





Annexe 3



Guide d'entretien – Professeur Kenneth Tse

	<p>« Do the European brands adapt their Marketing Management for the Chinese market (China & Hong Kong)? »</p> <p>Thesis supervised by Professeur Marie-Thérèse Claes</p>			
	Nom	Fonction	Institution	
The interviewed	Kenneth Tse	Professor	CUHK University	<i>Document done on the 11th June 2015</i>
The interviewer	Delphine Sellami	Student in Master 2	LSM - IB	
Questions linked to luxury				
1.	In your opinion, which one of these aspects are linked to luxury in the mind of the Chinese consumers?			
2.	Do you think Chinese consumers do the distinction between luxury and Premium? Or do you think a high price for a premium product sold by a famous luxury brand that sells at the same time luxury and premium products could lead to confusion?			
Questions linked to Chinese consumers				
3.	Could you please describe me the typical Chinese luxury consumer? Do you think he/she has the same profile in China and in Hong Kong?			
4.	Do you agree with them? Do you think luxury brands have to take into account these both sides? Do you think it is the best way to convince the Chinese consumers or do you think their only task is to keep their European identity?			
5.	<p>Luxury Lovers: ostentatious luxury & rational consumption – Luxury followers: ostentatious luxury, trends followers & impulsive consumption – Luxury intellectuals: rational consumption, discretion, brand & brand heritage – Luxury Laggards: quality of the product & impulsive consumption</p> <p>Which segment, in your view, is the most important in the Chinese market?</p>			
6.	Professor Lu said in 2008 that the post-buy feeling is a very important factor for the consumer behaviour in China. He added it is more and less important according to each segment of luxury consumers. Do you think this factor should be taken into account by the European luxury brands in their Marketing Management? Should they adapt to each segment?			
7.	Professor Lu said in 2008 that in Asia people are not prepared to take social risks being the first one to try a new product. He thinks that European luxury brand should launch their new products first in Europe and sell later product non-sold in China. Do you agree with him? Do you think it will quickly change?			
8.	He added that Luxury Lovers are the first ready to try new products. Do you think that European luxury brands should focus on them and adapt their methods to convince them quickly?			
Questions linked to marketing management of European luxury brands				
9.	Do you agree that Marketing Management for luxury products has to be totally different than Marketing Management for current products?			
10.	Do you think European luxury brands should adapt their Marketing Management for the Chinese market? Did you observe they do it?			


Guide d'entretien – Alon Garty – Entretien 1

 LOUVAIN School of Management	<p style="text-align: center;">« Do the European luxury brands adapt their Marketing Management for the Chinese consumers in China and in Hong Kong? »</p> <p style="text-align: center;">Thesis supervised by the Professeur Marie-Thérèse Claes</p>			 VAN EYCK THE JEWELRY
	Name	Function	Institution	
The interviewed	Alon Garty		Van Eyck	<i>Document done on the 17nd June 2015</i>
The interviewer	Delphine Sellami	Student in Master 2	LSM - IB	
Questions linked to the implementation of the brand abroad				
1.	Since how long is the brand present on the Chinese market?			
2.	Which percentage of all its consumers doe the Chinese consumers represent in China and in Hong Kong?			
3.	In which other continents is the brand developed and since how long?			
Questions linked to Chinese consumers				
4.	What kind of Chinese clients do you target? Could you describe your typical client/Chinese target?			
Questions linked to Marketing Management				
5.	Marketing Management: Is Marketing Management for the Chinese market decided in Europe at the Headquarter or directly in in China? Is marketing management international or regional? Are your Marketing Strategies and your Operational Marketing similar in Europe and in China?			
6.	Top Management: Is your top management team in China mainly composed of Western people or local people? Concerning the local employees, are they trained in Europe?			
7.	Counterfeiting: Is the Jewellery sector affected by counterfeiting? Is it integrated in your Marketing Strategy?			
8.	Digital Marketing: Chinese people being more digitalised than Western people, do you adapt /develop your Marketing Strategy according to it?			
9.	Marketing Mix: Do you think that events/ <i>pop-up stores</i> are more important in China and in Hong Kong than in Europe? Are they more important in your Operational Marketing for the Chinese Market?			
10.	Communication: Do you use ambassadors/stars/ bloggers in Europe and/or in China and in Hong Kong? In China, do you prefer to use Asian or Western people? If you prefer Asian people, is for the identification of consumers or for the notoriety?			



Guide d'entretien – Steven Beeckman

 LOUVAIN <small>School of Management</small>	« Do the European luxury brands adapt their Marketing Management for the Chinese consumers in China and in Hong Kong? »			
	Thesis supervised by the Professeur Marie-Thérèse Claes			
	Name	Function	Institution	
The interviewed	Steven Beeckman	Founder & Director	Asia BDG	<i>Document done on the 17 June 2015</i>
The interviewer	Delphine Sellami	Student in Master 2	LSM - IB	
Questions linked to the interviewed				
1.	Since how long do you work on the Chinese Market? When did you launch your company? How many European Luxury brands do you have as clients and which sectors?			
Questions linked to Chinese consumers				
2.	Could you describe the typical Chinese luxury client in Hong Kong?			
Questions linked to European luxury clients				
3.	What is the profile of these European luxury brands, which ask your help (Big, small, new, already abroad, etc.)? Why do they ask your help? For your local market knowledge? For your contacts? Is it generally short or long time partnership with these companies?			
Questions linked to Marketing Management				
4.	<u>Marketing Management</u> : Do you offer a Marketing Strategy to your clients or do you only help them for the Operational Marketing (pricing, products, distribution, communication)? Is their strategy Marketing often decided in Europe? Does their Marketing Management for the European market influence you? Is the top management team in China mainly composed of Western people or local people? Concerning the local employees, are they trained in Europe?			
5.	<u>Counterfeiting</u> : Are your clients affected by counterfeiting? Is it integrated in the Marketing Strategy?			
6.	<u>Digital Marketing</u> : Chinese people being more digitalised than Western people, do you advice your client to adapt/develop their Marketing Management according to that?			
7.	<u>Marketing Mix</u> : Do you think that events/ <i>pop-up stores</i> are more important in China and in Hong Kong than in Europe? Are they more important in your Operational Marketing for the Chinese Market?			
8.	<u>Adaptation</u> : Do you observe/advice many adaptations for the Marketing Management of your European luxury brands clients to succeed on the Chinese market?			

Guide d'entretien – Benoit Lavaud



 LOUVAIN <small>School of Management</small>	<p>« Les marques européennes de luxe adaptent-elles leur marketing management pour les consommateurs chinois en Chine et à Hong Kong? »</p> <p>Mémoire supervisé par le Professeur Marie-Thérèse Claes</p>			
	Nom	Fonction	Institution	
L'interviewé	Benoit Lavaud	Chief Marketing Officer	Shanghai Tang	<i>Document réalisé le 9 juin 2015</i>
L'interviewer	Delphine Sellami	Etudiante en Master 2	LSM - IB	
Questions en lien avec l'interviewé				
1.	Pourriez-vous, s'il-vous-plaît, vous présenter brièvement (formation, parcours professionnel, job et responsabilités actuels, etc.) ?			
Questions en lien avec les consommateurs chinois				
2.	Pourriez-vous, s'il-vous-plaît, me décrire les consommateurs chinois de luxe. Sont-ils similaires en Chine et à Hong Kong ? Sont-ils, selon-vous, fort différents des consommateurs européens de luxe ?			
Questions en lien avec le Marketing Management				
3.	Marketing Management : pensez-vous que le Marketing Management (stratégies Marketing & Marketing opérationnel) doit être différent pour les marchés chinois et européen ? Remarquez-vous une adaptation de la part des marques de luxe européennes ? Le Marketing Management des marques de luxe en général est-il international ou régionalisé ? Y a-t-il eu une évolution pour le marché chinois en termes de choix de Marketing Management ?			
4.	Groupe : Pensez-vous que l'appartenance d'une marque à un groupe a un impact sur la stratégie Marketing de la marque ?			
5.	Top Management : Les équipes de top management en Chine sont-elles généralement majoritairement/uniquement composées d'expatriés européens ou de locaux ? Les locaux, ont-ils été formés en Europe, berceau du luxe ?			
6.	Contrefaçon : Pensez-vous que la contrefaçon constitue un problème pour les marques de luxe européennes ? Devraient-elles, selon-vous, en tenir compte dans la stratégie marketing ? Le font-elles déjà d'après-vous ?			
7.	Marketing digital : La clientèle chinoise étant davantage digitalisée qu'en Europe, savez-vous si les marques de luxe européennes s'adaptent à ce phénomène ?			
8.	Marketing mix : Considérez-vous l'événementiel/les <i>pop-up stores</i> plus importants en Chine et à Hong Kong qu'en Europe ? L'événementiel/les <i>pop-up stores</i> sont-ils plus présents, d'après-vous, dans le marketing opérationnel sur le marché chinois ?			
9.	Communication : Les ambassadeurs-célébrités/bloggeurs en Chine et à Hong Kong collaborant avec les marques européennes de luxe sont-ils plutôt asiatiques ou occidentaux et pourquoi selon-vous ? S'il s'agit d'asiatiques, est-ce une question d'identification pour les consommateurs chinois ou une question de notoriété d'après-vous ?			

Guide d'entretien – Alon Garty – Entretien 2

 LOUVAIN <small>School of Management</small>	<p style="text-align: center;">« Do the European brands adapt their Marketing Management for the Chinese market (China & Hong Kong)? »</p> <p style="text-align: center;">Thesis supervised by Professeur Marie-Thérèse Claes</p>			 VAN EYCK <small>THE JEWELRY</small>
	Nom	Fonction	Institution	
The interviewed	Alon Garty	Founder & CEO	Van Eyck Fine Jewelry	<i>Document done on the 1st July of 2015</i>
The interviewer	Delphine Sellami	Student in Master 2	LSM - IB	
Questions linked to the difference between luxury and premium				
1.	Why Van Eyck Jewelry products are luxury products (why not premium products)? Which features of a luxury product in my description match with Van Eyck Jewelry products? Please find below my definitions of luxury and premium products for your information.			
Questions linked to luxury products types and marketing management				
2.	What kind of luxury products are Van Eyck Jewelry products and why ? Please find below the 3 types of luxury products I talk about in my thesis			
3.	<p>Product: Is it the same collection in Europe, Dubai and Hong Kong? Why?</p> <p>Price: Same question concerning the prices</p> <p>Place: In Hong Kong you distribute your products via your showroom and private events. Do you use the same distribution channels in Europe? Why?</p> <p>Promotion: Is Charity more important in Hong Kong? Do you insist in your communication in Dubai for example? Do you use local models for the Chinese market? Why?</p>			
4.	Outsourcing: In Hong Kong, you chose to outsource sales for example. Why? What is the name of the company? For which activities do you work with Asia Business Development Group (sales, marketing, strategy, etc.)? Did you chose also outsourcing in Europe?			
5.	Adaptation: Benoit Lavaud, Chief Marketing Officer of Shanghai Tang (Richemont Group) told me last month that, in his view, a company has to adapt to each market. He said it is not different for the Chinese market. Do you agree with him? Do you adapt your Marketing Management in Dubai also? Is the adaptation process from Europe the same?			



Questions linked to Chinese consumers	
6.	Consumers Fidelity: How would you compare the fidelity, the volatility of the Chinese consumers in comparison to European consumers? Do you need to adapt your Marketing Strategy?
7.	Target: Who are your targets? Rich women ? Rich mens for their wife? Both of them?
8.	How would you segment the Chinese fine jewelry consumers ? <ul style="list-style-type: none"> ○ Demographically (Sex, age, etc.) ○ Psychographically (lifestyle, values, personality)
9.	Chinese fine jewelry Consumers behavior <ul style="list-style-type: none"> ○ Which products ? Comparaison with Europe ○ New behavior (Martinez) : « achat plaisir ». HK vs EU
Questions linked to suppliers and competitors	
10.	Could you please talk to me about your suppliers? Who are they?
11.	Direct competition: Who are your direct competitors in Hong Kong? Please find below my definition of direct competition.
12.	Indirect competition: Who are your indirect competitors in Hong Kong? Please find below my definition of indirect competition.
Questions linked to suppliers and competitors	
13.	Target: Who are your targets? Rich women ? Rich mens for their wife? Both of them?

Guide d'entretien – Alon Garty –Entretien 3

	<p>« Do the European brands adapt their Marketing Management for the Chinese market (China & Hong Kong)? »</p> <p>Thesis supervised by Professeur Marie-Thérèse Claes</p>			
	Nom	Fonction	Institution	
The interviewed	Alon Garty	Founder &CEO	Van Eyck Fine Jewelry	<i>Document done on the 27th July of 2015</i>
The interviewer	Delphine Sellami	Student in Master 2	LSM - IB	
Questions linked to the creation of the brand				
1.	<ul style="list-style-type: none"> - When exactly in Europe? - When exactly in Hong Kong ? - When exactly in Dubai? - Headquarter in Antwerp? - Where is the distribution channel in Europe? Paris or Antwerp? 			
2.	Could you please describe your products (i.e. fine jewelry only in gold with diamonds etc.)?			
Questions linked to the difference between luxury and premium				
3.	Luxury differs from Premium in what it allows to feel. There is dream dimension. Does Van Eyck make consumers dream? How?			
4.	There are 3 mandatory dimensions for a luxury brand: artistic content, artisanal dimension and international dimension. Could you please talk to me about the artisanal dimension and explain me the artistic content of your products?			
5.	<p>Which of the following luxury features does Van Eyck have? Could you please explain?</p> <ul style="list-style-type: none"> ○ Presentation uniform with top quality ○ Distinctive Style and Design ○ Appropriate Marketing Programme ○ Global Reputation ○ Heritage and Craft ○ Association with the Origin Country ○ Personality of the Creator 			

Questions linked to the brand	
6.	What is the functionality (= physical features) of your products (quality, aesthetic, rarity, exclusivity, etc.)
7.	What is the emotionality (symbolic of the brand, personality) of your products?
8.	Which perception do your consumers have of your brand according to your positioning? Which image do you (want to) send? What is the brand culture?
9.	History Brand vs Story Brand : You imagined the Van Eyck history around the city of Antwerp, around its international diamond fame. How does it appear concretely in your marketing? Do you highlight this origin in all the markets? Has it the same importance in all the market? Does it appear for example other than your website?
Questions linked to local strategies and distribution	
10.	The global strategy of Van Eyck is a Blue Ocean strategy. The brand would like to seduce people who are already fine jewellery clients with original products that differ from what is offer by the famous brands. Alongside this global strategy, could you please summarize your local marketing-strategy for the Hong Kong market? In what differs it from the local marketing-strategy for the European market?
11.	Could you please give me more information about private events as distribution channel (where, how often, how many people, its organisation, etc.) for Hong Kong and for the European market?
12.	Same kind and same numbers of private events in Europe and in Hong Kong? Same questions for the events you sponsor
Questions linked to communication	
13.	Why do you use western models? Why only western? Why not Asian models for the Hong Kong market ?
14.	Do you have names of Western blogger with whom you collaborated for the western market?
15.	Do you use more press medias (magazines) for the Hong Kong market? Why?
16.	Do you use some communications channels only for the western market? Same question for the Hong Kong market.

Guide d'entretien – Francis Belin

 LOUVAIN <small>School of Management</small>	« Les marques européennes de luxe adaptent-elles leur marketing management pour les consommateurs chinois en Chine et à Hong Kong? »			 SWAROVSKI
	Mémoire supervisé par le Professeur Marie-Thérèse Claes			
	Nom	Fonction	Institution	
L'interviewé	Francis Belin	Senior Vice-Président Asia Pacific Consumer Goods Business	Swarovski	<i>Document réalisé le 3 août 2015</i>
L'intervieweur	Delphine Sellami	Etudiante en Master 2	LSM - IB	
Questions en lien avec l'interviewé				
1.	Pourriez-vous, s'il-vous-plaît, vous présenter brièvement (formation, parcours professionnel, position et responsabilités actuels, etc.) ?			
Questions en lien avec la marque				
2.	Pourriez-vous, s'il-vous-plaît, me parler de Swarovski sur le marché chinois (date, lieux, développement, etc) ?			
3.	Peut-on parler de luxe accessible pour la marque ?			
4.	La stratégie-marketing est-elle décidée au siège social en Europe ou en Chine ? Est-ce qu'il en a toujours été ainsi ?			
5.	Le marketing mix est-il géré en Chine ? En a-t-il toujours été ainsi ?			
6.	Les équipes de management en Chine pour sont-elles composées d'occidentaux ou de locaux ?			
7.	Adaptez-vous votre marketing stratégie ? Si oui, pourquoi et comment ?			
8.	Adaptez-vous votre marketing mix (communication, distribution, produit, prix) ? Si oui, pourquoi et comment ? Pourriez-vous me donner des exemples ?			
9.	Quel impact a, selon vous, votre <i>Brand Awareness</i> sur la stratégie marketing et/ou sur le marketing mix de la marque pour le marché chinois ?			
Questions en lien avec Van Eyck Fine Jewelry				
10.	Pensez-vous que Van Eyck adapte son marketing mix au marché chinois parce que la marque n'a pas de <i>Brand Awareness</i> ?			
Questions en lien avec le marché chinois				
11.	Pensez-vous, comme Van Eyck, que les consommateurs chinois vont vite évoluer et qu'ils ne seront bientôt plus autant focalisés sur la <i>Brand Awareness</i> ?			
12.	Pensez-vous que, de manière général, les marques européennes de luxe/joaillerie adaptent leur Marketing Management pour le marché chinois ?			

