

## Sunday, November 12

**17:00 / PREREGISTRATION OPENS**

Venue: Steigenberger Wiltcher's

**18:15 / TRANSPORTATION DEPARTS**

For Delvaux from Steigenberger Wiltcher's

**18:30–**

**20:00 / WELCOME COCKTAIL RECEPTION**

Venue: Delvaux, 27 Boulevard de Waterloo, Brussels

## Monday, November 13

**08:00 / REGISTRATION OPENS**

Venue: Steigenberger Wiltcher's

**09:00–**

**09:15 / WELCOME REMARKS**

**Vanessa Friedman**

Fashion Director and Chief Fashion Critic  
The New York Times

**Stephen Dunbar-Johnson**

President, International  
The New York Times Company

**09:15–**

**09:35 / OPENING KEYNOTE AND INTERVIEW:  
THE FUTURE OF EUROPE**

**Enrico Letta**

Former Prime Minister of Italy, Dean, Paris  
School of International Affairs, Sciences Po, and  
President, Jacques Delors Institute

*Followed by an interview with*

**Steven Erlanger**

Chief Diplomatic Correspondent, Europe  
The New York Times

**09:35–**

**10:10 / PANEL: THE POLITICS OF LUXURY**

Recent geopolitical events in Europe and the  
United States are forcing luxury's leaders to  
re-evaluate brand strategies and values. Should  
brands take a political stance, or lie low? And how  
can they assess the risk of alienating consumers?  
How does the political climate today differ from  
previous times?

**Jean-Marc Loubier**

Executive Chairman, Delvaux, and President and  
C.E.O., First Heritage Brands

**Geoffroy de La Bourdonnaye**

C.E.O., Chloé

**Jonathan Akeroyd**

C.E.O., Gianni Versace S.p.A.

*In conversation with*

**Vanessa Friedman**

Fashion Director and Chief Fashion Critic  
The New York Times

## Monday, November 13 (cont.)

10:10–

10:30 / **KEYNOTE CASE STUDY: RISKING IT ALL:  
REINVENTING CALVIN KLEIN**

**Steve Shiffman**  
C.E.O., Calvin Klein Inc.

*Introduction by*

**Vanessa Friedman**  
Fashion Director and Chief Fashion Critic  
The New York Times

10:30–

10:50 / **BREAK**

10:50–

11:25 / **PANEL: THE AGE OF POPULISM:  
THREATS AND THEORIES**

How does an elite industry continue to thrive in a world that increasingly revolts against the trappings of luxury? As countries become increasingly isolationist, barriers to entry for both goods and talent are getting higher. How should a global brand assess and plan for such eventualities?

**Francesca Bellettini**  
President and C.E.O., Saint Laurent

**Alexander Gilkes**  
Co-Founder, Paddle8

**Laura Pancera**  
Global Head of Ultra-High-Net-Worth Positioning  
UBS

*In conversation with*

**Elizabeth Paton**  
European Styles Correspondent  
The New York Times

11:25–

11:45 / **INTERSTITIAL: TOWARD A NEW LANGUAGE OF  
LUXURY**

**William McDonough**  
C.E.O., McDonough Innovation, Co-Founder,  
MBDC, and Co-Author of “Cradle to Cradle”

*Introduction by*

**Vanessa Friedman**  
Fashion Director and Chief Fashion Critic  
The New York Times

11:45–

12:15 / **DEBATE: FROM THE FLAGSHIP TO THE  
GHOSTSHIP**

Has the rise of e-commerce made the flagship more or less important? One school of thought believes it has become a de rigueur showroom for the brand, driving sales online. Another says it is a white elephant on the balance sheet, and what is really needed is intimacy. There is a huge amount of real estate and capex riding on the outcome.

**Rodrigo Bazan**  
C.E.O., Thom Browne, Inc.

**Julie Wainwright**  
Founder and C.E.O., The RealReal

*In conversation with*

**Hanya Yanagihara**  
Editor in Chief, T Magazine, The New York Times

12:15–

13:40 / **LUNCH**

13:40–

14:00 / **KEYNOTE CONVERSATION: SPEECH AND  
AUTHENTICITY: COMMUNICATING ACROSS  
BORDERS AND GENERATIONS**

**Stella McCartney**  
Designer

*In conversation with*

**Vanessa Friedman**  
Fashion Director and Chief Fashion Critic  
The New York Times

14:00–

**14:35 / PANEL: CAUGHT BETWEEN GENS X, Y, AND Z**

Generation Z is the future, and the future lives online. But Gens X and Y consider shopping a personal experience. How can brands manage competing demands? Where should their focus lie?

**Alex Bolen**

C.E.O., Oscar de la Renta

**Marek Reichman**

Chief Creative Officer  
Aston Martin Lagonda Limited

**Tao Liang**

Fashion Blogger, “Mr. Bags”

*In conversation with*

**Hanya Yanagihara**

Editor in Chief, T Magazine, The New York Times

14:35–

**15:05 / BREAK**

15:05–

**16:30 / INTERACTIVE BREAKOUTS:  
‘GIVE & GET’ SESSIONS**

Dynamic, peer-to-peer breakout sessions for attendees to share ideas and find solutions to the most pressing leadership challenges within their own companies.

Every participant will leave the ‘Give & Get’ session with at least one concrete and actionable solution that can be used by his or her company.

*Session led by*

**Stephen H. Baum**

Leadership Coach

**16:30 / CLOSE OF DAY**

**19:00 / TRANSPORTATION DEPARTS**

For Royal Museums of Fine Arts of Belgium from Steigenberger Wiltcher’s

**19:15 / GALA RECEPTION**

Commences with an optional private tour of the Magritte, Broodthaers & Contemporary Art exhibition

**20:30 / GALA DINNER**

Venue: The Forum, Royal Museums of Fine Arts of Belgium, Brussels

## Tuesday, November 14

09:00 / **WELCOME**

09:15–

09:35 / **KEYNOTE CONVERSATION:  
BUILDING THE FIRST AMERICAN GROUP**

**Victor Luis**

C.E.O., Tapestry

*In conversation with*

**Vanessa Friedman**

Fashion Director and Chief Fashion Critic  
The New York Times

09:35–

10:05 / **DEBATE: WHO'S GOT THE POWER?**

With the relationship between corporate and creative changing, does the balance of power vary from brand to brand, or is there a perfect mean? How do you identify it?

**Reed Krakoff**

Chief Artistic Officer, Tiffany & Co.

**Sonu Shivdasani**

Founder, Chairman & C.E.O., Soneva

*In conversation with*

**Elizabeth Paton**

European Styles Correspondent  
The New York Times

10:05–

10:25 / **MILLENNIALS AND GEN Z: DECODING THE  
NEXT WAVE OF LUXURY CONSUMPTION**

By 2020, these two generations will represent more than half of all luxury consumers. How can luxury players understand the expectations and consumption habits of each, to ensure they implement the right strategies to meet the needs of both?

**Nathalie Remy**

Partner, McKinsey & Company

*Introduction by*

**Steven Erlanger**

Chief Diplomatic Correspondent, Europe  
The New York Times

10:25–

10:55 / **BREAK**

10:55–

11:15 / **INTERSTITIAL: WHEN LUXURY MEANS SAFE  
WORKING CONDITIONS**

With new attention to fashion and modeling in the post-Harvey Weinstein age, how much responsibility do brands bear? What can they do to get in front of the current conversation and change the system for the future?

**Sara Ziff**

Founder and Executive Director, Model Alliance

*In conversation with*

**Vanessa Friedman**

Fashion Director and Chief Fashion Critic  
The New York Times

11:15–

11:50 / **PANEL: DIVERSITY DEMANDS**

There is not a single black C.E.O. at the top of a luxury brand, and almost no black designers. Women are not yet close to parity, though they are making progress. Why is imperative that the luxury industry starts to look like the world, inside and out.

**Rebecca Robins**

Global Director, Interbrand

**Eric Underwood**

Ballet Dancer, Movement Director and Model

*In conversation with*

**Elizabeth Paton**

European Styles Correspondent  
The New York Times

11:50–

**12:10 / KEYNOTE SPEECH AND CONVERSATION:  
‘FAKE NEWS’ AND TRANSPARENCY**

At a time of broad suspicion around communications, how transparent does a brand need to be with its consumers?

**Antoine Arnault**  
C.E.O., Berluti

*In conversation with*

**Vanessa Friedman**  
Fashion Director and Chief Fashion Critic  
The New York Times

12:10–

**12:20 / CLOSING REMARKS**

**Vanessa Friedman**  
Fashion Director and Chief Fashion Critic  
The New York Times

12:30–

**14:30 / END OF PLENARY SESSIONS AND  
NETWORKING BUFFET LUNCH**

12:30–

**14:00 / SPONSORED LUNCH BRIEFINGS.**

Please inform the registration desk which optional session you would like to attend.

**THE CHINA LUXURY EXPERIENCE: A  
BALANCING ACT**

Luxury brands are reinventing themselves to enable them to provide the best authentic experience for Chinese customers. These technology-savvy consumers are increasingly discerning in their in-store luxury shopping preferences, but at the same time, they seek the efficiency and convenience that online shopping brings.

In order to maximize opportunities with the digital luxury consumer, key insights are needed to help brands strike the perfect balance between the online and offline experience.

*Presented by*

**Amrita Banta**  
Managing Director, Agility Research & Strategy

*This lunch and briefing is programmed and sponsored by Agility Research & Strategy. Session places are limited to delegates who have preregistered.*

**HERITAGE BRANDS AND THE RISK OF LUXURY  
SECTOR DISRUPTION**

Technology, changing consumer preferences and emerging luxury brands pose a threat to the traditional business models of established luxury names. What are the key risks of these disruptive factors for heritage brands, and what are the most successful ways of dealing with them?

*Presented by*

**Simon Nyeck**  
Chaired Professor of Exceptional Savoir-Faire Management, and Director, Center of Excellence for Luxury, Arts and Culture  
Essec Business School

*This lunch and briefing is programmed and sponsored by Essec Business School. Session places are limited to delegates who have preregistered.*

**14:30 / CLOSE OF CONFERENCE**