Anne-Flore Maman Larraufie, Ph.D.

Engineering degree (Saint Cyr) - Master in Strategy (ESSEC) - MS Research (ESSEC) - PhD (ESSEC)

Founder & Owner of SémioConsult
Academic Director at ESSEC Business School

Expert in Branding, Consumer Behaviour/Client-experience Design & Semiotics

Contact

Mail: maman@semioconsult.com
Tel: +33 (0)6 03 01 02 13
Website: www.semioconsult.com

Education

- 2012 - Ph.D. in Business Administration & Doctorat en Sciences de Gestion, **ESSEC Business School** (Paris, France). Grade: Outstanding.
  - *Dissertation title:* "A Journey to the Centre of the World of Fashion and Luxury Counterfeiting: An Emic Perspective to Better Communicate with Consumers of Counterfeit goods.

- 2009 - Advanced Master's in Business Administration Research, **ESSEC Business School** (Paris, France).

- 2006 - Advanced Master's in Strategy and Management of International Business (SMIB), **ESSEC Business School** (Paris, France). Passed with merit.
  - *Thesis title*: "The "Airlines" Business in Travel Retail for Guerlain: The Step Beyond..."

- 2006 - Certificate of Advanced Studies in International Management, **Thunderbird** (Phoenix, USA).

- 2005 - General Engineering Degree, **Ecole Spéciale Militaire de Saint-Cyr** (Guer, France).
  - *Thesis title*: "Distributed simulation as part of a joint and combined defense system."

- 2000-2002 - Scientific Preparatory Classes (Major in Mathematics), **Lycée Sainte Geneviève** (Versailles, France).
  - *Thesis title*: "Carbon-14 dating of prehistoric paintings in the Chauvet cave."

Areas of Expertise

- Managerial: intercultural and intergenerational management, crisis management, project-leading, strategic and operational change management, communication & public speaking.
- Consulting: Strategic Brand Management, Made-in Effect, Consumer Behaviour, Luxury, Cross-cultural Issues & Communication, Counterfeiting, the scenario method.
- Research: Qualitative research methodology, projective techniques, structural semiotic analysis, Delphi Studies.

Languages

French: mother tongue / English: bilingual / Italian: fluent / German: read & written / Duch: beginner

Professional Experience

- **Founder & Owner, SémioConsult, Paris, Vichy, Singapore & Venice – Since 2010**

- Manages a team of Junior Consultants & Communication Trainees
- Consulting missions in strategic brand management and brand positioning.
- Brand Identity definition and strategic management including during M&As.
- Ethnographic & netnographic studies of consumers.
- Consulting missions on client-experience management.
- Semiotic studies.
- Expertise on the luxury/premium sector.
- Company-reorganization missions.

SémioConsult is also an official training institute, providing custom-made training seminars to companies and official entities.

Some References: Illy, Chanel, Le Puy du Fou, Loro Piana, Krug, Salvatore Ferragamo, Sisley, ST Dupont, Ermenegildo Zegna, Pierre Fabre, Ipsen, Pernod Ricard, EyeLike, Savonneries de l'Atlantique, Champagne Collet, Groupe IGS, TravellerMade, Peplum, Il Viaggio, Beau, abcluxe.com, Kenneth Cobonpue, Serandipians, France Color Diffusion, Centre National du Costume de Scène, Institut Français de la Mode, Villa Marguerite-Vichy, Dentelle de Calais-Caudry®, Australian Wine Research Institute, Hapyface.fr, Kalypse, E-Mentor, ONU (OMPI), INPI, OMPIC, French Ministry of Economy…

- **Academic Director, Master in Strategy & Management of International Business, ESSEC, Paris (France) & Singapore – Since Jan. 2015**

The ESSEC's flagship specialized Master in, available on the three campuses (Cergy, La Defense & Singapore), and both in a full-time and a part-time version, the last one being for executive people. Enrols around 300 students every year.

- Manages a team of 15 people spread over the three campuses, including salesforce and admission team.
- Designs of the programs' curricula, including selection of over 80 Professors and Lecturers.
- Carries-on the relationships with 4,000 Alumni and partner companies.
- Manages students' and participants' satisfaction (measured through surveys), along with companies' one. Doubled the satisfaction rate.
- Elaborates the Rankings and Accreditations strategies (QS: #2 Best master's in management worldwide, EdUniversal: #1 for 14 years).
- Designed and implements double degrees, from 2 existing to currently 4 (5 soon)
- Turned the program in a *Master in.*
- Led the digital transformation during the Covid-19 crisis, across 3 campuses.
- Recruits students through the assessment of application files and interviews (~ 1000 files received each year, doubled in 2020).
- Interacts with officials (Ambassadors, Ministers) and journalists for image-building and communication purposes.

- **Co-Academic Director, Master MIPC (Management des Industries de la Parfumerie et de la Cosmétique), ESSEC-ISIPCA-UCP, Cergy (France) – Since May 2016**

- Handles the relationship with partner universities.
- Takes part to the recruitment process.
- Manages students' satisfaction.

- **Associate Professor, Nova Business School, Lisbon (Portugal) – Since January 2019**

- **Expert for Officine del Lusso Investment Fund, Roma (Italy) – Since 2017**

- Assesses the candidates for the Fund
- Consults & trains SMCs in the luxury craftsmanship sector. Obj: to be listed on the stock exchange.

- **Board Member, Interim Executive Director & Treasurer, Alliance Française de Venise, Venice (Italy) – 2019-2020**

A mission to handle a transformation of the structure, in a crisis context (no stable direction in the past 2 years).

- Drove budgeting, setting-up KPIs and managing change.

- Handled close relationships with official structures of the City.
- Designed partnerships with companies and private funders (increase of 2000%).
- Created the course offer & cultural program for the year.
- Planed the strategic plan & mission and ensured the marketing implementation of it.
- Interacted regularly with the President (Robert Panhard), Vice-President (Agnès Schweitzer) and the Board.
- Rethought internal training and organizational structure.

➢ **Academic Director, Master's in Management (= Grande Ecole), ESSEC Afrique-Atlantique, Rabat (Morocco) – 2017**

- Designed and launched the MiM program on the brand-new campus (still under construction at the beginning).
- Managed the relationship with a partner Engineering School in Morocco (Ecole Centrale Casablanca).
- Recruited students.
- Designed the curriculum and selected professors.
- Conducted administrative tasks in a start-up way (Intrapreneurial spirit).

➢ **Expert, abcluxe.com, Paris (France) – 2013-2017**

➢ **INPI Delegate for the EU and the UNO – 2011-2015**

- Conducted inaugural speeches at UNO Conferences on counterfeiting issues.
- Supervised a study about the impact of counterfeiting on the Moroccan economy.

➢ **Junior Product Manager, Guerlain (LVMH Group), Paris (France) – 2006-2007**

- Conducted qualitative and quantitative studies on various products, including launchings.
- Developed commercial tools: assortment lists, product sheets, animation-proposals, marketing books…
- Initiated the reshape of the strategy towards the Airlines Business in Travel Retail.
- Conducted a strategic analysis of the risk of parasitism.
- Designed and wrote training booklets for retail managers and beauty advisors.

➢ **Communication and PR Delegate for Netcos Division, EADS, Ulm (Germany) – 2004**

- Led economic intelligence projects and coordinated the French, English, Italian, German, and Spanish members of the Netcos division.
- Designed and conducted the project planning and follow-up.
- Presented the prototype to official delegates during the Euronaval Show in Le Bourget, France.
- Wrote a booklet to be used by future employees as a digital training tool.

➢ **Cadet Officer, 35ème Régiment d'Artillerie Parachutiste, Tarbes (France) – 2003**

- Responsible for a section during the initial training period. Work under pressure. Only woman as a NCO (Non-Commissioned Officer).

Professional Memberships

➢ **Luxury Travel Lab, Paris (France) / London (UK) / New York City (USA) – Since 2017**

Member of a think tank dedicated at designing the future of luxury travel.

➢ **Fondazione delle Arti, Venezia (Italy) – 2017-2020**

Executive Advisor of an International Club to bring together the cultural and economic elite with a strong interest in Venice and using it as a focus for artistic events linked to the preservation of the city's historical and cultural heritage.

Current Academic Duties

- **ESSEC Business School, Paris (France) & Singapore – Since 2009**

- Grande Ecole/MiM: Semiotics & Communication.
- Masters (MSc): Fundamental Principles of Management
- Master in Strategy & Management of International Business: C-Centric Strategies (C˜Client/Consumer) – Strategic Branding Bootcamp – Strategic Brand-Audit – Marketing as a Tool for Strategy Design – Scenario-building
- Master in Marketing of Perfume & Cosmetics Industries: Anthropology of Luxury Brands, Fundamentals of Communication.
- Executive Education : Client experience in the luxury industry / C-centric strategy / Design Thinking & creativity

- **Ca' Foscari University, Venezia (Italy) – Since 2013**

  - 'Made in Italy' Fashion through 150 years of Italian history.
  - The History of Luxury through the History of Venice.
  - Anticipating Trends in Luxury Consumption / Luxury Branding & Marketing (LVMH-Ca Foscari)

- Institut Français de la Mode (IFM) (Paris, France) - Since 2021

  - Executive MBA: Fundamentals of communication / 360° communication in luxury goods
  - Bachelor: Fundamentals of Innovation & Creativity

- **Visiting Professor: Istituto Marangoni (Paris, France), HEC Executive (Paris, France), ESCP-EAP (Paris, France), Shanghai University (Shanghai, China), EDHEC Business School (Paris, France), Thunderbird School of Global Management (Phoenix, USA), ENSAM (Bordeaux, France)**

Academic Journals Board Member & Reviewer

- Journal of Global Fashion Marketing (member of the Editorial Board)
- Luxury Research Journal (member of the Editorial Board)
- Journal of Consumer Marketing (member of the Editorial Board)
- Journal of Euromarketing (reviewer)
- Journal of Qualitative Research (reviewer)
- Journal of Product and Brand Management (reviewer)

Passions & Leisure

- Dancing – Classical Ballet Dancer (36 years of practice with diploma and awards)
- Singing – Lessons of lyric singing (Musicals, Opera) with Fleur Mino
- Reading – Member of the Alexandre Dumas's Friends Society
- Opera and Classical Music – Member of Fedora and AOVI
- Gravity Yoga – **Certified Teacher**
- Crossfit
- Sociology of Fashion and its Symbolic Meanings throughout History

Social Involvement

- Member & Funder of the French Comity for Saving Venice – Personal funding activities to restore the Royal Palace on Saint Mark's Square along with CEOs of LVMH, Van Cleef & Arpels, Plastic Omnium, Laboratoires Merieux…
- Mecenate activities auprès de l'Opéra de Vichy

Publications & Conference Proceedings

OFFICIAL REPORTS

- Study on Values Associated with Made in France by French and Foreign Consumers, **for the French Ministry of Economy**, Paris, 2014

OP-EDs

- Consommer en temps de crise, le cas de la pandémie Covid-19, in *Les Cahiers Français*, Sept.-Oct. 2020
- Splendeur, décadence et renaissance du Made in France, in *Les Cahiers Français vol. 413 « Les nouveaux visages de la compétitivité »*, Nov.-Dec. 2019
- Situazione in Francia / Gillet Gialle & Crisi Economica, on *TV7*, April 2019
- Une Saint-Cyrienne au parcours atypique et extraordinaire _ entretien avec Anne Flore Maman, R. Barkausen, in *MonCapitaine.com*, March 2019
- Anne-Flore Maman Larraufie empowers, in *Les Interviews Empowhers* on Empowhering.blogspot.co.uk (2 Feb. 2018)
- Education in French Grande Écoles: A Revolution in Progress, in *Servir* (Dec. 2017)
- Made in France: a question of perception?, in *Reflets* (Jun-July 2017)
- White Collar Workers and Training – A Love & Hate Relationship, in *Courrier Cadres* (29 March 2017)
- Brexit: A Management Mistake? in *Courrier Cadres* (4 July 2016)
- When Passion Becomes some HR Criterion, in *Courrier Cadres* (31 March 2016)
- French White-Collar Workers: Should you Stress your Made in France? in *Courrier Cadres* (10 Nov 2015)
- From Guer to La Défense via Saint Honoré, in *Le Casoar* (Oct. 2015)
- Cultural Intelligence: An Asset When Going International, in *Courrier Cadres* (9 Oct. 2015)
- Two Worlds Not Speaking to Each Other (Luxury & Crafts), in *Journal des Grandes Écoles* (Sept. 2015)
- White Collar Workers: Become your Own Brand! in *Courrier Cadres* (29 June 2015)
- Why Should Companies Invest in Academic Trainings Specialized in International Business Conduct, in *l'Usine Nouvelle* (22 June 2015)
- The Necessity of Refocusing upon Materials in Fashion and Luxury Management Courses, in *l'Usine Nouvelle* (10 March 2015)
- Why French Luxury Companies Should Take Care of French Consumers, in *l'Usine Nouvelle* (23 Sept. 2014)
- Going for Made in France? article 'Expert's Advice' in *Reflets* (April-May 2014)
- The Need for Clarification in 'Made In' Labels, in *l'Usine Nouvelle* (14 April 2014)
- The Confusion Between the Brand 'France' and 'Made in France', in *abcluxe.com* (25 March 2014)
- Why France Should Invest in the Luxury Industry, in *l'Usine Nouvelle* (5 Jan. 2014)
- The Made in Effect on Consumers' Behaviours, in *l'Usine Nouvelle* (20 Dec. 2013)

RESEARCH PAPERS

- Maman (2018), "First Insights on Peruvian Luxury Consumers", *Journal of Business & Economics, 6*
- Maman & Ulrich (2018), "Communication Strategies Used to Promote a 'Made In' and 'Terroir' Culture – The Case of France", *Journal of International Business Research and Marketing*, 3 (5)
- Maman & Berrotea (2018), "Selling Luxury Brands in Online Private Sales Multibrand Retailers – An Exploratory Study of Consumers' Perspective", *Chinese Business Review*
- Maman (2017), "Ingredient Branding to Build a Luxury Cluster-the Case of Calais Lace", *Journal of Textile Engineering & Fashion Technology*, 2 (3)
- Maman (2015), "The Experiential Aspect of Purchasing Non-Deceptive Luxury Counterfeits – When Sense Meets Sensibility", *Decisions Marketing*, 80
- Maman (2014), "Making Consumers Switch from Counterfeit to Genuine Luxury", *European Retail Research*, 28 (1), 1-26
- Maman, Gromova & Vignolles (2014), "Group Buying Websites as a Communication Tool", *The International Journal of Marketing Principles and Practices*, 5 (1), 6-21
- Maman & Kourdoughli (2014), "The E-semiotics of Luxury", *Journal of Global Fashion Management*, 5 (3) / **Best paper Award**
- Maman (2014) "Qualitative Consumer & Marketing Research", *Journal of Product and Brand Management*, 23 (4)
- Ozcan, Maman & Turk (2012), "Consumer Attitudes Toward Counterfeited Products: Three Country Analysis", *The Journal of Euromarketing*, 21 (2-3).
- Maman, (2011) "Memorable Customer Experiences – A Research Anthology", *Journal of Consumer Marketing*, 28 (3), 241 – 242.

BOOK CHAPTERS

- Maman Larraufie, Gouriou & Goutran (2021), "How to Ensure an Ideal Omnichannel Client Experience with KPIs: Focus on Personal Luxury Goods" in *Competitive Drivers for Improving Future Business Performance* by C. Martins & P. Rodrigues, IGI Global
- Maman Larraufie (2019), "Defining a New Concept in Luxury Tourism & Travel Industries Using a Delphi Study – The Case of Haute Villégiature" in *The Art and Science of Luxury – An Asian Perspective* by S.K. Reddy & J.K. Han, LVMH-SMU
- Maman Larraufie & Lui (2018), "How Do Western Luxury Consumers Relate with Virtual Rarity and Sustainable Consumption?" in *Emerging Issues in Global Marketing* by J. Agarwal & T. Wu, Springer
- Maman & D'Andrea (2016), "Multicultural Human Capital in Luxury Companies" in *Luxusmarkenmanagement* by W.M. Thiene, Springer, Germany.
- Maman & Talbi (2016), "Food Retailing in Remote Areas: Lessons from The French Polynesia Case Study ", in *A Stakeholder Approach to Managing Food* by A. Lindgreen, M. Hingley, R. Angell, J. Memery & J. Vanhamme, Gower Publishing Ltd, UK.
- Maman & Sommer (Sept. 2015), "Motivations Behind Becoming a Blogger & their Business Implications - The Case of Fashion", in *Capturing, Analysing, and Managing Word-of-Mouth in the Digital Marketplace*, IGI Global
- Maman (Nov. 2014), "The Counterfeit Timer", in *The Management of Luxury*, Pilgrim

- Maman & Depigny (Nov. 2014), "Managing Price Fluctuation of Raw Materials in Luxury: The Case of Gold in High-Jewellery", in *The Management of Luxury*, Palgram

CASE STUDIES

- « BMW & Mini » in *Cross-Cultural Marketing: European Perspectives* By T. Vescovi, Edward Elgar Publishing, 2022
- « Route du Rhum & Image de la Guadeloupe – Impact d'un événement sur l'image d'une destination touristique », CCMP, Paris, July 2013
- « Schobrunn – Gestion de Marque en Chine » (Schobrunn – Brand Management in China), CCMP, Paris, Sept 2012

Press Review

- "Anne-Flore Maman Larraufie – Récit d'une succès-story dans le luxe », *La semaine de l'Allier*, June 2023
- «El lujo a la francesa, immune a las crisis", *l'Avanguardia,* May 2023
- « Transition Professionnelle – La grande aventure d'une Saint-Cyrienne », *Le Casoar* (248), 2023
- "Déjà demain – Le Métavers", *Le Magazine de la CCI de l'Allier*, May 2022
- « Le luxe face à la guerre en Ukraine », *France Info,* 8 March 2022
- « Cobonpue : you can schedule Zoom, you can't schedule inspiration', *Philippine Daily Inquirer*, August 2020
- « Anne-Flore Maman Larraufie : « On peut atteindre l'international depuis Vichy » », O. Rezel, *La Montagne*, 31 May 2020
- « Grandes Ecoles : ces mastères en management qui se rapprochent des MBA », C. Piédalu, *Le Figaro*, March 2019
- « Traveller Made : quand les sociologues se penchent sur le luxe », *PagTour*, 7 May 2019
- « Traveller Made Souhaite Regrouper Dans Son Réseau Les Meilleurs Créateurs De Voyages De Luxe Au Monde », *Forbes*, May 2019
- "Cupra sort sa griffe", C. Mabru, *Sport & Style*, Dec. 2018
- « Venise vaut bien une danse », *Point de vue*, 14 August 2018
- « Tisseurs de rêves, le voyage en démesure », B. Menu, *Le Figaro,* 24 April 2018
- « Un nouveau concept : la Haute Villégiature », in *PagTour*, 16 April 2018
- "Some luxury hoteliers convene in Deauville for Traveller Made", in *Girl ahead,* 27 March 2018
- « La démesure des voyages sur mesure », in *Le Soir,* 21 March 2018
- "Abram alas para a "Haute-Villégiature", in *Estadão*, 20 March 2018
- "Traveller Made: focus sull' "Haute-Façon", in *Travel Quotidiano*, 20 March 2018
- "Venice and Luxury: A Tale of Innovation", in *Luxe à Venise,* on luxeavenise.altervista.org, 14 February 2018

- « Mode, arts, cuisine… Paris s'enflame pour l'Afrique », S. O'Brien, *Le Figaro Madame*, 11 May 2017
- « Le luxe au-delà du luxe », F. de Poligny, *LaQuotidienne.fr*, 8 March 2017
- « Luxe, luxe et volupté normandes », Peplum, *Le Monde*, 28 Feb. 2017
- « Contrefaçon : un nouveau regard sur le comportement irrationnel des consommateurs », P. Collier, *Contrefaçon Riposte*, 12 Jan. 2017
- « Aux marches du Palais », C. Mabrut, *Sport & Style*, 69, Dec. 2015
- "Instagram, lo scatto del nuovo glamour: come il social fotografico ha cambiato la moda", F. Pierantozzi, *Il Messaggero.it*, 3 Sept. 2015
- « Dentelle de Calais-Caudry : Romain Lescroart explique le nouveau label », *La Voix du Nord*, Sept. 2015
- « Contrefaçon – Le luxe fourbit ses armes », C. Trinquier, *Formes de Luxe*, March 2015
- « Ces stratèges de l'ombre préparent l'avenir du luxe », P. Dupont, *Capital*, Hors-Série Jan. – Feb. 2015
- « La journée internationale du luxe organisée par Ubifrance », M. Panigada, *abcluxe.com*, 2 Dec. 2014
- « Pourquoi people et marques de luxe ne jurent plus que par Instagram », C. Mabrut, *Le Figaro Madame*, 24 Sept. 2014
- « Quelle(s) valeur(s) pour le Made in France ? » *L'Observatoire des Cosmétiques*, 23 Sept. 2014
- « La filière luxe en Dordogne, un atout de développement économique du territoire », CH. Yard, *Aqui!* 14 Feb. 2014
- « OFG le label qui contente les entreprises », S. de Courtivron, *Perspectives Entrepreneurs*, Jan. 2014
- « A l'école du raffinement », C. Trinquier, *Formes de Luxe*, Nov. 2013
- « Les hôtels de luxe très appréciés par les bijoutiers », M. Bartnik, *Le Figaro*, 1 Aug. 2013
- « Le 'Made in France' ira mûrir à l'étranger », B. de Volontat, *20 Minutes*, 25 April. 2013
- « Comment rester au top ? », C. Mabrut, *Sport & Style*, Nov. 2012
- « Comment les entreprises se font un nom ? », L. Lejeune, *Libération*, 29 Oct. 2012
- « Quatre complices en contrefaçon », J.-Ph. D, *Objectif Aquitaine (203)*, Oct. 2012
- « L'étiquetage 'Produit en France' est-il vendeur ? », Forum-Débat, *Réussir Aviculture* (174), March 2012
- « Le Made In est devenu une marque », C. Galbrun, *Réussir Vigne* (182), Feb. 2012
- « Le Made in France fait-il vendre ? », V. Leboucq, *Les Echos*, 9 Jan. 2012
  In English: http://worldcrunch.com/business-finance/the-allure-and-limits-of-the-made-in-france-label/c2s4454/#.UD0G2cEaMTA
- « Contrefaçon : les premiers chiffres d'un mal endémique », A.G., *L'Economiste*, 8 Dec. 2011
- « La contrefaçon prend du poids », M. Mounjid, Le Soir-Echos, 6 Dec. 2011