

# Luxury Daily™

THE NEWS LEADER IN LUXURY MARKETING

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A CLASSIC GUIDE  
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## Classic Guide Luxury Women to Watch 2013



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# Welcome

Please say hello to Luxury Daily's inaugural Luxury Women to Watch 2013 list, a celebration of the smart women who are expected to make a difference in luxury marketing and retail in 2013.

The 25 executives who made the cut shared the same qualities: dedication to craft, consumer focus, ambition, leadership potential, educator and role model. Above all, they are focused on the larger picture and not getting mired in the weeds.

"It sounds so simple, but it takes a lot of courage and conviction to focus the organization on fewer opportunities so you can really do them well," said Denise Incandela, chief marketing officer of Saks Fifth Avenue, New York.

Ms. Incandela and her peers – many of them based in New York – vied with talented women across luxury to earn their perch in this year's Luxury Women to Watch honors.

## Brand stand

Executives on the list represent retailers and brands such as Oscar de la Renta, L'Oreal, Donna Karan International, Four Seasons Hotels and Resorts, The Luxury Collection, Fairmont Hotels & Resorts, Leading Hotels of the World, St. Regis Hotels & Resorts, Bergdorf Goodman and Saks.

Also on the list are executives from media, service providers, market researchers and agencies such as Unity Marketing, Clutch Collective, Siegel + Gale, Women's Luxury Guild, Social Muse Communications, Digital Luxury Group, The Wall Street Journal, B Culture Media, L2 Think Tank, Douglas Elliman Real Estate, Maxmedialab, Lure of Luxe, Morpheus Media, Fondue Mix and iProspect.

To them, luxury is not a job, but a passion.

"This is a field full of strong and powerful women," said Cannon Hodge, social media manager for Bergdorf Goodman, New York.

## Meeting the norms

Picking the honorees was not easy. Luxury Daily invited readers to send in their nominations. The Luxury Daily team also had its own table of candidates.

Once the deadline expired, the Luxury Daily team judged the nominees on their merits and whittled the list to the 25 women who showed the most promise to push the luxury envelope in 2013. All judging was based purely on merit and the potential to make a difference.

The list's responses to questions confirm their choice. Not only were they enthusiastic about the opportunities in luxury marketing and retail, but they were realistic about the challenges of balancing family, travel, work hours, demanding customer base and evolving marketing, retail and technology.

"It is a constant adrenaline rush from the moment I step in the office," said Andrea Wilson, director of digital strategy and luxury practice lead at iProspect, Fort Worth, TX.

MANY THANKS to Michelle Nance for putting together this Classic Guide. Also, thank you to Tricia Carr and Erin Shea for their nominations and judging as well as the reporting on Luxury Daily.

Please read this guide cover to cover. These Luxury Women to Watch are set to distinguish themselves even further in 2013. Their work is not easy: maintaining the luxury brand's mystique while adapting to evolving market behavior.

"Luxury marketing is now evolving as quickly as its consumers," said Daphne Selzer, global brand director at St. Regis Hotels & Resorts, New York.

## Mickey Alam Khan

Editor in Chief

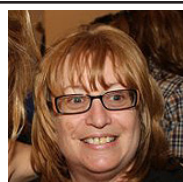
[mickey@napean.com](mailto:mickey@napean.com)



**Mickey Alam Khan**  
Editor in Chief  
[mickey@napean.com](mailto:mickey@napean.com)



**Erin Shea**  
Editorial Assistant  
[erin@napean.com](mailto:erin@napean.com)



**Jodie Solomon**  
Director, Ad Sales  
[ads@napean.com](mailto:ads@napean.com)

401 Broadway, Suite 1408  
New York, NY 10013  
Tel: 212-334-6305  
Fax: 212-334-6339  
Email: [news@napean.com](mailto:news@napean.com)  
Web site: [www.LuxuryDaily.com](http://www.LuxuryDaily.com)

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[ads@napean.com](mailto:ads@napean.com)



**Tricia Carr**  
Editorial Assistant  
[tricia@napean.com](mailto:tricia@napean.com)



**Michelle Nance**  
Event Coordinator  
[michelle@napean.com](mailto:michelle@napean.com)

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# Erika Bearman

Senior vice president of global communications and @OscarPRGirl  
Oscar de la Renta  
New York



## "Making Oscar happy"

**What do you most like about your job?**  
Making Oscar happy.

**What is the biggest challenge in your job?**  
Deciding what to do first.

**What is your work priority for 2013?**  
To tell more people what Oscar de la Renta is.

**What will it take to attract more women to the luxury business?**  
I think that social media has raised awareness for luxury in an extraordinary way.

We have literally opened our communications departments to the world, offering a view of what life is like on the "inside." I think that this will have a great impact on young women wanting to work in luxury.

I receive so many comments saying, "I want your job one day" or "you have my dream job." It's because of social that these young women have the awareness that they do about the business of fashion.

**Your proudest achievement in luxury?**  
Is still ahead of me. ■



# Pam Danziger

President

Unity Marketing

Stevens, PA



"Valuable consumer insights about the luxury consumers are hard to come by and costly to obtain"

## What do you most like about your job?

Because my business is consumer insights involving market research and analysis, what I like most about my job is that it is never boring. The luxury consumers are always changing and keeping track of where they are going, what they are doing and especially why they buy luxury is what I like most about my job.

## What is the biggest challenge in your job?

Consumers, especially the affluent consumers with lots of money to spend, are being constantly barged with surveys and questionnaires that dig into their private affairs. While there are ways of using Big Data to track consumer behavior, nothing can truly replace the power of one-on-one interviews with consumers. That is getting more difficult and thus more costly every day, not to mention that the affluent consumers represent a very small segment of the population. That, in a nutshell, is my special challenge: valuable consumer insights about the luxury consumers are hard to come by and costly to obtain.

## What is your work priority for 2013?

For 2013 I plan to continue to conduct Unity Marketing's quarterly Luxury Tracking Study, where we survey 1,200 plus affluent luxury consumers about their

purchases of luxury goods and services. In each of those quarterly studies we also conduct a special investigation into one aspect or another of their behavior or attitudes that are of special relevance to luxury brands, like our recent special investigation into the role of status and status-based consumption in their purchases of luxury brands.

Next year, my priority is to make the four special investigations we conduct around the luxury consumer even more important to luxury companies and to provide more actionable information to help direct their businesses and marketing.

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

As I look around luxury businesses, I see many women in positions of authority, so that is a very good sign. But women need to be prepared to take on jobs with more decision-making authority. So they need both a solid educational foundation as well as strong work experience.

Today, perhaps the biggest challenge for young women entering business is the poor job market. Luxury businesses need to open their doors to young women who bring new perspectives to the industry and its challenges and then

present them with a career path that leads to growing responsibilities.

## Your proudest achievement in luxury?

I am quite proud of my contribution to the luxury industry through my research and analysis of the mindset of the luxury consumer.

My latest book, *Putting the Luxe Back in Luxury*, examines demographic issues that luxury brands will face in the near future that have been ignored or overlooked by many.

I hope to continue to bring new perspectives and new understanding to luxury marketers about their customers, both their current customers and the millennial generation customers they will meet in the future. ■

# Sarah Dayboll

Director of environmental affairs  
Fairmont Hotels & Resorts  
Toronto, Ontario, Canada



"I live by the mantra that 'if you truly believe it, you can achieve it'"

## What do you most like about your job?

Travel is a passion of mine and always will be. I took this position because I believed I could do more for conservation working within the industry than outside of it. I truly enjoy working with our colleagues internationally. It is through them that I can truly see positive changes occurring and their successes are what make this position rewarding.

## What is the biggest challenge in your job?

I would say one challenge or obstacle that we will soon overcome is the need to collect more robust data that can reinforce our new brand program, Fairmont Sustainability Partnership. 2013 will be an exciting year as we roll out a new data management system across the portfolio.

## What is your work priority for 2013?

For now it is launching the above-mentioned sustainability program which builds on our initial successes with the Green Partnership. We'll be focusing on broadening the program's scope and approaching the topic of sustainability from a more holistic perspective. Rather than targeting just environment, we'll be incorporating social and economic issues into how we achieve positive change in the regions of the world where we do business.

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

From a hospitality standpoint, I think we have already come a long way. Women in senior management roles at a corporate and property level such as general manager, executive chef and even president are no longer considered a novelty, but a norm and I think this in itself is incredibly motivating to younger women who are considering entering the luxury hotel field.

Given the current and expected demand for global talent in the hospitality sector, I think the opportunities to excel will continue to present themselves and the growth in female leadership will be a natural outcome of this.

## Your proudest achievement in luxury?

I live by the mantra that "if you truly believe it, you can achieve it" and that has helped me realize some very challenging and, for that reason, very gratifying accomplishments.

In addition to introducing our first-ever Environmental Procurement Program and a Sustainable Design Policy for new builds and renovations, we became the first hotel company to formally commit to using sustainable, locally sourced and organically grown

products in our restaurants and even removed shark fin and other threatened fish species from our menus, including properties in China, as part of our commitment to offering sustainable seafood choices. That was quite an accomplishment for a luxury brand new to the Asian market. ■

# Elizabeth DeMaso

Managing director  
Clutch Collective  
New York



"It is a dynamic landscape where change is the only constant"

## **What do you most like about your job?**

Without a doubt, it's collaborating with marketers to help define their brand. I love uncovering that seemingly intangible nugget that brings emotion and desire to a brand. By pulling apart the layers of a brand, you can discover its true, authentic voice – that specific offering that no other brand can own. When that comes together, it's magic and lays the foundation for great marketing. A relevant, authentic brand voice wins a coveted spot in the consumer's heart, mind and home.

## **What is the biggest challenge in your job?**

I would say that the biggest – and most exciting – challenge is staying ahead of the digital curve. Staying current is one thing, but I am talking about getting 10 steps ahead of what is coming next.

It is a dynamic landscape where change is the only constant. It takes discipline to ensure we employ digital marketing and social media that enhances the brand appropriately and meets business objectives – not just because it is the newest trend.

## **What is your work priority for 2013?**

I am always looking for the next great challenge, whether that is working in a new category or with a marketer who

wants a complete reinvention. Next year, I would love to partner with a marketer in an even deeper, more meaningful way. That could mean a rev-share model, intellectual property or even an opportunity to work on the client side of the business.

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

Luxury is a wonderful industry for women because it comprises so many different categories and opportunities. Basically, any product or service that offers a moment of self-indulgence should be considered luxury, whether it's a piece of Vosges chocolate, a Patek Philippe timepiece or a Bentley automobile.

Bringing a sense of humanity to the luxury market is necessary so that it is less about excess and more about personal celebration. Encouraging women to follow their heart and do what they love will hopefully attract more of us to the business.

## **Your proudest achievement in luxury?**

This past year has been remarkable as I have had the opportunity to work with a number of new product introductions in the luxury arena. Being there at inception to help shape every element of a brand's DNA is an experience to relish. You really get into the trenches with the marketer.

This coming year will be equally exciting as I watch the work come to life in the marketplace.

It is a wonderful feeling to see your ideas bloom out in the real world. But my proudest achievement is feeling accomplished both at the office and at home with my family – that is true luxury. ■

# Meredith Dichter

Director of global brand marketing  
The Luxury Collection  
New York



## "Business, leisure and family travel have intersected with technology and globalization"

**What do you most like about your job?**  
Creating platforms for The Luxury Collection that deliver memorable and exceptional experiences for our guests is extremely rewarding. It is also fantastic working with like-minded brand partners such as Bentley and Assouline as well as our acclaimed chefs, concierges and hotel teams who truly distinguish this brand and showcase us as "the destination authority" around the world.

**What is the biggest challenge in your job?**  
Not as much a challenge, but rather a focus for us is how we stay globally relevant and create initiatives that resonate with a new generation of luxury who are traveling differently. Business, leisure and family travel have intersected with technology and globalization and, now more than ever, it is critical that we are engaging a global audience: the way they want, when they want and with rich content that keeps them thinking of The Luxury Collection portfolio when they travel – which statistically is 60-plus days a year.

**What is your work priority for 2013?**  
With 82 hotels in 30 countries, The Luxury Collection remains Starwood's largest luxury brand, and with its appeal to independent hotel owners, we are continuing

to grow globally. Looking ahead to 2013, it is equally—if not more—important that we focus on, invest in and celebrate the heritage of the brand and its most iconic hotels in Europe.

For the past 18 months, we have been working with architects, interior designers, local craftsmen and artisans to restore four of our most iconic hotels – Hotel Alfonso XIII in Seville, Hotel Maria Cristina in San Sebastian, Prince de Galles in Paris and The Gritti Palace in Venice. By the spring of next year, all four hotels will be re-opened and to share that story will be quite tremendous for the brand.

**What will it take to attract more women to the luxury business?**  
You must have a passion for what you do. Seeing so many women achieve success in the luxury sector of business will only attract a new generation of talented women to the industry.

**Your proudest achievement in luxury?**  
When I first began working for The Luxury Collection brand, people I was speaking with knew the iconic Luxury Collection hotels – Marques de Riscal in Elciego, Spain or The Phoenician in Scottsdale but they were less familiar with the brand's identity. We spent significant time creat-

ing a dynamic Web site, advertising campaign and those few gold threads that tie all 82 hotels together, which has really impacted brand awareness around the world and those same people have become true brand loyalists. With substantial growth slated in the next two years in Asia and the Middle East, we hope to continue this momentum and attract an even greater fan base. ■



# Adriana Estrada

Account Director  
Siegel + Gale  
New York



"The more women we have in the luxury business, the more we will perfect the products"

## **What do you most like about your job?**

With a background in law and fashion, my current job at Siegel+Gale, a global strategic branding firm, allows me to help companies tell a better story, reach more audiences and change perceptions. I enjoy looking at a branding situation and finding that kernel of truth or beauty, which makes a story understandable.

My experience working in the fashion industry allows me to better understand what it takes to connect with consumers, whether it be through a shift in focus or by centering communications on fewer, more compelling messages. Helping a client determine how to describe their brand in ten words or less is a pretty effective way to help shape their vision.

## **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 2013?**

My work priority for 2013 is to help brands with innovation — not just communicate where the brand is today, but focus on the products and services that are going to make a difference in the marketplace two to three years from now. I am drawn to products that are ahead of the marketplace and want to make sure I am helping brands think through what is next and be able to tell that story of why people should care.

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

In any industry, women have to help each other. Men are currently the top earners and hold the majority of leadership positions in the luxury industry, but women are providing most of the revenue to fuel the industry.

The more women we have in the luxury business, the more we will perfect the products and the brand stories that appeal to us. Women who work in the luxury business now have to make it more inviting to other women and must be willing to share their personal experiences of how they got to the top.

## **Your proudest achievement in luxury?**

My proudest achievement in luxury was being able to draw on my background in order to provide insights into luxury branding and marketing. While luxury is an industry unto itself, what makes luxury work so well and withstand the ebb and flow of economy is its unerring dedication to quality and branding. Luxury is a pure thought. It does not need to be explained, but the way it is communicated is the challenge — a challenge that I enjoy. ■

# Laura Hinds

Founder/chairman  
Women's Luxury Guild  
New York



"It is extremely difficult with some of the push-back and resistance the industry puts up with women sitting as heads in the boardroom"

**What do you like most about your job?**

What I truly love about my job is meeting the most incredible women in luxury all over the world. I love connecting with women who are truly making an impact and have attained extraordinary levels of achievement. I love hearing their stories and having a strong platform upon which to introduce them to other women they never even knew existed with the same level of accomplishments.

It is extremely rewarding for me to see the strength and power of the Women's Luxury Guild and its place in the luxury industry. I love that my position allows my daily goals to be geared toward helping other women achieve greatness in an industry that has spectacular clout.

**What is the biggest challenge in your job?**

The biggest challenge in the job is witnessing the inequality and the lack of gender diversity in some of the world's largest luxury brands that cater to women and hold a substantial percentage of women buyers.

I think it is extremely difficult with some of the push-back and resistance the industry puts up with women sitting as heads in the boardroom.

We are breaking barriers daily, but there is definitely more to be accomplished in such a prestigious industry.

**What is your work priority for 2013?**

For 2013, it is the Women's Luxury Guild's agenda to introduce the world to the most powerful women in the business and to integrate them into programs that will help other women achieve the highest levels of achievement within the industry.

We look to work closely with our board of advisors to create awareness for female entrants into the industry, women of color holding rank as well as global chapters that will address internal issues in luxury regions of the world, allowing women to have a touch-stone moving forward within their careers and businesses.

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

The luxury industry is making strides, but there must be something in place that will allow women to remain empowered and focus on their drive to excellence. They will have to be reminded of their strengths and kept in tune with the luxury industry's changes and advancements and keep their fingers on the pulse.

The luxury industry must paint the portrait

of opportunity for women and provide perfect insight on successful advancements and thriving room for growth and development for women.

**Your proudest achievement in luxury?**

My proudest achievement in luxury has to be establishing the Women's Luxury Guild with my co-chair Angela Tunner. The feedback and impact that the Women's Luxury Guild has had thus far tells me that we have longevity and are poised for measurable impact on the industry. I look forward to promising things to come from the board, our directors and, most importantly, our members. I am so proud of everyone and I know 2013 will be a strong year for the Women's Luxury Guild and the luxury industry. ■

# Cannon Hodge

Social media manager

Bergdorf Goodman

New York



## "This is a field full of strong and powerful women"

### What do you like most about your job?

Connecting Bergdorf Goodman and its legacy with the world. Although we only have our singular Fifth Avenue address in New York, there is something remarkable about sharing the Bergdorf Goodman story with those in Argentina, Australia, China, Brazil, et cetera, and connecting with people on such a personal level. Whether it is teaching followers a new makeup trick step-by-step or giving them an insider's view to our designers, it's the intimacy that makes it special and unique – and that's what makes this job endlessly rewarding.

In addition, I am thankful to work with such flexibility. While we are a small team, we are an agile one – always dreaming up ways to collaborate, innovate and think outside of the box, whether it is creating a Secret Pinterest Pinboard for our Spring Press Preview or thinking of ways to improve the way shoppable videos function.

### What is the biggest challenge of your job?

To be honest, balance. Although we are a single store, we are active on 13 different platforms and each of them deserves a clear strategy and voice. Balancing those platforms on top of handling customer service issues, overseeing our blog,

5th/58th, and developing long-term strategy is more than a full-time job. Sometimes you wish there were more hours in the day – or that time simply would stop – but it is the fast-pace that keeps you on your toes, searching to inspiration and the next big thing.

### What is your work priority for 2013?

Goodness, there is so much. In short, creating a better omnichannel experience. Our Fifth Avenue store is what makes Bergdorf Goodman so unique – and it is my goal to recreate that experience across the digital spectrum while continuing to connect with our audience in a way that is genuine but inspiring.

For spring we are looking to innovate video while introducing our audience to some truly inspiring young designers like Holly Foster, Anthony Vacarello and Sophia Webster. Bergdorf Goodman can be overwhelming, and our goal is to connect with our followers through various initiatives including a very special project with Elle and Essie, among others.

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

From my perspective, this is a field full of strong and powerful women – from the publication world to leaders within

individual companies. I continue to be inspired by the voices and influence that they have throughout the industry and can only imagine that their creativity and business acumen will attract more women to become a part of this space.

### Your proudest achievement in luxury?

To be part of Bergdorf Goodman's digital voice. This is an incredibly dear place with a cast of characters and creativity and inspiration, and to be able to share that experience is something I never could have imagined when I first began working here. ■

# Denise Incandela

Executive vice president and chief  
marketing officer  
Saks Fifth Avenue  
New York



"It takes a lot of courage and conviction to focus the organization on fewer opportunities"

## What do you most like about your job?

There are many aspects of my job that keep me passionate and excited about what I do – evolving the shopping experience at Saks, transforming our capabilities and, of course, working with our talented team. The digital revolution has fundamentally altered the way the consumer shops and, as a result, our capabilities must also change at a rapid fire pace. This is both incredibly stressful and incredibly exciting.

## What is the biggest challenge in your job?

As I mentioned above, the pace of change in both marketing and ecommerce is staggering, so of course, keeping ahead of our consumer, as well as our competition, is a tremendous challenge. To do this, I focus on communicating a clear vision, prioritizing our strategic big bets, inspiring the team to achieve shared objectives, and constantly evolving our organization's capabilities.

All of this is hard, but prioritizing and ensuring there is not too much going on is probably my biggest challenge. It sounds so simple, but it takes a lot of courage and conviction to focus the organization on fewer opportunities so you can really do them well.

## What is your work priority for 2013?

In 2013, my key priorities will focus on building our personalization, top customer/loyalty programs, digital marketing and mobile capabilities.

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

I think the luxury business naturally attracts women, so I am not sure I see attracting women as the challenge. I think the bigger issue is retaining women and promoting them to the executive level.

Fortunately, at Saks I have the privilege of working with talented women at all levels within our organization. Our customer base is 85 percent women, so it is no surprise that our organization skews female as well. It is one of the things I enjoy most about working at Saks.

## Your proudest achievement in luxury?

My proudest achievement is building our talented Saks Direct team and business.

I've always felt strongly about surrounding myself with the best and the brightest, and over the years we have built a team of amazing people who have built an amazing business. We are now doing the same thing within our marketing organization. It is very gratifying when you work

with people who have the intellectual appetite to find solutions. Our team makes it invigorating for me to come to work every day. ■

# Rachael Johnson

Vice president of digital strategy and  
ecommerce

L'Oreal luxury division  
New York



## "Helping other women is a passion of mine"

### What do you most like about your job?

I am very fortunate to have a job where I can apply my passion for digital marketing, media and ecommerce in an industry that I am also very passionate about. I believe it is important to look at digital holistically and not in silos in order to drive superior customer value and experience throughout the path to purchase which is so important for luxury brands, and I very much enjoy this about my role.

I also am extremely fortunate to be part of Carol Hamilton's [president of L'Oreal Luxe Division] extended team, as she has been an extraordinary inspiration and a mentor to me since I joined L'Oreal in 2006.

### What is the biggest challenge in your job?

As a digital marketer, I have a great passion for innovation and would often like to be at the forefront of key trends and technology across paid, owned and earned media. However, from an ecommerce perspective, I need to make certain to balance the desire for innovation with the desire for both short and long-term profitability. It is an interesting challenge and an important one because I believe success in digital requires a holistic approach to the total customer experience and an ongoing need to ensure digital marketing and

media, CRM, social media and ecommerce are working together to deliver value from both a business and a customer perspective. This requires ongoing prioritization and a close proximity to the voice of the customer and her needs and expectations.

### What is your work priority for 2013?

Luxury is very much about the customer experience, and digital continues to be a principal channel where we can connect with and uniquely service our customers on a one-to-one basis. This has always been and remains my priority, especially as technology continues to evolve, enabling new and innovative ways to differentiate and provide a personalized experience to every beauty customer.

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

I think there are many women attracted to the luxury business, but they may not know how to get there if they are in another industry. There is often a misconception that industry experience is required, especially in fashion and beauty. My experience is that simply is not the case. Outside perspective is critical to evolve and find new ways to approach business opportunities and challenges. Helping other women is a passion of mine, and I am always willing to help anyone who contacts

me via email or LinkedIn in any way I can, so if you are interested in a career in luxury digital or beauty or both and not sure how to get there, please don't hesitate to get in touch.

### Your proudest achievement in luxury?

I just moved to the Luxe division at L'Oreal this past April after serving for six years as the head of digital, CRM and ecommerce for L'Oreal Paris in the consumer products division, so my time in Luxe has been short.

However, I am tremendously proud of the work my team has done this year working across the Luxe brands to elevate the customer experience on our sites through new services such as live chat and auto replenishment. These enhancements were cited as the driving force behind Lancôme and Kiehl's L2 Digital IQ ranking as the number one and number eight beauty brands in the 2012 Index, the first time a L'Oreal brand (Lancôme) has been ranked Genius.

In 2013, we plan to continue our focus on new features and functionality that will provide luxury service to our customers online and elevate their overall experience with our brands. ■



# Christine Kirk

Founder/CEO

Social Muse Communication

Sherman Oaks, CA



## "Social media is a new frontier with new reporting metrics"

### What do you most like about your job?

Working with my incredible clients spanning the luxury travel, restaurant, tech and lifestyle industries. I like that every day is different. Every client goal and challenge is different.

The social media landscape changes on a daily basis, so keeping up with that and determining the best ways luxury brands can leverage social media tools all makes me tick.

### What is the biggest challenge in your job?

While my services span both digital and traditional media, proving ROI and overall value of social media to a client who isn't necessarily savvy in the space is a challenge. Social media is about building brand loyalty and engagement, and some execs are still married to the old-fashioned way of proving ROI. Social media is a new frontier with new reporting metrics.

### What is your work priority for 2013?

To grow my business by bringing on more clients, continuing to hire, and finding talented people to work with. To demystify social media tools for skeptical luxury brands.

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

I actually think the luxury industry does attract a lot of talented women executives. From being CEOs of major luxury fashion brands, to general managers of major luxury hotels, and being the head of marketing and social media departments, women officially have a seat at the C-suite table.

### Your proudest achievement in luxury?

Starting my PR and social media marketing firm, Social Muse Communications, is my proudest achievement. I left a paying job at a PR firm, and started Social Muse Communications during one of the worst economic recessions this country has ever seen, and was utterly terrified. However, I knew that in order to be successful and ultimately be happy, I had to follow my passions.

December 10, 2012 was the three-year anniversary of when Social Muse launched, and I'm proud to say that we've been growing leaps and bounds each and every year. I'm excited for what 2013 will bring. ■

# Tamar Koifman

Head of marketing  
Digital Luxury Group  
Geneva, Switzerland



"The question should perhaps be reworded to ask how to retain women in the industry"

## What do you most like about your job?

I love the variety of projects that I get to be involved in on a daily basis. In the same day I can be working with our team of analysts to fine-tune the insights shared in one of our reports, like the WorldHandbagReport, work on a luxury beauty client's social media strategy for the holidays, and speak with a journalist working on a story about the luxury industry in China.

## What is the biggest challenge in your job?

Going along with the point above, though it is fun and a welcome challenge to have a hand in a bit of everything, it is not always easy to keep all of the pieces moving. I wish I had more hours in the day, a second pair of hands, or a bigger team.

## What is your work priority for 2013?

I'm expecting my first child early next year, so 2013 will be dedicated to learning how to balance work and family. Suggestions are welcome.

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

I don't think that there is any problem in attracting women to the luxury business. The question should perhaps be reworded to ask how to retain women in the

industry and cultivate leaders. I don't have a magical answer as to how to do that, but certainly an understanding and sensitivity to the needs of working women, especially mothers with young children, is a good place to start.

## Your proudest achievement in luxury?

At Digital Luxury Group 2012 was monumental. We rolled out a series of studies under the WorldLuxuryIndex umbrella that have helped luxury brand professionals make smart, educated businesses decisions. It has been incredibly rewarding to take part in that.

I'm also quite proud of my past contributions to the digital innovation of brands such as Kérastase, Clinique, Chanel and Kiehl's, which I have had the pleasure of working directly for and which continue to push boundaries today. ■

# Claudia Kozma Kaplan

Chief marketing officer

Leading Hotels of the World

New York



"The diversity in our portfolio that makes our company so exceptional also makes my job more difficult"

## What do you most like about your job?

I am most passionate about the global nature of my work. Being multilingual, I take great satisfaction in my ability to immerse myself in a destination, not just as a tourist or observer, but as a business person. To be accepted "as a local" within a culture provides me with a great sense of accomplishment. It gives me the opportunity to succeed on a professional level, while allowing me to develop very meaningful friendships with incredibly diverse individuals from around the world.

## What is the biggest challenge in your job?

As the world's largest luxury hospitality group, our breadth of independent hotels is a wonderful differentiator. In today's world, luxury consumers are looking for the very type of authentic experiences our hotels deliver. However, at the same time, the diversity in our portfolio that makes our company so exceptional also makes my job more difficult. It is quite challenging to develop campaigns that highlight the unique essence of our 430 individual hotels, while positioning and strengthening a singular umbrella brand.

## What is your work priority for 2013?

In 2013, The Leading Hotels of the World will commemorate its 85th anniversary,

a landmark it shares with Hollywood's Oscars. To celebrate, we are focusing on 85 Leading Hotels, which themselves were stars on the big screen and featured in major motion films. Like the best journeys, movies transport us to another time and a different place. Both give us insight into people and cultures. At their most magical, movies create connections and memories, much like our favorite journeys. I cannot think of a more fitting theme to celebrate our milestone.

## 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?

I started my career as a front desk receptionist at the Regent Beverly Wilshire. From there I worked in different roles at hotels from Beverly Hills to Monte Carlo to thoroughly learn the foundation of the business. I make sure every day not to forget where I started and all of the incred-

ible mentors who took the time to teach me the true art of hospitality. I am grateful and highly aware that, to be successful, it takes a lot of hard work and, often, some luck along the way. ■

# Nina Lawrence

Vice president of global marketing for ad sales  
The Wall Street Journal  
New York



## "Luxury and women? What's not to like?"

### What do you most like about your job?

The Wall Street Journal is the top of the list in innovation in how we connect with the most powerful consumers in the world. And as the head of global marketing for ad sales, it is my job to harness that connection for the benefit of our advertisers.

We have more knowledge about what thought leaders want than anyone else, just from how we market our own products to them. If we do a great job of selling advertising with that knowledge, guess what? We win.

### What is the biggest challenge in your job?

The Wall Street Journal is literally on every platform that exists, has products in countries around the globe, and is on a tear with new product launches. My greatest challenge is to turn our complexity into simplicity and expertise. We need to be easy to work with and provide solutions that offer access and create community.

### What is your work priority for 2013?

Every brand today wants some form of custom content and content integration. The Wall Street Journal is probably the most highly protected editorial franchise, which allows for little flexibility. So my priority for 2013 is to build out

our custom content solutions capabilities without ever compromising the trust, expertise and authority of our world-class editorial content.

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

I honestly never noticed there was a shortage of women in the luxury industry. I have worked with some of the smartest women I know in luxury across the fields of fashion, beauty, jewelry and watches. Luxury and women? What's not to like?

### Your proudest achievement in luxury?

I am five weeks in to this new position and I would say that my greatest achievement in luxury is still ahead of me. ■

# Aliza Licht

Senior vice president of communications  
Donna Karan International  
New York



"15 years in fashion is like 30 years in another industry"

## What do you most like about your job?

Working at Donna Karan for nearly 15 years I have come to love the brands. The work environment is extremely creative, supportive and collaborative. The pace is frenetic, but invigorating. Every day is different and you never know where it will take you. I love that if you have a good idea, you can run with it.

## What is the biggest challenge in your job?

We have such a creative team and thus we have so many ideas. The problem is always which ones can you really execute? It's like choosing between your children.

## What is your work priority for 2013?

I work on so many areas from a PR standpoint, managing editorial coverage, special projects, runway shows, social media and celebrity dressing, so it is hard to declare a priority. With that said, I am very excited about Donna Karan Atelier, a new collection of high evening gowns that will hopefully make a big impact on the red carpet in 2013.

Besides celebrity dressing itself, we have an amazing digital component to this. Taking the idea of social inclusion and fan enthusiasm for all things celebrity dressing related, we have built a Donna Karan

Atelier Facebook app that will allow fans to follow the journey visually and interactively. Keeping in the spirit of mystery, you will not know for whom and you will not even know what the dress looks like in totality until the end, but our visual teasers will entice you to join us on the road to the red carpet.

If we succeed or even if we fail, you will have been on the journey with us. Think of this as Celebrity Dressing 2.0. It is the digital answer to being a fly on our celebrity wall. From visual inspiration to sketch, to Celeb X and Y fittings, to hopefully landing on the red carpet.

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

I believe that women are innately luxurious. We are just so busy juggling a million balls and putting out so many fires that sometimes we forget that. Donna Karan changed the way women dressed in 1985. Luxury sportswear and 7 Easy pieces, a system of dressing from day into evening for women on the go, were revolutionary.

There have been so many examples of women making huge impact in luxury throughout the years, if other women just stop and take a moment to admire them, they too will realize they're not so differ-

ent from them. The only difference is they had a great idea and just went for it. The trick is, plotting out the whole thing is daunting, but taking the first step is easy. Then, see where it takes you.

## Your proudest achievement in luxury?

My longevity at Donna Karan, which is mostly due to my incredible boss and mentor Patti Cohen. Fifteen years in fashion is like 30 years in another industry. I am very fortunate to work for one of the greatest luxury brands in the world. ■

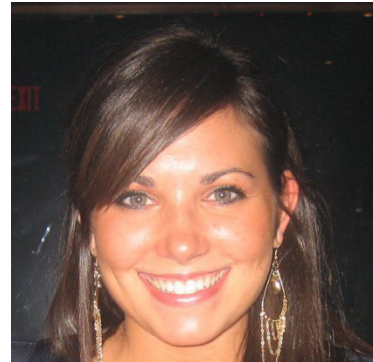


# Brittany Mills

Director of strategy and experience

B Culture Media

Atlanta



"The reason that I love this industry so much is also one of my biggest challenges — the ever-changing landscape"

## What do you most like about your job?

The thing that I like most about working in the luxury marketing industry is that it gives me the opportunity to collaborate with amazing clients and brands, but always in a progressive and innovative state.

I have created successful luxury marketing strategies, mobile and tablet applications, and digital communication plans for brands like Cole Haan, Tourneau and Calico Corners. Digital media provides brands a unique way to communicate with their customers and to tell their brand story, and I'm always challenging myself on how to enhance that story and how to reach customers in an impressive and engaging way.

## What is the biggest challenge in your job?

The reason that I love this industry so much is also one of my biggest challenges — the ever-changing landscape. Staying on the forefront of the luxury market is key in building that prestige and impactful message that will create emotional connections with audiences. When you mix that with all of the ways you must translate that message into the numerous consumer touch points that are changing daily, you run into challenges that

traditional advertisers are not typically faced with.

## What is your work priority for 2013?

My main focus for my agency in 2013 is really redefining what the digital agency looks like for our clients. I believe that most agencies lead with a good idea and that the technology falls into place after trying to mold that message into the platform or device.

My main objective is to initiate the ideation around the technology since that is what propels the messages and engagement, and then support that with an award-winning idea. My focus is also around creating some amazing engagement platforms and analytics tools that we will be offering to our clients in 2013 to help luxury brands understand their audience a little more and to reach out to their advocates and influencers in a more efficient way.

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

The luxury industry is saturated with talented and educated women who are changing the way brands communicate with their audiences. I believe that women are so attracted to this industry because of the emotion that is tied around those

brands. Tiffany's, Tourneau, et cetera, all embrace the emotional connection that is part of purchasing one of their products.

Women are successful and know how to translate that experience to the masses. I think that highlighting, and the success and difference that women are providing to this industry, is only going to keep that trend going.

## Your proudest achievement in luxury?

My proudest achievement in luxury marketing is knowing that my clients view me and my agency as not just another vendor, but as a trusted advisor and solutions expert for their business. We create lasting relationships with our clients and help them achieve business objectives through our digital services. ■

# Maureen Mullen

Research lead

L2 Think Tank

New York



"My job has literally taken me all over the world"

## What do you most like about your job?

It has been fascinating witnessing the transformation in the luxury industry in the last three years, particularly around technology and growth markets and to helping companies think through these challenges and opportunities. In addition, my job has literally taken me all over the world.

organizations use our Digital IQ Index data and research to inform strategy and take risks. ■

## What is the biggest challenge in your job?

Maintaining a constant pulse on the pace of change and distilling what is important versus what is just noise and just wish there were more hours in the day.

## What is your work priority for 2013?

To broaden the dialogue around digital innovation in luxury to more of an integrated media and multichannel retail discussion and help brands understand the impact on their organizations globally.

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

Companies need to continue to provide more senior leadership opportunities in their organizations and open themselves up to talent from outside the industry.

## Your proudest achievement in luxury?

I find it incredibly rewarding when

# Camilla Papale

Chief marketing officer  
Douglas Elliman Real Estate  
New York



"It is very important to love what you do"

**What do you most like about your job?**

My current position in luxury marketing allows me to channel my creative talents and aesthetic values into brand platforms and artfully crafted communications that drive sales. It is very important to love what you do.

**Your proudest achievement in luxury?**

Last year's relaunch of the new Douglas Elliman brand was a big milestone in my career. ■

**What is the biggest challenge in your job?**

Our company caters to very diverse markets with varying demographics and consumer behavior. Creating solutions that transcend diversity is both very challenging and satisfying.

**What is your work priority for 2013?**

We anticipate the trend of ultra-luxury real estate with global appeal to expand even further in 2013. My team is working on incorporating more proprietary research and custom-tailored programs to market these properties. On the brand side, innovation and cross-platform content publishing are my keynotes for next year.

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

It will take encouraging women to follow their passions, empowering and promoting leadership skills.

# Jordan Phillips

Founder and director

Lure of Luxe

New York



"Creating my company has allowed me to merge my personal and professional interests"

**What do you most like about your job?**

I love everything about my job – I created it. After having spent years as a marketing and public relations executive representing products that I was not necessarily passionate about, I am thrilled to be working in the fashion industry. Creating my company has allowed me to merge my personal and professional interests.

**What is the biggest challenge in your job?**

At first, the biggest challenge of my job was adapting to the ever-evolving world of social media.

Once I forced myself to dive in and just go for it, keeping up with social media platforms became an essential way to stay on top of trends and connect with others in the field. Twitter, for example, took me months to get used to, but now I am completely addicted.

**What is your work priority for 2013?**

I would like to devote time in 2013 to research for my second book, which is going to be about luxury department stores. It is also a dream of mine to become a contributor to Harper's Bazaar, so I have been taking classes to hone my magazine writing skills.

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

The luxury business is all about creating and understanding emotional connections with products and services, so I believe the industry is a natural fit for women. Women are often the driving force behind purchase decisions, so it is really valuable for brands to see things from a female perspective.

**Your proudest achievement in luxury?**

I am very proud of my first book, *The Lure of Luxe: Climbing the Luxury Consumption Pyramid*, which was released in July 2012. It explores the metaphorical climb up the luxury consumption pyramid, which determines how and why clients will spend. I wrote the book to provide a new way of thinking about marketing to these elite clients, and seeing it through completion was an incredibly rewarding process. ■

# Lynette Phillips

Founder

Maxmedialab

Sydney, New South Wales, Australia



"Women have a great understanding of luxury - we are the audience and the consumer"

## What do you love about your job?

Surrounding myself with the very best people who share my vision, learning every day and always looking for a different approach. With this comes the creation of cutting-edge ideas for the inspiring brands that have come to us for our expertise. For me there is nothing better than seeing an amazing campaign that we have worked on come to fruition.

## What is the biggest challenge in your job?

The ever-changing digital landscape which constantly challenges us to be more creative and more mercurial, nimble and efficient with how we think. This is as challenging as it is exciting because it pushes you to approach work from a 360-degree angle.

## What is your work priority for 2013?

To bring more luxury clients into the digital landscape and continue to break down those barriers of caution that are still prevalent across the industry.

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

Luxury is no different than any other sector - it is about giving women the opportunity to take on senior roles. Women have a great understanding of

luxury - we are the audience and the consumer. I have hired female executives into all Maxmedialab senior positions, across media, content, publicity and strategy. It is proving to be our successful point of difference.

## Your proudest achievement in luxury?

After 20 years working across traditional media's most prestigious titles including Harper's Bazaar and Grazia, my biggest achievement has been to move into the new media space and launch a full-service luxury agency with a digital focus. The business is less than 18 months old and has experienced phenomenal growth and support from the market.

Maxmedialab has partnered with many forward-thinking luxury brands including Hermes, Audi Australia, Johnnie Walker Blue Label, Napoleon Perdis Cosmetics and La Prairie. ■



# Shenan Reed

Chief media officer  
Morpheus Media  
New York



## "Unfortunately, there is still a glass ceiling in luxury"

### **What do you like most about your job?**

The people are the best part of my job. I have been honored to work with amazing people in my career. My goal is to surround myself with people who are smarter than me and allow them room to flourish. The talent, passion and dedication in this agency constantly amaze me.

We have built a very unique culture at Morpheus, one of trust, respect and partnership with a hefty dose of entrepreneurial spirit. My job role changes every day. I go from being Media Maven to Morpheus Mom to Fearless Leader and my responsibilities span that gap. On any day you may find me building a strategy for a luxury brand, training a team member on public presentation, speaking at a conference before thousands of people, or cleaning the office kitchen. And I love all of it.

### **What is the biggest challenge in your job?**

Not being able to be everywhere all the time. As the company has grown it has become increasingly harder to contribute to everything. If I could, I would be in every client meeting, every strategy brainstorming session, every publisher presentation, every emerging technology meeting and every new business pitch. Not necessarily because they would be better with me there. Our teams are amazing and they

don't really need me to be involved, but I love being there. I love learning it all. However, I can only be in so many places at once and so I've learned to carefully select where my time goes while trying to balance the office with my family.

### **What is your work priority for 2013?**

We have a very clear vision for 2013 to expand our current service offerings, especially in analytics and business insights. We are always looking for new ways to best serve our clients' needs. As such we have a number of new products and services we will be introducing over the next year. All of them with the goal of helping our clients deliver the best experience to their customers.

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

Unfortunately, there is still a glass ceiling in luxury. We see more women in the senior vice president-level roles, especially in marketing, but not as many in the president and CEO roles. I believe this is a trend that will change with time and you can see it already changing in the younger luxury brands.

There is also a perception that people who work in luxury are unapproachable. Yet, my experience has shown me the opposite is true. I have worked with some very

humble and caring people in this industry and cherish some of them as my dearest friends. To attract more women to the business side of luxury we must demonstrate that it is a welcoming community and share the oft-forgotten stories of the brands' craftsmanship, heritage and philanthropy. Women want to know they are working for the good guy, doing things that make a difference and contributing. Luxury has all of this to offer, but often doesn't make a strong enough showing of it.

### **Your proudest achievement in luxury?**

We work across 60 brands and all of the luxury houses, LVMH, PPR, Richemont. That we are able to instill enough confidence in these brands that their data, strategies and tactics are both safe and promoted in our hands is one of my proudest achievements. Someone once said to me, "Two is competition, three is an expertise."

Although we did not set out to build an agency full of luxury brands, they have chosen to work with us. We understand their consumer, we value their brand's uniqueness, we push them to stay in the forefront of digital and we respect that our success is tied to our ability to maintain their trust and confidence. ■

# Daphne Selzer

Global brand director  
St. Regis Hotels & Resorts  
New York



## "Luxury marketing is now evolving as quickly as its consumers"

### What do you most like about your job?

For me, the diversity of my day is the most energizing. In just one day, I could be introducing a potential owner to the St. Regis brand, reviewing our online campaign plans for next year, briefing our global brand leader on an upcoming event, and then overseeing a photo shoot. Luxury marketing is now evolving as quickly as its consumers, so there is never a moment of monotony.

I also especially love watching a creative concept that we might have brainstormed over a year ago finally come to fruition – a labor of love that happens through the collaboration of every member of the St. Regis team. Sometimes, though, I wish we had more time to pause and celebrate these types of exciting achievements before moving on to the next thing.

### What is the biggest challenge in your job?

One of our biggest priorities is to ensure that we stay true to the heritage and visions of the founder of the brand while also staying relevant and modern: hallmarks that date back over a hundred years for the brand like our signature St. Regis Butlers who are now younger, multi-lingual and act more as a chic personal assistants. We are also working to keep

St. Regis traditions like Caroline Astor's Midnight Supper events as well as St. Regis Afternoon Tea and Bloody Marys fresh for modern global travelers and locally relevant.

### What is your work priority for 2013?

2012 marked the most significant growth period for the brand since the first hotel opened in New York in 1904, nearly tripling our portfolio with 10 hotel openings around the world, and now with 30 hotels that span across 14 countries, we are focused on ensuring that our global guests experience beyond expectation service at every touch point, consistently around the world.

When I first started with the St. Regis brand, a lot of hard work had already been done to establish the brand identity and tone of voice. Providing specific tools and templates for our multiple divisions and hotels has helped unify initiatives and projects as well as enabled our associates around the world to speak in one, cohesive St. Regis voice.

It's been incredible being part of the standardization of our signature St. Regis Butler service, and I'm equally excited to roll out an innovative family program across the St. Regis brand in 2013, shifting share

in the luxury travel market.

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

I think in any business, but especially luxury hospitality today, global travel is a must, and we are constantly working across multiple time zones. It is one of the reasons we understand our guests so well. But with that, we have to be more diligent about balancing business and leisure time. Seeing executives successfully juggle their professional and family lives will hopefully attract more women to business – it is a skill-set not to be underestimated.

### Your proudest achievement in luxury?

I am very proud to have had the opportunity to work on many firsts for the brand in the last three and a half years: our first print advertising campaign, our first social media activation platform, an ambassador program that brought renowned polo player Nacho Figueras on board as our first St. Regis Connoisseur and, most recently, our first retail extension with the debut of The Grand Tourista Bag by Jason Wu, our second brand connoisseur. ■

# Felicity Sissener

Cofounder  
Fondue Mix  
New York



## "So many brands and agencies are fixed on developing media in a vacuum"

### What do you most like about your job?

Every business is different, and it is always interesting to learn about what makes each one special. I love to track and analyze and better understand luxury consumer behavior in the digital space.

So many brands and agencies are fixed on developing media in a vacuum: creating a Facebook campaign, increasing paid search, or launching a new display campaign – without truly looking at who their customers are, and how we believe they will be able to interact with the brand. I truly enjoy working with luxury brands across all verticals to marry this behavior to the brand DNA, and develop specific campaigns that will drive bottom-line, measurable results.

### What is the biggest challenge in your job?

Helping clients understand that executing the fundamentals flawlessly is still a cornerstone of a scalable digital strategy.

Too often brands are distracted by shiny objects and want the latest technologies to lead their digital efforts when ultimately going back to basics is the first step to building a full marketing ecosystem that will feed all of your sales channels – retail, online, wholesale and so on.

### What is your work priority for 2013?

To provide the absolute best service to our clients, while keeping an eye on emerging technology and resources. It will continue to be a priority for Fondue Mix to be able to help small brands get up and running with their digital efforts, and also to help established businesses operate more profitably.

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

When I graduated from Wellesley College, there were oodles of recruiters who visited us from professional services – legal, finance, et cetera. In order to make inroads in the luxury space, it was all about your network. I took a slightly different path. I was fluent in French and went through a bilingual recruiting agency that ultimately placed me at Cartier. I strongly believe that college recruiting and alumni endorsement from the major luxury brands would attract more young women to the business.

### Your proudest achievement in luxury?

Developing and launching the client loyalty program at David Yurman. Yurman is such an iconic brand with amazing products and an enthusiastic, tight-knit team. It was such a pleasure to work at an aspirational brand that is of

the size where everyone knows one another, but is a truly global company that is flourishing worldwide. ■

# Andrea Wilson

Director of digital strategy and luxury practice  
lead  
iProspect  
Fort Worth, TX



"It is a constant adrenaline rush from the moment I step in the office"

## What do you most like about your job?

I consider myself one of the luckiest women in the industry because my job is fun. Not only do I get to work with admirable brands, but I also get to work in the fast-paced and ever-changing digital world. Being involved in a wide variety of brand personalities, perspectives, goals and executions gives me constant inspiration and there is never a dull moment.

## What is the biggest challenge in your job?

The biggest challenge in my job is the same one I have had since I started working – balancing work and my personal time. With digital marketing, there is always something new to be measured, optimized, tested and tweaked, analyzed for trends, and creative ways to garner bigger and better results for our clients. It is a constant adrenaline rush from the moment I step in the office, which often makes it difficult to close up shop and head home.

## What is your work priority for 2013?

We have had a big year, so my main goal for 2013 is to continue to evolve the footprint of our luxury practice and increase its reputation as the premier luxury digital agency. I expect to drive that goal through two main focal points – the first is launch-

ing more affluent consumer research to assist digital strategies, and the second is to expand iProspect's luxe group globally. Luxe Group is a select group of iProspect digital marketers that work with our luxury brand clients.

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

I am shocked there are not more women in the luxury business, as there are several female icons in this industry. For me, it is about personal interest that drives me to be part of something I love. I think recognition is key, as well as showcasing female industry role model stories, which can encourage and inspire others to follow their passions.

## Your proudest achievement in luxury?

Besides being listed as one of the Luxury Women to Watch 2013, my proudest achievement is leading iProspect's luxe group. This year we published "The Affluent Male" white paper, which was featured in every major media outlet, online, print and TV, in the country. Additionally, it garnered attention of senior figureheads at some of the largest and most prestigious global luxury brands. Life has been good this year. ■

# Felicia Yukich

Manager of social media marketing  
Four Seasons Hotels and Resorts  
Toronto, Ontario, Canada



## "Technology and marketing have become completely interdependent"

### What do you most like about your job?

My job feeds both my thirst for world discovery and my passion for technology and digital marketing. I am always learning. Working in the digital marketing space for a global luxury travel brand, I'm constantly discovering new places, markets, cultures, technologies and ways to add value to our guests.

Being a high-touch luxury service provider, Four Seasons facilitates more physical and digital touch points with our end-consumers than many other luxury sectors. That, in itself is extremely rewarding.

Finally, with 91 hotels in 37 countries I am very fortunate to help lead our talented and passionate marketing and public relations professionals at our hotels and resorts around the world, and have developed many close friendships along the way. We are truly one integrated global social media marketing team and our unity continues to give us an exciting, competitive edge.

### What is the biggest challenge in your job?

Priorities. There is always something more we could be doing. If given the opportunity, I could literally spend all day diving into an emerging social media channel,

or spend five full days face-to-face with our team in Asia. There is so much we could do and so little time. I have learned to balance passion with reason in order to keep projects on track and produce impactful results.

### What is your work priority for 2013?

Building on this year's success, we will continue to innovate around tighter integration between social media, mobile, content, ecommerce and, of course, guest engagement. We will also focus on expanding our global digital footprint in markets like China, Brazil and Russia. Internally, we will continue to harness the power, creativity and knowledge of our marketing community around the world. There is literally no boundary to the virtual footprint of the Four Seasons brand.

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

There are more women in the luxury business than ever, and Four Seasons is a manifestation of this truth. From our CEO to our executive vice president of global sales and marketing, women continue to thrive in global leadership positions. One huge area of opportunity is attracting more women to technology roles, since technology and marketing have become completely interdependent.

### Your proudest achievement in luxury?

Since Four Seasons received its first guest tweet in 2009, our global team has invested significant time, resources and creativity into meaningful social media programming for our guests. This year, we were recognized by L2 Think Tank and many media publications for having the most innovative and bold social media marketing strategy in the hospitality business, which for me and Four Seasons was a significant achievement.

We have our team across our corporate office and all 91 hotels to applaud, and we are also very fortunate to have support from our senior leadership team. External recognition of our efforts will only continue to fuel our collective passion for product excellence. ■