

# Jonas HOFFMANN

Associate Professor

Academy: Innovation

Research center: SKEMA Centre for Global Risks

Campus: Sophia Antipolis

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## Research interests

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Ecosystem Innovation, Scenario Planning, Strategic Foresight, Systemic Strategy

## Education

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- 2007      Doctorat, Université Grenoble Alpes, France
- 2001      BSBA (Major in Marketing), Universidade Federal do Rio Grande do Sul (UFRGS), Brazil

## Experience

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### **Full-time academic positions**

- Since 2009      Associate Professor of Marketing, SKEMA Business School, France
- 2006 - 2009      Assistant Professor of Marketing, SKEMA Business School, France

## Research grants, Awards and Honors

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### **Awards and Honors**

- 2018      Achievement Certificate for High Scholarly Impact, Journal of Global Fashion Marketing

## Publications

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### **Peer-reviewed journal articles**

- STANKEVICIUTE, R. and HOFFMANN, J. (2020). The impact of brand extension on the parent luxury fashion brand: The cases of Giorgio Armani, Calvin Klein and Jimmy Choo. A retrospective commentary. *Journal of Global Fashion Marketing*, 11(1), pp. 90-97.
- HOFFMANN, J., RAMIREZ, R. and LECAMP, L. (2018). Right on time - Socioecological strategy and implications on turbulence in the Swiss watchmaking field. *Technological Forecasting and Social Change*, 137, pp. 101-117.
- RAMIREZ, R., CHURCHHOUSE, S., PALERMO, A. and HOFFMANN, J. (2017). Using Scenario Planning to Reshape Strategy. *MIT Sloan Management Review*, 58(4), pp. 31-37.
- ROUBELAT, F., BRASSETT, J., MCALLUM, M., HOFFMANN, J. and KERA, D. (2015). Probing ephemeral futures: Scenarios as fashion design. *Futures*, 74, pp. 27-36.
- HOFFMANN, J. and COSTE-MANIÈRE, I. (2014). Luxury Industry: The New Normal. *The European Financial Review*.
- SEMPELS, C. and HOFFMANN, J. (2014). Sustainable Innovation Strategy. *Strategy Magazine*, 20, pp. 10-14.

- HALVORSEN, K., HOFFMANN, J., COSTE-MANIÈRE, I. and STANKEVICIUTE, R. (2013). Can fashion blogs function as a marketing tool to influence consumer behavior? Evidence from Norway. *Journal of Global Fashion Marketing*, 4(3), pp. 211-224.
- MAILLE, V. and HOFFMANN, J. (2013). Compliance with veterinary prescriptions: the role of physical and social risk revisited. *Journal of Business Research*, 66(1), pp. 141-144.
- SEMPELS, C. and HOFFMANN, J. (2013). Sustainable Business Model Innovation to Create Value in a World of Finite Resources. *European Business Review*.
- ROLLET, M., HOFFMANN, J., COSTE-MANIÈRE, I. and PANCHOUT, K. (2013). The concept of creative collaboration applied to the fashion industry. *Journal of Global Fashion Marketing*, 4(1), pp. 57-66.
- HOFFMANN, J. and COSTE-MANIÈRE, I. (2013). Which Global Luxury Trends for the Coming Years? *The World Financial Review*, pp. 57-59.
- STOREMARK, K. and HOFFMANN, J. (2012). A case study on the business model of Chloé. *Journal of Global Fashion Marketing*, 3(1), pp. 34-41.
- HOFFMANN, J. and VIAN, D. (2011). Quoi de neuf sur l'effectuation? *Décisions Marketing*, 63(87), pp. 85-88.
- HOFFMANN, J. and LAGUERRE, C. (2011). Skoda: the fourth way? *Business Management Chronicles*, 15, pp. 20-22.
- VU, P.H. and HOFFMANN, J. (2011). Using online survey in Vietnam: an exploratory study. *International Journal of Market Research*, 53(1), pp. 41-62.
- HOFFMANN, J., ROEHRICH, G. and MATHIEU, J.P. (2010). Emotions and technological innovation adoption intention. *International Journal of Design and Innovation Research*, 5, pp. 47-65.
- STANKEVICIUTE, R. and HOFFMANN, J. (2010). The Impact of Brand Extension on the Parent Luxury Fashion Brand: The Cases of Giorgio Armani, Calvin Klein and Jimmy Choo. *Journal of Global Fashion Marketing*, 1(2), pp. 119-128.
- HOFFMANN, J., MATHIEU, J.P., ROEHRICH, G. and VALETTE-FLORENCE, P. (2007). Le processus de développement de nouveaux produits : une collaboration risquée entre marketing et design. *Marketing and Communication*, 7(3), pp. 104-115.
- SINGH, N., FASSOT, G., CHAO, M.C.H. and HOFFMANN, J. (2006). Understanding international web site usage: A cross-national study of German, Brazilian and Taiwanese online consumers. *International Marketing Review*, 23(1), pp. 83-97.
- LARAN, J., HOFFMANN, J. and ALMEIDA, S. (2004). Desejos dos Consumidores: Um Olhar sobre os Determinantes da Satisfação. *RAUSP Management Journal*, 39(1), pp. 42-52.

### **Books and book editor**

- HOFFMANN, J. and LECAMP, L. (2015). *Independent Luxury : The four innovation strategies to endure in the consolidation jungle*. Londres: Palgrave Macmillan, 252 pages.
- PIZELLE, P., HOFFMANN, J., AUBOUY, M. and VERCHERE, C. [Eds] (2014). *Innover par les Usages: I(nnovation) = [T(echno) + H(umain)]<sup>2</sup> x M(éthodes)*. INNOVATION, 299 pages.
- SEMPELS, C. and HOFFMANN, J. (2013). *Sustainable Innovation Strategy: creating value in a world of finite resources*. Palgrave Macmillan, 272 pages.
- SEMPELS, C. and HOFFMANN, J. (2012). *Les business models du futur : Créer de la valeur dans un monde aux ressources limitées*. Pearson, 224 pages.
- HOFFMANN, J. and COSTE-MANIÈRE, I. (2012). *Global Luxury Trends: Innovative Strategies for Emerging Markets*. Palgrave Macmillan, 275 pages.
- HOFFMANN, J. and COSTE-MANIÈRE, I. (2011). *Luxury Strategy in Action*. Palgrave Macmillan, 205 pages.

### **Book chapters**

- HOFFMANN, J. (2021). Systemic Luxury Strategy. In: Pierre-Yves Donzé, Véronique Pouillard, and Joanne Roberts eds. *Oxford Handbook of Luxury Business*. 1st ed. Oxford University Press.
- HOFFMANN, J. (2014). Novel Luxury: Made in Brazil. In: Atwal, G., Bryson, D. eds. *Luxury Brands in Emerging Markets*. 1st ed. London: Palgrave Macmillan, pp. 17-25.
- PIZELLE, P., HOFFMANN, J., AUBOUY, M. and VERCHERE, C. (2014). Introduction. In: Pascal Pizelle, Jonas Hoffmann, Miguel Aubouy, Céline Verchere eds. *Innover par les Usages: i(nnovation) = [t(echno) + h(umain)2] x m(éthodes)*. 1st ed. Grenoble: Éditions d'Innovation.
- PIZELLE, P. and HOFFMANN, J. (2014). Le concept "orienté usages". In: Pascal Pizelle, Jonas Hoffmann, Miguel Aubouy, Céline Verchere eds. *Innover par les Usages: i(nnovation) = [t(echno) + h(umain)2] x m(éthodes)*. 1st ed. Grenoble: Éditions d'Innovation, pp. 29-37.
- VERCHERE, C., PIZELLE, P. and HOFFMANN, J. (2014). Evaluer un concept avec la méthode Cautic. In: Pascal Pizelle, Jonas Hoffmann, Miguel Aubouy, Céline Verchere eds. *Innover par les Usages: i(nnovation) = [t(echno) + h(umain)2] x m(éthodes)*. 1st ed. Grenoble: Éditions d'Innovation.
- PIZELLE, P. and HOFFMANN, J. (2014). La construction d'un modèle d'affaires orienté usages. In: Pascal Pizelle, Jonas Hoffmann, Miguel Aubouy, Céline Verchere eds. *Innover par les Usages: i(nnovation) = [t(echno) + h(umain)2] x m(éthodes)*. 1st ed. Grenoble: Éditions d'Innovation, pp. 143-158.
- HOFFMANN, J. and PIZELLE, P. (2014). Validation de l'acceptabilité enrichie par les méthodes Kano et Trade-Off. In: Pascal Pizelle, Jonas Hoffmann, Miguel Aubouy, Céline Verchere eds. *Innover par les Usages: i(nnovation) = [t(echno) + h(umain)2] x m(éthodes)*. 1st ed. Grenoble: Éditions d'Innovation, pp. 161-175.
- VERCHERE, C. and HOFFMANN, J. (2014). Open Innovation et approche par les usages: Quelle proximité? In: Pascal Pizelle, Jonas Hoffmann, Miguel Aubouy, Céline Verchere eds. *Innover par les Usages: i(nnovation) = [t(echno) + h(umain)2] x m(éthodes)*. 1st ed. Grenoble: Éditions d'Innovation, pp. 245-251.
- PIZELLE, P., HOFFMANN, J., AUBOUY, M. and VERCHERE, C. (2014). Postface : innover aujourd'hui et demain. In: Pascal Pizelle, Jonas Hoffmann, Miguel Aubouy, Céline Verchere eds. *Innover par les Usages: i(nnovation) = [t(echno) + h(umain)2] x m(éthodes)*. 1st ed. Grenoble: Éditions d'Innovation, pp. 289-291.
- HOFFMANN, J. (2013). On Luxury Strategizing. In: Hoffmann, J., Coste-Manière, I. eds. *Global Luxury Trends: Innovative Strategies for Emerging Markets*. 1st ed. Palgrave Macmillan, pp. 6-22.
- HOFFMANN, J. (2013). Luxo Brasil and Osklen's New Luxury. In: Hoffmann, J., Coste-Manière, I. eds. *Global Luxury Trends: Innovative Strategies for Emerging Markets*. 1st ed. Palgrave Macmillan, pp. 37-50.
- HOFFMANN, J. and HOFFMANN, B. (2013). Paths for the Emergence of Global Chinese Luxury brands. In: Hoffmann, J., Coste-Manière, I. eds. *Global Luxury Trends: Innovative Strategies for Emerging Markets*. 1st ed. Palgrave Macmillan, pp. 23-36.
- HOFFMANN, J. and COSTE-MANIÈRE, I. (2013). Introduction. In: Hoffmann, J., Coste-Manière, I. eds. *Global Luxury Trends: Innovative Strategies for Emerging Markets*. 1st ed. Palgrave Macmillan, pp. 1-5.
- HOFFMANN, J. and COSTE-MANIÈRE, I. (2013). Introduction. In: Hoffmann, J., Coste-Manière, I. eds. *Global Luxury Trends*. 1st ed. Londres: Palgrave Macmillan, pp. 1-5.
- SEMPELS, C., FELIX, M. and HOFFMANN, J. (2012). Integrating knowledge from the customers through Co-Creation at Pas-de-Calais Habitat. In: Ludovic Dibiaggio, Pierre Xavier Meschi eds. *Management in a Knowledge Economy*. 1st ed. Pearson Education.
- HOFFMANN, J. and HOFFMANN, B. (2012). The PIER framework of Luxury Innovation. In: Hoffmann, J., Coste-Manière, I. eds. *Luxury Strategy in Action*. 1st ed. Palgrave Macmillan, pp. 57-73.
- FELIX, M., HOFFMANN, J. and SEMPELS, C. (2010). Le Marketing dans l'Economie de la Connaissance: apports et implications de la logique "service-dominant" axée sur la co-création de valeur. In: Ludovic Dibiaggio, Pierre Xavier Meschi eds. *Le management dans l'économie de la connaissance*. 1st ed. Pearson.
- VIAN, D. and HOFFMANN, J. (2010). La rationalité et le système d'information que mobilise l'entrepreneur innovateur. In: Dibiaggio Ludovic et Meschi Pierre-Xavier (ed.). *Le Management dans l'Economie de la Connaissance*. 1st ed. Pearson, pp. 205-223.

ROEHRICH, G., HOFFMANN, J. and VALETTE-FLORENCE, P. (2007). Design et marketing du nouveau produit. In: Mathieu, Jean-Pierre eds. *L'essentiel du design*. 1st ed. L'Harmattan, pp. 104-115.

### **Professional articles**

HOFFMANN, J. (2012). Made in China Luxury Brands. *Market Management*, pp. 26-31.

SEMPELS, C. and HOFFMANN, J. (2012). Stratégie, Marketing et développement durable. *Marketing Grandes Ecoles*.

STANKEVICIUTE, R. and HOFFMANN, J. (2011). The Slippery Slope of Expansion - Look to the luxury sector to understand how brand extensions affect parent brands. *Market Management*, pp. 26-32.

EYMÉ, D., HOFFMANN, J. and COSTE-MANIÈRE, I. (2010). Comment augmenter le ROI de votre budget communication par l'affiliation et le Search Marketing. *Expansion Management Review*, pp. 32-36.

HOFFMANN, J., COSTE-MANIÈRE, I. and MAKI, I. (2010). Le marché chinois en pleine explosion. *Expression Cosmétique*, pp. 18-19.

VIAN, D. and HOFFMANN, J. (2010). Stratégie de l'innovation : une perspective systémique. *Expansion Management Review*, pp. 99-107.

### **Conference proceedings**

HOFFMANN, J. (2022). International Collaboration for a Sustainable Future. Faculty and Student Reflections from a Virtual Polytechnic Classroom., 1, pp. 31-40.

HOFFMANN, J. and LECAMP, L. (2017). Socioecological strategy, field theory, SD Logic and Turbulence in the Swiss Watchmaking Field.

HOFFMANN, J. and LECAMP, L. (2017). Field Level Strategizing in Turbulence: The Case of Swiss Watchmaking.

MOUSSAIEF, B.P., DRORI, G.S. and HOFFMANN, J. (2015). The branding of Jerusalem: The layered space of institutional logics at a heritage site.

HOFFMANN, J. and LECAMP, L. (2015). Innovation Strategies of Independent Luxury Brands.

HOFFMANN, J. (2015). Using scenarios to explore temporalities in fashion.

HOFFMANN, J. (2014). Made in Brasil Luxury: Opportunities and Challenges.

SEMPELS, C. and HOFFMANN, J. (2012). Shaping mobility: an institutional perspective on service innovation.

HOFFMANN, J. (2012). Service value co-creation, power and organizational field dynamics.

SEMPELS, C. and HOFFMANN, J. (2011). The role of value constellation innovation to develop sustainable service systems.

FELIX, M., HOFFMANN, J. and SEMPELS, C. (2011). Integrating tacit knowledge through value co-creation: the case of Pas-de-Calais Habitat.

VIAN, D. and HOFFMANN, J. (2010). Vers une stratégie « effectuale » décomposée de l'entrepreneur innovateur : la méthode ISMA 360.

HOFFMANN, J., ROEHRICH, J., GILLES, J. and MATHIEU, J. (2010). The role of emotions as antecedents of cognitive assessment in the evaluation of incremental versus really new products.

HOFFMANN, J. (2010). Co-track chair: International supply chain management: between algorithms and ethics.

HOFFMANN, J., ROEHRICH, G. and MATHIEU, J. (2009). The role of emotions as antecedents of cognitive assessment in the evaluation of incremental versus really new products.

MAILLE, V. and HOFFMANN, J. (2009). Observance thérapeutique : le rôle du risque perçu et de la confiance envers le médecin.

HOFFMANN, J., MATHIEU, J., ROEHRICH, G. and MALLEIN, P. (2008). Evaluating the moderating role of representation towards the use of new technologies in technological innovations design evaluation and acceptance.

HOFFMANN, J., MARSHALL, J., ROEHRICH, G. and MALLEIN, P. (2008). Evaluating design as a system of representations: the moderating role of representation towards the use of new technologies.

HOFFMANN, J., ROEHRICH, G. and VALETTE-FLORENCE, P. (2008). Evaluating the role of emotions in technological innovation adoption intention: test of a model of emotions as antecedents of utilitarian and hedonic benefits.

NITISH, S., BARTIKOWSKI, B., FASSOT, G., CHAO, M. and HOFFMANN, J. (2006). A crossnational analysis of global and national identity as a basis for international web site usage.

HOFFMANN, J., ROEHRICH, G. and MATHIEU, J. (2006). Le rôle de l'anticipation d'usage et de l'intention d'usage dans l'évaluation d'un nouveau produit.

BENYOUSSEF, H., HOFFMANN, J., VALETTE-FLORENCE, P. and ROEHRICH, G. (2006). The relational antecedents of loyalty: the case of proprietary software users vs. libre software users.

HOFFMANN, J., ROEHRICH, G. and MATHIEU, J. (2006). Le rôle médiateur de l'intention d'usage dans la relation entre l'anticipation des usages et l'intention d'achat d'un nouveau produit.

BENYOUSSEF, H., HOFFMANN, J. and VALETTE-FLORENCE, P. (2005). Les antécédents relationnels de la fidélité: le cas des utilisateurs de logiciels propriétaires vs utilisateurs de logiciels libres.

HOFFMANN, J. and LARAN, J. (2003). On the use of desires congruency and expectations disconfirmation to predict loyalty.

HOFFMANN, J., ROEHRICH, G. and NIQUE, W. (2003). Le matérialisme du consommateur, l'estime de soi, le bien-être et le capital culturel: un étude dans le contexte brésilien.

LARAN, J., HOFFMANN, J. and ALMEIDA, S. (2003). Testing the role of desires and desires congruency in the satisfaction formation process.

### **Conference presentations**

HOFFMANN, J. and RAMIREZ, R. (2015). Using scenarios to explore temporalities in fashion. In: British Academy of Management Strategy SIG: Improving Scenario Methodology: Theory and Practice. Warwick.

HOFFMANN, J. and LECAMP, L. (2015). Innovation Strategies of Independent Luxury Brands. In: Global Fashion Management Conference. Florence.

MOUSSAIEF, B.P., DRORI, G.S. and HOFFMANN, J. (2015). The branding of Jerusalem: The layered space of institutional logics at a heritage site. In: EGOS (European Group for Organization Studies). Athens.

HOFFMANN, J. (2014). Made in Brasil Luxury: Opportunities and Challenges. In: Global Fashion Management Conference. London.

HOFFMANN, J. (2014). Enabling cultural innovations at scenarios and design crossroads. In: Oxford Futures Forum. Oxford.

HOFFMANN, J. (2012). Service value co-creation, power and organizational field dynamics. In: AMA American Marketing Association SERVSIG Research Conference. Helsinki.

HOFFMANN, J. (2012). Tradition & Innovation - Brand Path of "China-Made" Luxury Products. In: Chinese Luxury Summit. Shanghai.

HOFFMANN, J. (2012). Défis face au monde qui bouge: innovation, évolution, réinvention. In: Conférence abc-luxe Luxe & Innovation. Paris.

HOFFMANN, J. (2012). How to fulfill retailing expansion in the luxury industry - Driven by scientific innovation. In: Inno Retail Focus 2012 - China Premium Brand Ops Management Week. Beijing.

HOFFMANN, J. (2012). Global luxury players from emerging markets? In: SKEMA Luxury Summit. Sophia Antipolis.

- HOFFMANN, J. (2012). Business Model Innovation in the Luxury Industry - How China Brand Goes to the World. In: Inno-Luxury Summit. Shanghai.
- HOFFMANN, J. (2012). What Can Be the Management Tactics for Domestic and Overseas Brands in China ---- Maintaining the Old Tactics Or Boldly Seeking New Ones? Analyzing and Exploring Ways to Boost Brand Growth. In: Chinese Luxury Summit. Shanghai.
- SEMPELS, C. and HOFFMANN, J. (2012). Shaping mobility: an institutional perspective on service innovation. In: AMA American Marketing Association SERVSIG Research Conference. Helsinki.
- COSTE-MANIÈRE, I., HOFFMANN, J. and PRADÈRE, C. (2012). How can a luxury brand be positioned in emerging markets: China, India and Brazil? In: Luxe Pack Monaco. Monaco.
- FELIX, M., HOFFMANN, J. and SEMPELS, C. (2011). Integrating tacit knowledge through value co-creation: the case of Pas-de-Calais Habitat. In: Naples Forum on Service: Service-dominant Logic, Service Science and Network theory. Capri.
- SEMPELS, C. and HOFFMANN, J. (2011). The role of value constellation innovation to develop sustainable service systems. In: Naples Forum on Service: Service-dominant Logic, Service Science and Network theory. Capri.
- HOFFMANN, J. and MAILLE, V. (2010). Therapeutic compliance on behalf of a dependent third party: the roles of perceived risk, trust towards the physician and client patient attachment. In: International Conference in Marketing Health. Lille.
- VIAN, D. and HOFFMANN, J. (2010). Vers une stratégie " effective " décomposée de l'entrepreneur innovateur. In: Complexité 2010, 2ème Colloque International Francophone sur la Complexité. Lille.
- HOFFMANN, J., ROEHRICH, J. and GILLES, J. (2010). The role of emotions as antecedents of cognitive assessment in the evaluation of incremental versus really new products. In: KEER (International Conference on Kansei Engineering and Emotion Research). Paris.
- VIAN, D. and HOFFMANN, J. (2010). Vers une stratégie " effective " décomposée de l'entrepreneur innovateur : la méthode ISMA 360. In: Colloque International Francophone " Complexité 2010 ". Lille.
- MAILLE, V. and HOFFMANN, J. (2009). Observance thérapeutique : le rôle du risque perçu et de la confiance envers le médecin. In: AFM (Association Française du Marketing). Londres.
- HOFFMANN, J., ROEHRICH, G. and MATHIEU, J. (2009). The role of emotions as antecedents of cognitive assessment in the evaluation of incremental versus really new products. In: IPDM Conference. Enschede.
- HOFFMANN, J., MATHIEU, J. and ROEHRICH, G. (2008). Evaluating the moderating role of representation towards the use of new technologies in technological innovations design evaluation and acceptance. In: EUROMOT (European Conference on Management of Technology). Sophia Antipolis.
- HOFFMANN, J., ROEHRICH, G. and VALETTE-FLORENCE, P. (2008). Evaluating the role of emotions in technological innovation adoption intention: test of a model of emotions as antecedents of utilitarian and hedonic benefits. In: International Product Development Management Conference. Hamburg.
- HOFFMANN, J., MARSHALL, J. and ROEHRICH, G. (2008). Evaluating design as a system of representations: the moderating role of representation towards the use of new technologies. In: International Product Development Management Conference. Harbin.
- NITISH, S., BARTIKOWSKI, B., FASSOT, G. and HOFFMANN, J. (2006). A crossnational analysis of global and national identity as a basis for international web site usage. In: American Marketing Association Summer Educators Conference. Chicago.
- BENYOUSSEF, H., HOFFMANN, J. and VALETTE-FLORENCE, P. (2006). The relational antecedents of loyalty: the case of proprietary software users vs. libre software users. In: EIASM (European Institute for Advanced Studies in Management) workshop. Athens.
- HOFFMANN, J., ROEHRICH, G. and MATHIEU, J. (2006). Le rôle de l'anticipation d'usage et de l'intention d'usage dans l'évaluation d'un nouveau produit. In: AFM (Association Française du Marketing) Conference. Nantes.
- HOFFMANN, J., ROEHRICH, G. and MATHIEU, J. (2006). Le rôle médiateur de l'intention d'usage dans la relation entre l'anticipation des usages et l'intention d'achat d'un nouveau produit. In: International Congress Marketing Trends. Venice.

BENYOUSSEF, H., HOFFMANN, J. and VALETTE-FLORENCE, P. (2005). Les antécédents relationnels de la fidélité: le cas des utilisateurs de logiciels propriétaires vs utilisateurs de logiciels libres. In: AFM (Association Française du Marketing) Conference. Nancy.

HOFFMANN, J., ROEHRICH, G. and NIQUE, W. (2003). Le matérialisme du consommateur, l'estime de soi, le bien-être et le capital culturel: un étude dans le contexte brésilien. In: AFM (Association Française du Marketing) Conference. Tunis.

HOFFMANN, J. and LARAN, J. (2003). On the use of desires congruency and expectations disconfirmation to predict loyalty. In: EIASM (European Institute for Advanced Studies in Management) workshop. Glasgow.

LARAN, J., HOFFMANN, J. and ALMEIDA, S. (2003). Testing the role of desires and desires congruency in the satisfaction formation process. In: American Marketing Association Winter Educators Conference. Orlando.

### **Published business cases**

THUN, E., LESTINA, Y. and HOFFMANN, J. (2017). Wensli: A Chinese Hermès? Oxford. Said Business School Case Study.

## Other research activities

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### **Reviewer for:**

Technovation

### **Affiliations**

2012 - 2016      Korean Society of Marketing Science (KSMS)  
2012              American Marketing Association (AMA)  
2012              Association Française du Marketing  
2010 - 2012      Product Development Management Association (PDMA)

## Professional Activities

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### **Other professional activities**

2012 - 2016      Luxury Society  
2012 - 2014      China Luxury Industry Association