
President
KM&Co.
New York



"It often ends up that my weekends are about work more than relaxation"

What do you most like about your job?

There are so many things I love about what I do but if I had to single one out, I would say it is the fact that I get to use all the different aspects of my background. From law to business and art history, all the skills I learned and honed over the years help me develop strategies for the brands I am involved in.

As a cofounder at Savelli, the first luxury smartphone designed especially for women, I was able to contribute to the various facets of the creation and development of the company, from the initial concepts of branding to its launch in July 2013.

In the luxury industry, the smallest aesthetic details matter as much as the P&L and the long-term strategy, and I find this unique plurality exhilarating.

What is the biggest challenge in your job?

The biggest challenge I face in my work is that it sometimes feels like there are not enough days in the week to dedicate the maximum amount of time to the different businesses I am involved in. It often ends up that my weekends are about work more than relaxation. I was afraid of the empty nesters' syndrome, certainly no longer something I worry about! As an active board member at J. Mendel, the luxury fur and fashion Maison, 2013 has been

a year of great accomplishments: opening our new flagship store on Madison Avenue in New York, launching our bag collection, a new CEO, to name a few. Each of these undertakings requires tremendous time and dedication, and I made it a priority to be fully dedicated to this important transitional year for the brand. This happens every year, for one project or another. My goal is to always give my full attention to each of the businesses I am involved in. Thankfully, it is a juggling act I have learned to master and enjoy.

What is your work priority for 2014?

My priority for 2014 is developing new initiatives for L'Olivier Floral Atelier. The floral world is one of the last unbranded frontiers in the luxury sector, and L'Olivier is now ready to disrupt the space and establish itself as the floral brand. In 2013, we focused on operations, moving our production facilities to a spacious town house on 123rd Street, where we have room to grow. We launched our scented candle, Vert de Vert, and we look forward to new product extensions that are linked to the brand DNA. It will be a very exciting year, full of opportunities.

What will it take to attract more women to the luxury business?

I know this field attracts a lot of young smart women. I am happy to report that, in the "Marketing of Luxury Products" class I

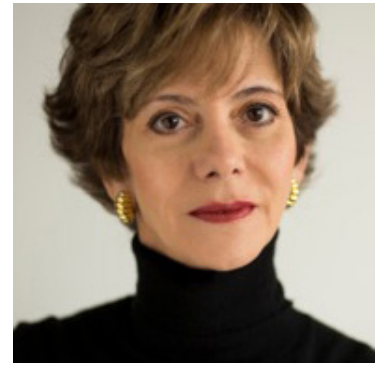
teach at Columbia Business School, young women registering have outnumbered men. The issue reveals itself at a later stage, that of retention. To address this, the next generation of female executives needs to see that more women are the true decision-makers in the luxury business. Having more women in the boardroom will change the dynamics in the field and show other women concretely that the glass ceiling has been broken. Most of the luxury firms are European and there is definitely room for improvement in this essential aspect of the industry.

Your proudest achievement in luxury?

My proudest achievement in luxury is seeing young people I have mentored rise within their company. There is nothing more fulfilling than hearing that such advice, or setting up such interview or connecting them to such person has made a true difference in their career. As president of the Luxury Education Foundation, I look forward to continuing to develop more programs and opportunities for young talent in our industry. Luxury is about beauty and happiness, and it makes me happy to nurture young talent and follow their successes. They are our future, and I am proud to be able to play a small role in their career. ■

Rebecca Miller

Executive vice president
Pratesi Linens
New York



"Luxury retail settings are modern art galleries"

What do you most like about your job?
Quality. I am passionate about quality and the artisans who create beauty. Having the opportunity to use my right and left brain to assess a business, create a strategic plan which supports repositioning and growth, influence product development, assemble the right core team for the brand and leading the execution is my ideal job – which is my task today.

Those of us in the luxury world are the new patrons of the arts, and our work provides creative visionaries with both the means to pursue their art and a public platform for their work. Luxury retail settings are modern art galleries. The cut of a Harry Winston diamond, the architectural construction of an Akris dress, and the stitch and appliqué work on Pratesi cotton, these are all works rivaling and often surpassing the work found in many fine art galleries.

What is the biggest challenge in your job?
Pratesi is a 100-year-old, family-owned, atelier with high global brand recognition. Pratesi is a small company with billion-dollar brand equity. The Pratesi family has tasked me to see that the company's revenues catch up to its brand equity. A huge challenge which I eagerly embrace.

Within the coming decade, Pratesi will become the purveyor of the world's finest interior furnishings. A client with an empty home or yacht or jet will have the ability to enter a Pratesi boutique and walk out with their entire home furnished in turnkey fashion.

This is my broader challenge. To build a smart platform for hyper-aggressive growth, map a clear route to that end, and to ensure that four generations of the Pratesi family can look to their family's brand, knowing it is flourishing and staying true to itself.

What is your work priority for 2014?
2014 will be our year of rejuvenation. Much of my most urgent and important work will be unseen by the public: a new operational architecture – front to back, top to bottom – and all that this implies. Growth is the end game, therefore the building up of the foundational systems on which growth will rest and rely are the top priority. Equally important, Tuscany is in overdrive for introductions of both new linen designs and new product categories. The collections the public will see in 2014 should be unlike anything ever before seen at Pratesi.

My work has always been focused on

making a difference to the owner, the employees and the clients we serve. The owner/shareholders look for a stronger bottom line, while the employees look for increased earning opportunities and the consumer looks to understand the true quality of the product.

What will it take to attract more women to the luxury business?
I honestly believe that the luxury business is tailor-made for women. Where else can a woman put to use her inherent sense of quality, aesthetics, attention to detail, gut instincts and emotions? The luxury industry provides an environment in which women can be ultra-professional, strategic and effective leaders, while not being afraid of being themselves: feminine.

Your proudest achievement in luxury?
It would be the 14k Golden Easter Eggs I designed that were awarded to the child who found the token during the hunt, sponsored by The Marquette Hotel. The annual event benefitted underprivileged children and provided college scholarships. In contrast, a proud achievement is something that didn't happen. I was brought in to analyze and open up a new distribution channel for a luxury conglomerate. I shut the project down saving the company huge amounts of cash. ■

Erin O'Mahoney

Director of communications

H. Stern

New York



"It is a balancing act to deal with the media, press, retail stores and retail partners"

What do you most like about your job?

The exposure and opportunity to learn about fine jewelry is the most rewarding part of my job.

The creation and craftsmanship of each piece is truly an art form and there is so much rich history in both the jewelry and the many exceptional brands, both long-established and contemporary.

These incredible jewels have also enabled me to travel to Europe and even Brazil, where H. Stern houses a gemstone museum and all of their jewelry workshops.

It is so special to see the people and cultures in cities like Rio de Janeiro and São Paulo integrated into each and every piece of jewelry.

What is the biggest challenge in your job?

It is a balancing act to deal with the media, press, retail stores and retail partners.

You come across so many different personalities, mostly fun, and you learn to make it work. Never a dull moment, that is for sure.

What is your work priority for 2014?

I am constantly reading and researching for new ideas and the newest happenings in luxury.

It is a challenge to stay on top of everything. In particular, the ever-changing digital era keeps me on my toes.

What will it take to attract more women to the luxury business?

I think opening up the conversation about women in luxury is a start.

Talking and networking through groups like the Women's Jewelry Association helps to create bonds between women and encourage the generations to come.

Your proudest achievement in luxury?

There have been so many projects of which I am proud, from launching a brand and expanding in the U.S. to collaborations with top designers.

I would have to say one of my most memorable experiences was holding the De Beers Millennium Star, 204ct D-flawless pear-shaped diamond, in the palm of my hand. It has most certainly stuck with me through the years. Truly priceless. ■

Sharon Osen

Senior vice president of marketing and brand strategy

La Prairie
New York



"The beauty industry is one in which many women have flourished and in which they continue to lead"

What do you most like about your job?

I feel honored to have one of the best jobs in the luxury industry. My role has evolved significantly over the years, but has always focused on strategy, innovation and brand building. My current goals include boosting customer centric marketing to deliver customer growth and enhance customer engagement around the world.

What is the biggest challenge in your job?

We have many exciting initiatives planned in 2014, so it will be important to flawlessly orchestrate global execution.

Thinking of the luxury industry at large, one of the biggest challenges that we all face is how to stay true to our brand's heritage, while continuing to innovate. We must address how to more than meet customer expectations and, in fact, surpass them across all touch points from product and packaging to brand image, affiliation engagement and experience. Moreover, we all need to find the right balance of retaining the special, exclusive feeling of luxury, and without being overtly exclusionary. And at the same time, we are an industry that is striving to remain relevant to our current customer base, while also welcoming in new customers. We are tackling questions related to how we

can best expand our brand appeal across several generational divides from Boomers to Xers to Millennials without diluting our messaging.

What is your work priority for 2014?

For 2014, my priority will be to continue to accelerate our customer focus through enhanced customer insights, robust CRM activities, and measuring and sharing our successes and learnings globally.

Given the rapid pace of change in customer behavior and preferences, as well as the speed of new emerging technologies, it is imperative that we continuously identify exciting new ways of connecting with and delighting our customers to ensure that we deliver the luxurious shopping experience that she covets, and the products that she will adore.

What will it take to attract more women to the luxury business?

The beauty industry is one in which many women have flourished and in which they continue to lead. Perhaps because so many industry founders are women - from Estée Lauder and Coco Chanel to Bobbi Brown and Laura Mercier - the glass ceiling may still exist somewhat but it is not the same roadblock that it is in many other industries.

I believe that female executives in all industries can and should lead by example and encourage younger women to achieve success in their careers and personal lives. I was very inspired by a quote I read recently by Janet Yellen: "I've had a lot of opportunities in my life. I don't feel that I've faced discrimination. I've had every chance to succeed and more, and I think that's what all women should have." Female executives should all be asking ourselves what we can do to ensure this better, brighter future for up-and-coming female professionals.

Your proudest achievement in luxury?

I take great pride in the innovations and transformations that I have helped steer at La Prairie since joining the company four years ago after previously serving as a consultant to the organization. More specifically, I have enjoyed bringing new depth and rigor to developing our business strategies, leveraging consumer insights to elevate our brand image and communications, and propelling an integrated 360 view of execution across all touch points. My role as an internal change agent has also been very rewarding, particularly leading innovation initiatives such as our initial digital expansion and our heightened focus on CRM and customer engagement. ■

Lauren Owen

Account director
Bluemoon Works
Denver, CO



"Most of the client contacts and colleagues I encounter are women"

What do you most like about your job?

I love the opportunity to work with a wide variety of clients, from the most high-end luxury ateliers dating back to the 1870s to fresh new startups selling luxury skincare to fun summer shoes.

What is the biggest challenge in your job?

I feel that the biggest challenge is how to capitalize on all the amazing new marketing avenues available in the digital space, while still keeping a strong grasp on how to present a brand in an appropriate way.

There may be new marketing opportunities that can yield a 10-to-1 ROI in the here and now, but are executed in a way that can damage a brand's reputation, and while the long term losses are difficult to quantify, you need to always be thinking of the net return for a brand not just this quarter, but in the coming years, and decide if it is the right move or not.

What is your work priority for 2014?

My priority for 2014 will be exploring ways for luxury clients to connect with their customers in the digital realm, in a way that lifts the brand up, while still making it easy for the consumer to connect and enjoy their shopping experience.

What will it take to attract more women to the luxury business?

I feel there has been a lot of progress over the years in attracting women to business. To the point where most of the client contacts, and colleagues I encounter are women.

So, from my perspective, the current conditions already do seem to be attracting a high percentage of women.

Your proudest achievement in luxury?

I would say that my proudest achievement in luxury has been the opportunity to work with J. Mendel for more than a year now. They are such an iconic and luxurious brand, and to play a role in helping direct their digital marketing initiatives makes me feel very proud indeed. ■

Meera Raja

Analyst

The Luxury Institute

New York



"Women are extremely underrepresented at the highest ranks of luxury companies but fill the majority of positions at every other level"

What do you most like about your job?

I love being able to work with a variety of different clients across numerous product and service categories.

My experience now includes projects not only with traditional luxury sectors like fashion, hotels and automobiles, but also with wealth management firms, agencies who serve luxury brands, and even a space tourism startup.

Each engagement is truly unique and I learn something new every time.

What is the biggest challenge in your job?

The traditional focus in most companies has always been on the financials – exceeding sales goals, increasing revenue and boosting profit. Changing this mindset can be challenging.

What I try to help brands realize is actually something quite simple: without customers, you have no sales.

If you concentrate on being customer-centric versus sales-centric the results will speak for themselves.

What is your work priority for 2014?

One of the priorities for 2014 is to

figure out how we can better serve smaller brands as they seek to survive in the competitive market.

If we can share the long-term value of focusing on the customer and building relationships when a company is in its early stages, this will increase the probability that more small business owners will succeed.

What will it take to attract more women to the luxury business?

I actually think luxury is a fairly attractive field to women already.

The industry provides a great balance of creative and analytical opportunities which cater to the strengths of different individuals.

What I think we really need to be asking is what will it take for more women to attain C-level positions?

Women are extremely underrepresented at the highest ranks of luxury companies but fill the majority of positions at every other level.

If the industry truly wants to retain women, it must motivate and empower them, rewarding their contributions with career

and growth potential.

Your proudest achievement in luxury?

When consumers view luxury, they think of the glitz and glamour.

As everyone in the industry knows, the people that execute on a daily basis are the real reason the industry thrives.

Each company faces their own unique challenges as they strive to grow and my goal is to be able to provide personalized solutions that will deliver measurable impact.

Nothing is more rewarding than having a client thank me for the results I helped to achieve for their brand. That, for me, is true success. ■

Rebecca Robins

Director for Europe, the Middle East, Africa and Latin America
Interbrand
London



"Noli timere"

What do you most like about your job?

Working in the heart of Europe, we are in the privileged position of being home to some of the most influential luxury brands in the world. Brands are related to culture and brands that create value across generations become a vital and valuable part of our culture. Having the privilege to work with the diverse array of individuals that are guardians of these assets is an honor.

What is the biggest challenge in your job?

We are seeing an increasingly extrovert outlook by brands, as they are looking cross-category and cross-industry for benchmarks, inspiration and new sources of revenue generation. As brands look to strategies to collaborate, diversify and expand, one of the key challenges that they face is focus. The economic benefits of product extension and diversification are invariably attractive in the short-term, but the harder question is what the enduring impact of those decisions may be on the health and longevity of the brand over time.

What is your work priority for 2014?

2013 saw the passing of one of the greatest writers and true gentlemen of our time. Seamus Heaney, poet, Nobel laure-

ate and pure genius with words, demonstrated the beauty and the power of storytelling in equal measure. The last words with which Heaney left us were: "Noli timere." Translated from his beloved Latin, "Don't be afraid."

These are words that I carry forward into 2014, in challenging brands to be braver and in tribute to an individual who dared to make a difference.

Brands that set the mark of excellence are in a uniquely privileged position, as powerful corporate citizens, to influence the debate and effect enduring change.

What will it take to attract more women to the luxury business?

When we talk about meta-luxury brands, we are talking about brands based on the premise of excellence as a conviction rather than luxury as a convention. The same principles apply in the management and guardianship of brands.

To sustain these brands for generations to come, will need individuals with a unique ability to protect these assets with a vengeance, while having the vision to manage their evolution for generations to come. That demands a unique combination of courage, curiosity and humility.

There are some truly outstanding ambassadors for women in the world of luxury. We only have to look at Apple's recent foray into the highest echelons of luxury as a reminder of the level and indeed breadth of influence of the industry. The real challenge is, perhaps, less one of attracting women to the businesses of luxury, but more of how we nurture and retain that talent. I never cease to be humbled and amazed by the visionaries behind some of the newer and emerging brands. Let more of them be women.

Your proudest achievement in luxury?

Luxury has become one of the most problematized terms in business language today. Luxury has always defied a single definition, but over recent years, it has become diluted and stretched to the point where it is almost devoid of meaning.

The publication of *Meta-luxury* is something that I look at as a unique achievement. The writing of the book was a unique journey in the collaboration with my great colleague and friend Manfredi Ricca. The achievement is also constantly in the making. Ultimately, the true value of writing is in the readership and in the exchanges that have resulted with an eclectic concatenation of inspiring individuals. ■

Amanda Rue

Strategist

Carrot Creative

New York



"The right education and the ability to ask for what you need and what you want will get you far"

What do you most like about your job?

My job exists in an environment that is hard to replicate. Carrot is a community first. We enjoy an environment of exploration that allows us to eliminate the impossible. Our mantra of "hustle, team, adventure" encourages each team member to be their best, while supporting each other along the way. Being able to embrace this way of thinking enables us to provide opportunities to luxury brands that do not exist elsewhere.

As a strategist at Carrot, I am constantly looking to explore, learn and provide creative solutions that solve business problems while shaking industries. Having the support and confidence to do this gives me freedom in finding the strongest ideas possible. And, while I can argue the most rewarding part of the job is solving client problems, the environment at Carrot makes it all possible.

What is the biggest challenge in your job?

We live in a constantly changing world that becomes more digital, more available, and more connected every day. This landscape is often at odds with luxury brands and their values. A significant challenge is keeping up with changes in technology and how consumers are adapting to them.

While human behavior changes less frequently, the technologies we use to connect with others are constantly evolving. It's my job to remove the fear associated with this constant change and give clients the confidence to embrace it for their brand. Creating this proverbial safe-zone is about giving clients the confidence to do what is right, what is needed and what will disrupt the marketplace in a positive and groundbreaking way. It is a continual challenge – bridging the gap between the safe and the unexpected, but that is my job.

What is your work priority for 2014?

I want to continue to evolve how luxury brands connect with consumers.

Today's new affluent consumer is changing the luxury landscape. My priority is learning more about these people, how they are living their lives, the role luxury plays in their lives and what they expect from brands.

We have only started to explore how we can create value for and meaningful relationships between brands and people. I want to see where we can take this in the luxury market.

What will it take to attract more wom-

en to the luxury business?

This industry is already filled with intelligent women who are driving the luxury business forward. I am inspired by women like Angela Ahrendts, Sarah Robb O'Hagan and Tory Burch. They show women that you can want what you want and work hard to get it.

This industry, as well as so many others, has a strong male presence, but the right education and the ability to ask for what you need and what you want will get you far. Nobody is going to pave the path for you.

Your proudest achievement in luxury?

Being among the women on this list is my proudest moment so far. It is truly an honor to be acknowledged for the work that is so strongly fueled by my innate passion to drive business forward. However, this is just the beginning.

I am looking forward to changing this industry for the best and challenging what is possible in the digital space. ■

Swan Sit

Executive director of strategy and planning
Estee Lauder Companies Online
New York



"Crack the nut on omnichannel"

What do you love about your job?

Working across 30 of the best brands in prestige beauty, with hundreds of sites around the world that we build and run every day. Leading an interesting mix of online strategy, innovation, planning, operations, change transformation and business development, all of which make for incredibly exciting projects.

What is the biggest challenge in your job?

The thing that makes my job the most interesting can also be the most challenging.

My work focuses on the unique point where luxury, which is known for consistency in branding and storytelling, intersects with online, which is, of course, rapidly changing, shaping industry trends and consumer behavior on almost a daily basis.

Brands that leverage the right opportunities in this fast-paced digital landscape will create lasting relationships and engagement with consumers.

What is your work priority for 2014?

Focus on technology and programs that truly disrupt old business models and status quo thinking. Crack the nut on omnichannel.

What will it take to bring more women into the luxury business?

The luxury industry naturally attracts women, so I do not think it will ever suffer from lack of interest. However, as in any business environment right now, women must continue gaining ground in the C-level suite and our industry must develop better advancement opportunities to retain top talent.

Luxury companies should also embrace a wider variety of professional backgrounds, I was previously in tech, consumer products and management consulting. It is adding this diversity of experience and thinking that will help drive innovation.

Your proudest achievement in luxury?

While getting my MBA at Columbia, my classmates and I designed a luxury product that actually became a reality. We leveraged business insights to recognize an unmet need and collaborated with Hermès to ultimately produce it. It was incredibly rewarding to see how logic and creativity came together beautifully. Who said business strategists can't design? And hopefully there is more to come. ■

Kate Kelly Smith

Senior vice president and publishing director

Hearst Design Group
New York



"There is more opportunity for women in this space now than ever before"

What do you like most about your job?

As the senior vice president/publishing director of the Hearst Design Group, which is comprised of Elle Decor, House Beautiful and Veranda, I love the opportunity to personally know each and every person creating, marketing and selling the luxury brands that change the lives of our readers every day. Our three magazines boast more than 8 million readers who come to us monthly to celebrate the beautiful life, and it is very rewarding to be part of a media company that is such a leader in luxury.

What is the biggest challenge in your job?

Educating the team to stay ahead of the constant change is one of the biggest challenges of my job. Our months have turned to minutes to seconds, and we need to stay nimble and evolve.

What is your work priority for 2014?

My priority in 2014 is to continue to drive opportunities for our clients to reach the luxury consumer through innovative and engaging new ways.

What will it take to attract more women to the luxury business?

Women are the consumers of today. We have the passion and means to

surround ourselves with what we love. There is more opportunity for women in this space now than ever before. We need to see the opportunity and stay focused with an end goal. The next generation will follow our lead, so we need to educate, mentor and groom them as leaders of tomorrow.

Your proudest achievement in luxury?

The Hearst Design Group has more than 60 percent share of the ad dollars in the design space with an 11 percent growth this year in luxury beauty, luxury fashion, luxury auto and watch and jewelry pages. It is a huge accomplishment and I am so proud of my team, which continues to break new ground in luxury every day. ■

Montana Triplett

Director of digital marketing
Moët Hennessy USA
New York



"Never stop. Never settle"

What do you most like about your job?

Today's consumer is more connected than ever before. Hennessy's audience even more so than the average. Finding impactful and engaging ways to connect with our consumers where they live digitally. That is what drives and excites me.

At Moët Hennessy, I am fortunate to be around people that share this passion for infusing digital and social media in everything we do. Hennessy provides a platform for our fans to connect with and create alongside us in new and exciting ways.

What is the biggest challenge in your job?

My biggest challenge is also the biggest opportunity.

The digital world is known for rapid innovation. New technologies, social platforms, and media opportunities are being created all the time.

My job is to be ahead of the trends to determine what can meaningfully enhance how consumers will experience the Hennessy brand and how best to incorporate those elements into our strategy.

What is your work priority for 2014?

In 2014 our priority is to continue to find

new ways to authentically and relevantly connect with our consumers.

Over the past two years we have grown significantly within the digital space. However, keeping in line with the Hennessy mantra, "Never Stop. Never Settle", it will be increasingly important for us to build on our momentum.

What will it take to attract more women to the luxury business?

Three major things need to happen or continue to happen to attract more women into the luxury business.

We need to collectively continue to tout the positive impact women are having in the space, provide mentorship and opportunities to young women entering the luxury industry, and support brands that are making it possible for women to thrive.

Your proudest achievement in luxury?

My proudest moment would have to be the launch of the Wild Rabbit campaign for Hennessy.

Working in tandem with various teams we were able to execute a campaign that was heavily invested in the digital space. It was extremely rewarding to connect

the moving parts of the campaign under a comprehensive digital framework. ■

Farryn Weiner

Global director of digital and social communications

Michael Kors

New York



"It is a revolutionary time in marketing, one that requires vision, strength and patience"

What do you most like about your job?

The ability to be innovative, and challenge traditional ideas in media, content and marketing.

I am challenged to be both creative and strategic. Social media is scientific storytelling. We must connect and communicate with our fans and consumers while driving our brand message and overall business goals. We must balance art and science, transparency with curation – a tension that keeps me inspired every day.

What is the biggest challenge in your job?

The biggest challenge in digital communications is utilizing and understanding the incredible data that we, as marketers, have available to us. We are beginning to understand and uncover the ROI of social media through big data – not just in traditional schools of thought, but also in how this form of communication can serve and support our goals in other exciting ways.

Social media drives an unprecedented level of communication and human connection. It drives impressions, awareness, growth, and brand equity. These are valuable tools for long-term relationships.

What is your work priority for 2014?

To be a leader in innovation, technology and thoughtful storytelling. By leveraging digital platforms, data analysis, integrated marketing solutions, social media and strategic editorial content, Michael Kors will continue to listen, communicate and connect with fans in a more personalized and segmented manner. We will go where our fans go, which means raising the bar on mobile, ecommerce, digital and experiential.

What will it take to attract more women to the luxury business?

The opportunity for growth, imagination and transformation of an ever-changing yet traditional field. It is a revolutionary time in marketing, one that requires vision, strength and patience. It is fast paced and creative, and the ability to juggle it all makes it an appealing space for powerful women.

Your proudest achievement in luxury?

On World Food Day, Oct. 16, Michael Kors teams took to the social sphere, and streets outside six stores in five major cities to give away Watch Hunger Stop T-shirts, and help drive awareness of the world's most solvable problem, hunger.

We launched a cross-platform initiative that engaged with celebrities, fans and

consumers worldwide. It was an integrated effort, across many fields, countries and teams.

On our microsite, WatchHungerStop.com, fans could find a wealth of content – much of it shareable – relating to the fight against hunger, World Food Day, World Food Programme (WFP) and Michael Kors. They could text to donate directly to WFP. A chart indicated the number of meals distributed by WFP and paid for by donations and other contributions made through Michael Kors and Watch Hunger Stop. And, of course, images from photo booths and Instagram, tagged with #WatchHungerStop, were streamed onto our site and in Times Square.

It was on-offline activation at its best, with an important and impactful message. We reached over 100 million people in one day, and I feel blessed and honored to have been a part of that. ■

Yuli Ziv

Founder/CEO
Style Coalition
New York



"Sometimes, focusing on one thing and doing it best is all that is needed to succeed"

What do you most like about your job?

The freedom, being your own boss and deciding on a company's direction is empowering.

The most fulfilling part is probably the fact that we've brought so many revenue opportunities to influencers and bloggers and helped many of them to build amazing independent careers.

I love the fact that I was able to build a successful business by bringing value to others. This is really the best an entrepreneur can ask for.

What is the biggest challenge in your job?

Prioritizing what to focus on and where to invest resources.

There is no right and wrong in our business. It's a very new, emerging space, with many big opportunities still out there. I have the tendency to want to do it all, and often have to realize that I've been stretching myself and my company too much.

Sometimes, focusing on one thing and doing it best is all that's needed to succeed.

I'm still learning to accept that.

What is your work priority for 2014?

Being a bootstrapped company, our top priority is always growing revenue and our client list.

We multiplied our audience times eight since last year, reaching close to 50 million stylish consumers and now have the pressure of monetizing this huge audience.

Luckily, in the past couple of years many brands have passed the point when they see influencer marketing as just an experiment. Most of them are shifting serious budgets into the space.

What will it take to attract more women to the luxury business?

If luxury brands embraced more innovative strategies when it comes to corporate culture, marketing and branding, instead of relying solely on heritage and old traditions, this could attract many independent, successful entrepreneurial women.

Your proudest achievement in luxury?

Convincing several top luxury brands to open up and embrace the world of bloggers, influencers and new media in general. ■