



# 奢侈品行业人才访谈录

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有人说,中国日新月异的奢侈品行业面临的最大挑战之一就是人才短缺。本期《TheLINK》杂志特邀迪奥时装中国战略助理项目经理苏厚安( MBA 2011 )先生畅谈了在奢侈品行业工作的体会。

## 您为什么有兴趣在中国的奢侈品行业工作?

我在美国的第一份工作是在一家日本的半导体公司,我从那份工作中学到的功课就是,我真正希望从事的是与人打交道的工作。奢侈品是一个让人美梦成真的行业。人们购买奢侈品,不仅是因为需要一个手袋或一双鞋,它的意义远不止于此。奢侈品是一个品牌、一段历史,蕴藏在品牌之中的工艺也让人们乐意花五万元而不是五百元去买一个手提包。你如何运用各种心理因素,可以决定你能否做成一笔生意。我认为这种结合是非常有趣的。

我决定来到中国是因为我想在奢侈品行业工作,而中国是这一领域最具潜力的市场。这也是我选择中欧的原因。我对中国的最初体验就是从2009年我来到中欧的那一天开始的。

## 能具体谈谈您的工作吗?

我的工作主要集中在迪奥男士( Dior Homme )领域。我从不同角度追踪该领域的销售业绩,并直接向总经理汇报。我的工作主要在零售端,同时也与其他部门进行合作,例如,去年我做了一个重塑迪奥男士业务的项目。之前我们的重点是成衣,后来又开辟出皮具领域。我个人负责迪奥男士皮具的业绩,以及决定我们该如何提升业绩。我做过的另一个项目与专卖店审核有关,目的是对那些业绩不达标的专卖店进行深入分析,并提出切实可行的方案,目前这些方案都已经交给那些专卖店实施了。

# Talent for a Changing Industry

By Janine Coughlin

A shortage of talent has been cited as one of the biggest challenges facing China's evolving luxury industry. CEIBS MBA 2011 alumnus Derek Su, who is China Strategic Assistant Project Manager at Christian Dior Couture, talks about what it's like to work in luxury today.

## What got you interested in working in the luxury sector in China?

My first job was working for a Japanese semi-conductor company in the US and one of the lessons I learned on the job was that I wanted to be in a business that engages people. Luxury is an industry that is about making dreams reality. People don't buy luxury products solely because they need a bag or a pair of shoes; it's about something more than that. It's the brand, the history, and the craftsmanship which a brand stands for that drives people and makes them willing to pay RMB 50,000 instead of RMB 500 for a handbag. How you play with all the psychological aspects can affect the business transaction. I find this combination very interesting.

I decided to come to China because I wanted to work in the luxury industry and I think China has the most potential in this sector. That was one of the reasons why I picked CEIBS. My first touch point with China was when I came to CEIBS in 2009.

## What's your job like?

I'm mainly focused on Dior Homme. Reporting to the MD, I tackle the sales performance of this division from many different angles. I work mainly on the retail side, while coordinating different departments at the same time. Last year, for example, I worked on a project that reshaped the Dior Homme business. We have been very focused on ready-to-wear, and leather goods was a new area which we wanted to get into. My job was to personally take charge of the performance of Dior Homme leather goods, and determine how we could boost performance. Another project I worked on related to boutique audit. The aim was to provide in-depth analysis of why some boutiques were not performing to our standards. I had to come up with a workable action plan and it's now being implemented in those boutiques.



苏厚安 Derek Su

## What's the most challenging part of your job?

It's 'closing the gap'. We have to come up with marketing and business strategies that fit the local market. A luxury brand should have the same experience and brand identity and ideology whether you are in China, the US, or Paris. But how do you implement something that comes from Paris and translate it into a local message that your local retail team can understand and pass on to their team to improve the business and raise their performance? That's not easy to do. China has been moving forward very quickly, everything has been changing almost on a daily basis, but sometimes people don't necessarily change along with it. Changing the mentality is the hardest part.



## “The retail sector is the heart of the luxury business.”

### 您工作中最大的挑战是什么？

最大的挑战是“缩小差距”。我们必须推出适合当地市场的营销与业务策略。无论在中国、美国还是巴黎，一个奢侈品牌的体验、品牌标识和理念都应当是相同的。但你如何推行这些来自巴黎的理念，将它翻译成当地销售团队能够理解的信息，再由他们传递给自己的团队并最终来拓展业务、提升销量呢？做到这一点委实不易。中国的发展速度非常快，万事万物都在改变，但有时人们未必跟得上这些变化。改变观念是我觉得工作中最难的部分。

### 您工作中最有趣的部分是什么？

中国市场比其他任何国家的市场都更有活力。中国的各个地区特色鲜明。在这里，你每到一个地方，都会发现那里的员工和市场是不同的，顾客行为更是迥然相异，他们对于奢侈品的看法、他们鉴赏奢侈品的角度都不一样。在这样的情形下，你如何才能一如既往地出色完成业绩呢？我们必须根据当地市场情况做出很多调整。我们有一些普适的总体战略，但会因地制宜，以不同的策略来施行。

### 您在中欧MBA学习的经历对于您现在的工作有怎样的帮助？

中欧MBA课程帮助我掌握了会计、财务等有难度的技能。当你面对一堆报告时，这些分析技巧自然会帮到你，你知道从哪里下手，从哪里挖掘。这是一种商业直觉和分析能力，最重要的那种面对全局进行战略式思考的能力，这在目前对我帮助最大。当然，中欧的同学来自五湖四海、全球各地，学习与他们沟通、共事对于我在迪奥中国的工作也多有裨益。目前我工作中最重要的部分就是与不同的人打交道，减少外国人与本地零售团队之间的差异。

### 请问您对于职业发展有着怎样的计划？能否谈谈未来三五年的发展目标？

我希望自己在五年内成为某一男士品牌的零售总监，不过不一定是迪奥，也不一定是在中国。零售领域是奢侈品行业的核心。如果我足够幸运，也许会成为总经理，但我现在只想脚踏实地地做好工作。

### What are the most interesting aspects of your work?

The Chinese market is a lot more dynamic than everywhere else. Every region in China is different. Everywhere you go in China you find that your staff is different, your market is different, the customer behaviour can be completely different, how they view luxury and where they are in terms of luxury appreciation are completely different. With that in mind, how do you still deliver performance and results? We need to do things a lot differently, more according to the local market. It's the same overall strategy they are using elsewhere, but then we play with different tactics to adapt to the local market.

### How did your MBA study at CEIBS help prepare you for what you are doing now?

The MBA helped me with all the hard skills such as accounting and finance. The analytical skills certainly help when you have those reports in front of you, so you know where to look and where to dig into. It's the business intuition and the analytical skills and most importantly the ability to think strategically in looking at the big picture that is helping me the most now. It is also true that at CEIBS you have so many different classmates from different places, both from China and abroad. Learning to communicate and work with them has helped me a great deal in working in China for Dior. One of the most important parts of my job right now is communicating with different people, closing the gap between foreigners and the local retail team.

### What is your plan for your career development? Where do you see yourself in three to five years?

In five years I see myself becoming a retail director for a men's brand, not necessarily for Dior or in China. The retail sector is the heart of the luxury business. If I'm lucky then maybe I'll become the general manager, but I'm just taking it step-by-step.