

# MIP

POLITECNICO DI MILANO  
GRADUATE SCHOOL  
OF BUSINESS



UNIVERSITY  
OF WOLLONGONG  
IN DUBAI

# Global Executive Master of Luxury Management



How will you  
**#changeyourfuture**  
today?

Your Australian University in Dubai  
Est. 1993



# Experience Global Luxury

# Where in the World Will GEMLux Take You?

Study in Dubai, Milan, Paris and Geneva exploring a world of luxury with UOWD

With a Global Executive Master of Luxury Management (GEMLux) degree, you will be set to launch an exciting career in the dynamic world of international luxury brands.

You will gain a truly global insight into the deluxe goods and services market, with study tours to some of the world's most iconic luxury capitals, including Milan, Geneva and Paris.

On completion of the program you will earn a dual qualification from the University of Wollongong in Dubai (UOWD) and the internationally renowned Politecnico di Milano in Italy.



# Where Do You See Your Future Career Path Taking You?

GEMLux opens up a world of professional opportunities in a flourishing industry sector.



Luxury Brand  
Manager



Fashion  
Retail Buyer



Brand PR  
Specialist



Product  
Marketing  
Manager



Customer  
Relationship  
Manager



Marketing  
Analyst



Head  
of Retail



Head  
of Brand



Creative  
Director



Brand  
Ambassador



Visual  
Merchandiser



Trade  
Marketer



Supply Chain  
Manager



Logistics and  
Distribution  
Manager



Export  
Manager



Demand  
Planner



Operations  
Manager



Purchasing  
Manager

...and many more.



# Take the Lead in the Growing Luxury Sector

There is an increasing demand for highly-skilled professionals to lead this lucrative industry into the future, both in the GCC region and internationally.

The global luxury goods and services market is valued at 1.35 trillion dollars or 4.96 trillion dirhams and is predicted to expand by up to 5% annually in the coming years. The GCC is a major growth region for luxury products and experiences, with high spending per capita and an informed target market with the requisite purchasing power.

The UAE luxury market alone is projected to reach 14.9 billion dollars by 2023, with a CAGR of 7.4% from 2018 to 2023, making the UAE the largest spender in the luxury space for the GCC.

The luxury market is not only defined by products, but also luxury events and experiences, such as travel, hotels and restaurants. This growing demand for luxury hospitality, gourmet food and fine dining, coupled with Dubai's longstanding reputation as a hub of luxury retail brands, is attracting consumers from across the globe.

UOWD is introducing this new postgraduate degree in collaboration with MIP Politecnico di Milano to help meet the growing demand for highly-skilled professionals in the luxury sector. It focusses on implementing best-in-class managerial practices in the luxury goods and services segments.

Graduates with a GEMLux degree will be prepared to launch an iconic luxury brand, understand the luxury retail experience, promote a major luxury shopping destination, create an image for a brand to attract customers and create unique and unforgettable experiences, whilst delivering exceptional personalised services.



# University of Wollongong in Dubai

Established in 1993, University of Wollongong in Dubai (UOWD) was the first international and Australian university in the UAE, and is now part of a global brand that has campuses in Australia, Hong Kong and Malaysia.

With a 26-year track record, the University offers internationally-recognised degrees that are accredited by the Tertiary Education Quality and Standards Agency (TEQSA), Australia's independent national quality assurance and regulatory agency for higher education, the Commission for Academic Accreditation (CAA) of the UAE Ministry of Education – Higher Education Affairs, and the Knowledge and Human Development Authority (KHDA).

UOWD's programs are aligned with national priorities and are tailored to meet the demands and needs of the global employment market. With the support of industry experts, it integrates real-world practices with theory to ensure that students are equipped to address complex business problems.

UOWD boasts many alumni who have made a mark across the world through notable contributions in various industries and professional sectors at leading multinational organisations such as Microsoft, GE, IBM, Deloitte, Fedex, 3M, Adidas, Amazon, Emirates, Etisalat, ADCB and Pepsico.

As part of its continued pursuit of excellence in teaching, research, industry engagement and student experience, UOWD will inaugurate its new purpose-built 200,000-square-foot campus at Dubai Knowledge Park in 2020. Featuring cutting-edge technologies, modern architecture, and a mix of traditional and innovative learning spaces, the campus will provide an enriched experience to meet the demands of today's student population, while supporting the teaching staff and community research projects.

UOWD is the highest ranked Australian university in the UAE, and currently has over 3,500 students from 108 nationalities and a global community of 152,000 alumni.



# MIP Politecnico di Milano

The GEMLux program is delivered in collaboration with MIP Politecnico di Milano, which has been recognised as a prestigious business school for 40 years, attracting graduates interested in a managerial career in business or in public administration, together with companies wishing to enhance their organisation and strategies.

Created in 1979 as “Master in Ingegneria della Produzione” (Master in Production Engineering) MIP was transformed in 1986 into a Consortium between Politecnico di Milano and many Italian institutions, several leading public and private industrial groups - mostly large multinational corporations – and today, MIP is a not-for-profit Consortium Limited Company. For this reason, MIP is able to integrate distinctive academic know-how with practical professional experience derived from the world of business and consultancy. By working directly with companies, MIP can truly understand and work within the real-world, developing educational programs and services in line with corporate needs.

MIP is part of Politecnico di Milano School of Management. The School combines academic research and undergraduate education carried out by the Department of Management, Economics and Industrial Engineering (DIG), with postgraduate and post-experience education developed at MIP.

MIP devotes considerable effort to support innovation and growth of the global business system. It has built up an extensive network of international businesses, universities and institutions, developing training courses based on theory and practical experience, whilst at the same time managing and promoting innovation for internationally oriented companies.



**We deliver a luxury  
experience in Milan**



**Who is this  
program  
for?**



If you have a keen interest in managing the luxury value chain to create exceptional customer experiences and want to boost your career with Executive Masters' Degrees from two prestigious universities, this program is for you.

You may be a fashion connoisseur or an automotive enthusiast, but most importantly, you should have a passion for business and the intellectual curiosity to discover the secrets of success among the world's most prominent luxury brands.

As an advanced level program, GEMLux is aimed at working professionals with industry experience, who are looking to progress into senior managerial roles within the growing luxury sector.





**Why  
choose this  
program?**



## You will earn two qualifications from one degree program

As a graduate of the GEMLux program you will hold qualifications from two elite universities. When you fulfil the graduation requirements and regulations at each institution, you will be awarded the following degrees:

- Global Executive Master of Luxury Management from the University of Wollongong in Dubai.
- Specialising Master (1st level University Master): Executive Master of Luxury Management from MIP Politecnico di Milano.

Please note the GEMLux Degree is not tradeable with UOW Australia and will be issued from UOWD and MIP Politecnico di Milano as two qualifications.

## You will study a curriculum developed by academic and industry leaders

The program has been developed in collaboration with faculty at MIP Politecnico di Milano, a leading business school that has been operating for more than 40 years.

This degree was also developed in partnership with representatives from leading luxury companies, including Chalhoub Group, Daimler Middle East (Mercedes-Benz) and Ahmed Seddiqi & Sons, to ensure that the curriculum is tailored to the demands of the growing luxury market.

## You will travel to Europe's leading luxury capitals

As a student of GEMLux you will gain first-hand, expert insights into the industry through study tours to cities renowned as luxury destinations. You will take factory tours, attend meetings at headquarters, visit foundations and exhibitions, and conduct mystery shopping assignments to gain a deeper understanding of the sector. These visits will provide a memorable experience while broadening your professional and cultural horizons.



## You will develop excellent professional networks

Sharing the journey with like-minded students, you will benefit from the exchange of experiences and ideas throughout the program and develop long-term networks with fellow participants, as well as the professionals you meet during the course of your study visits.

## You can establish your own business enterprise and launch your innovative brand

The final course of the program focusses on a real-world project, giving you the opportunity to create your own professional business plan that you can present to potential investors, with the support of Academics and Industry Experts.

**What will  
you study  
across  
the world?**

## Combining the knowledge and skills of an MBA, with the specific competences and context of luxury management.

GEMLux is designed to meet the business management need of luxury brand companies. The program consists of 10 modules delivered in an intensive mode in four international cities, starting and concluding in Dubai.

You will undertake five modules on campus at UOWD, two modules in Milan, one module in Geneva and another in Paris. Your final project will be initiated in Dubai and co-supervised by faculty members from both campuses.



### **The program is structured as follows:**

- Session 1 and 2 in Dubai
- Session 3 in Milan
- Session 4 (first study-tour) in Europe
- Session 5 in Dubai
- Session 6 in Milan
- Session 7 (second study-tour) in Europe
- Session 8 in Dubai
- Session 9 in Dubai, delivered by both UOWD and MIP Politecnico di Milano faculty
- Session 10 (project work) initiated in Dubai, co-supervised by both UOWD and MIP Politecnico di Milano faculty

\*The order of the sessions/modules is subject to change



# Subjects

You will study a range of subjects in the specific context of luxury management:

## Strategic Analysis

Strategic Analysis in the context of luxury brands is the art and the science of formulating, evaluating business opportunities, implementing and evaluating policies and decisions. Such decisions aim to assist luxury brands in realising goals and setting objectives. Strategic analysis is a continuous process that assesses and evaluates the business and its relevant industry, particularly recent trends in relevant luxury markets.

This program will expose you to the core areas of business strategy analysis related to luxury brands, in order to develop skills for making strategic decisions and to manifest those decisions into the real world. You will complete the program with an enhanced understanding of how to make revenue-generating decisions that lead to long-term achievement and value creation.

## Negotiating Contracts

This course highlights the importance of structuring, negotiating and drafting international contracts. It then takes a set of contracts – from bilateral, multilateral and commercial transactions – and explains their structure and key clauses.

Emphasis is placed on the manner in which negotiating teams should conduct negotiations in a successful form, and how to draft specific clauses of contracts and loan agreements. Drawing on best practice examples, the subject aims to develop the necessary practical skills for negotiating and formulating contracts.

This program will expose you to the core areas of contract negotiation in order to develop skills to analyse specific contractual clauses and to allow you to construct specific drafts relevant to the context of luxury brands.

## Luxury Customer Experience Design and Marketing

Here you will be involved in the whole process of creating, communicating and delivering a valuable luxury experience to the customer. The luxury experience is the outcome of a series of factors, including: Expense, Quality, Attention to Detail, Rarity, Exclusivity, Anticipation and Customisation.

For this reason, both the design and the marketing process must also be customer-focussed. As a result, you will demonstrate an advanced understanding of theory and practice in customer experience management and luxury in an international context.

## Operations, Supply Chain Management and Distribution

This module aims to address three fundamental areas of management, with specific reference to the luxury sector. In line with the spirit of the program, to merge theory with practice, the course will be held in Switzerland, in the cradle of Luxury Watchmaking; as a consequence, the course will be divided into three parts:

- **The origins of luxury:** manufacturing excellence and global markets.
- **Introduction to Supply Chain Management:** most relevant management models for supply chain in luxury firms today.
- **Swiss Watch industry study tour:** visits, lectures and keynote speeches.



Ferrari S.p.A. is an official partner of GEMLux Program.

## Innovation Management

This subject provides an introduction to the nature of innovation, why luxury firms innovate, and how innovation can be managed in the luxury industry.

It covers various fundamental topics, such as the role of innovation management in driving competitive advantage, models of innovation, management of research and development (R&D), managing creative people, how and why luxury firms collaborate with other firms in networks, measuring innovation success, and how firms can protect their innovations using intellectual property rights. The subject provides evidence of different frameworks/approaches based on real-life examples and experiences of leading luxury firms.

## Retail Service Design

The module aims at presenting the challenges faced by luxury companies in designing and managing their distribution chain and their stores, as well as the way the stores should be operated. It offers a 360 degree experience in the retail service design for luxury brands, with hands-on experience of applying the relevant processes and technological solutions.



## Brand Management

This module is a journey through the process of creating, managing, repositioning and extending a luxury brand.

This is done with the perspective that luxury brands are “living beings”, i.e. they experience a lifecycle, and must decide whether to adapt or not to the external environment. You will learn about managing brand architecture and creating a solid market presence, while maintaining the luxury unique factor that the brand possesses. You will learn how to consistently and sensitively manage brands and brand portfolio decisions in an international context.

## Luxury Distribution

This module takes you through the process of design and implementation of the physical distribution network with a particular focus on infrastructure, transportation modes, and design and planning of distribution operations.

Important elements that are addressed include: the use of contracts and relevant clauses, analysis of distribution, and sustainability in transportation systems from an environmental and social perspective.

## Business Plan

This subject enables you to explore the potential exploitation of your own business idea within the luxury sphere. You will evaluate opportunities from a range of perspectives including financial, technical and legal. You will conduct market research on the opportunity, develop a plan for exploitation, and have the opportunity to present your proposal to a panel of experts who will provide feedback on the commercial feasibility of your chosen luxury project.

## Project Work

The final project is designed to apply what has been studied and learned during the two class terms of the masters, and to put it into practice. You will be able to explore the potential exploitation of your own business idea within the luxury sphere.

A range of perspectives including financial, technical and legal will be implemented in the context of a luxury brand. You will conduct market research and develop a plan for exploitation and have the opportunity to present your proposal to a panel of experts who will provide feedback on the commercial feasibility of your chosen luxury project.



# An Experiential Learning Approach

Preparing you for your career with hands-on experience.

Becoming a successful manager is not just about studying theories. The GEMLux program integrates three perspectives of learning to develop your professional competencies.

## 1. Knowing the theory

Our flipped classroom approach means that every lesson starts from a real-life situation. Instead of lecturing theoretical concepts, you will go through some readings before the class, then discover the theory as you work through these practical challenges, while also developing your soft skills in the process.

## 2. Seeing it in action

Through international study tours you will gain expert insights into the practice of luxury brand management, and learn to apply state-of-the-art strategies and tools in a luxury business setting.

## 3. Applying it first-hand

With hands-on workshops throughout the program and the opportunity to create your own business plan as part of the final project, you will apply your knowledge at every stage, to graduate as an experienced professional in the field.



# Collaborate with creators in luxury destinations





# Admission Requirements

Applicants to GEMLux must have completed a Bachelor degree (or equivalent) at an accredited institution of higher education and have achieved the minimum grades for entry to the program.

Applications will be assessed by faculty and admissions staff at both UOWD and MIP Politecnico di Milano, where the admission requirements must be met for both institutions. In addition, students must be able to demonstrate prior industry experience before enrolment.

All instruction at UOWD and MIP Politecnico di Milano is carried out in English and applicants will need to demonstrate an adequate level of English language proficiency in order to enrol.

Please note the GEMLux Degree is not tradeable with UOW Australia and will be issued from UOWD and Politecnico di Milano as two qualifications.

Applicants will be subject to an interview as part of the admissions process. Please check [uowdubai.ac.ae/postgraduate-programs/admission-requirements](http://uowdubai.ac.ae/postgraduate-programs/admission-requirements) for complete admission requirements.

# Duration and Fees

The GEMLux program can be completed in 18 months, inclusive of three one-month breaks. The fee for the full duration of the program is AED 135,000 (exclusive of VAT) and is inclusive of all program-related international travel and accommodation.



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GRADUATE SCHOOL  
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