

Prof. Dr. Michaela Merk

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52 years old
Nationality : German / French
Trilingual : German/French/English
PhD Université Paris 1 – Sorbonne
MS Marketing Management – ESSEC
Professor in Luxury Management - Audencia

Summary & Competencies

Michaela looks back to a **professional career of 20 years**, building the **bridge between business and academics**. She held **senior management functions in international corporations** (Marketing Director at L'Oréal, Category Director at Marionnaud, Commercial Director and General Manager at Estée Lauder Companies) prior to **advising and training executives of all industry sectors with her own company Merk Vision**.

In parallel she has always been teaching as professor in leading international business schools and Universities in Europe and Asia (Audencia Business School, ESSEC Business School, Sciences Po Paris, IUM Monaco, Sup de Luxe, University St Gallen) in the fields of Luxury Marketing and Management to Master and MBA students. In addition, she also **developed and managed master and executive programs in luxury marketing and management**.

Michaela holds a **PhD in marketing**, which she defended in 2012 at **IAE Paris**, and is the **author of numerous business and academic articles**. Her book, "Luxury Sales Force Management: Strategies for Winning Over Your Brand Ambassadors," has become an important resource for executives in the premium and luxury industries.

Passionate about public speaking, she was **awarded with the highest international speaking certificates, the Certified Speaking Professional (CSP) and the Global Speaking Fellow (GSF)**. In Europe she is the **only female speaker to hold these prestigious awards**. Her speaking skills in **English, French and German** not only allowed her to inspire thousands of employees in 30+ countries, but also students with her **engaging and dynamic teaching style**.

Academic experience

2022- today	AUDENCIA BUSINESS SCHOOL Professor in Marketing / Luxury Management Teaching responsibility across all luxury related courses ((Pre) Master/ Apprenticeship/ Executive MBA) Director of MSc in Sustainable Luxury Management (developed in 2023 – launched in 2024)	Paris & Nantes
2019- 2024	SCIENCES PO PARIS Contribution to the elaboration of a new Master " MSc New Luxury & Art de Vivre ". Professor of luxury retail, marketing and omnichannel management Recruitment of students / Supervision of final thesis and "Grand Oral Examinator"	Paris
2016-2019	SKEMA BUSINESS SCHOOL Associate Professor of Marketing and Luxury Management (220h teaching/year) Director MSc Global Luxury and Management (GLAM) in partnership with North Carolina State University; (tripled the number of applicants/ top 5 Eduniversal ranking) Ambassador Professor for LVMH Group, Grand Ecole Recruitment Full responsibility for budget construction and management	Paris, France
2004-2017	ESSEC BUSINESS SCHOOL Seminars at Master Marketing Management (MSMM), International Business (SMIB), Executive education Grande Ecole in international marketing, luxury retailing, Thesis supervision, Case studies	Paris
2014-2016	UNIVERSITY PARIS DAUPHINE Associate Professor in Luxury-, Digital- and International Marketing Development of executive certificate in Luxury Brand, Retail and Digital Management	Paris
2015-2019	UNIVERSITY ST GALLEN Lecturing professor "Manager des marques de luxe" (Master of Science Marketing)	St Gallen, Suisse
2009-2016	SUP DE LUXE + INTERNATIONAL UNIVERSITY OF MONACO (IUM) Lecturing professor in luxury brand and retail management (Master/ MBA and Executive MBA)	St Gallen, Suisse
2009-2016	EM LYON and EAST CHINA NORMAL UNIVERSITY (EMLYON PARTNER) Luxury Marketing and Intercultural Management seminars for Master and MBA students	Shanghai, China

Academic Education

2024	ADVANCE HIGHER EDUCATION FELLOWSHIP & AUDENCIA BUSINESS SCHOOL Certificate that demonstrates excellence and professionalism in higher education.	Nantes
2009-2012	SORBONNE BUSINESS SCHOOL (IAE Paris – HEC, Sorbonne) PhD in Marketing (<i>Strengthening Sales force- Brand Relationships: A new management tool for retailers?</i>) Jury: Géraldine Michel, Pierre Volle, Dominique Xardel, Pierre Desmet, Dominique Rouziès CNU Qualification (national council of universities)	Paris
1998-1999	ESSEC Business School <i>Master in Marketing Management</i>	Paris
1992-1998	UNIVERSITY of PASSAU <i>Diploma of intercultural management with specialization on ASIA</i> <i>Traineeships in Singapore, Malaysia and Indonesia</i>	Passau, Germany Southeast Asia
1983-1992	MARY WARD School (Abitur / Bachelor)	Augsburg, Germany

Business Experience

2010 - today	MERK-VISION (www.merk-vision.com) Founder and General Manager Trainer, Coach, Speaker, Consultant, Author in leadership, luxury, personal development, customer experience <ul style="list-style-type: none">○ Accompanied worldwide approximately 300 clients 10+ years○ Conducted conferences in over 20 countries in English, French and German in front of 100,000+ people (company conventions and trade shows) in Europe, Asia, USA○ Developed online and offline trainings and training strategies for international retail teams○ Advised on retail excellence and strategies○ Accompanied companies to obtain excellency in retail and customer experience○ Qualiopi and Datadock certification since 2021 for excellency in training and coaching Selected clients Chanel, LVMH, Rolex, L'Oréal, Four Seasons, Hermès, UBS Bank, Richemont Group etc.	Paris, France
2022 - today	FORUM DE L'UNIVERSEL Member of the board Think tank uniting senior managers to debate strategic questions: sustainability, diversity, technology, innovation, culture.	Sèvres, France
2020 – today	ASSOCIATION PROGRES POUR MANAGEMENT (APM) Expert in animating leadership trainings for CEOs in France and abroad	Paris, France
2020 - today	SECTIONS INTERNATIONALES de SEVRES (SIS) Member of the board Strategic advisory function of the bilingual school system across all school levels	Sèvres, France
2016 - today	LANSON BBC – CHAMPAGNE Group Member of the board Strategic advisory function with particular focus on luxury, marketing and sustainability issues Honors as « Chevalière de l'ordre des coteaux de champagne »	Paris, France
2008/2010	ESTÉE LAUDER COMPANIES/ BOBBI BROWN General Manager and Retail Director Germany <ul style="list-style-type: none">○ Member of the Executive Committee○ Management of a \$20 million brand.○ Responsibility for the marketing, PR, sales, training, sales team, Internet/ CRM○ Management of a team of 60 people (20 directly): Recruitment, salary negotiation, mid and end of year interviews, training plan, measure training efficiency, retail excellence○ Negotiation and opening of 60 points of sales (perfumeries / department stores)	Munich, Germany
2005/2008	MARIONNAUD / AS WATSON (Group Hutchinson Whampoa Ltd) International Marketing Director Luxury, Private and Exclusive Brands <ul style="list-style-type: none">○ Coordination and motivation of a network of about 1000 multi-brand salespeople○ Direct management of a team of 12 (budget management, training, recruitment)○ Negotiation with all international brands to decide on their listing○ Elaboration of the marketing plans of the brand in cooperation with all the brands○ Identification and introduction of more than 15 exclusive brands.○ Development of the own label brand with eco-certification.○ Major contribution to the implementation of the new Marionnaud store concept	Paris, France
1999/2005	L'ORÉAL LUXURY PRODUCTS DIVISION <ul style="list-style-type: none">○ International Trade/ Event Marketing Manager Biotherm○ Product Manager Travel Retail Europe	Paris, France

- Product Manager Helena Rubinstein France
- Sales Representative Helena Rubinstein France

Publications

Books

MERK M., (2026), The Power of Relational Intelligence: 30 Golden Rules in Leadership and Team Performance, *Dunod*, 250
MERK M., (2015), Manager les vendeurs du luxe : Stratégies pour créer des ambassadeurs de marque, *Dunod*, 266
MERK M., (2014), Luxury Sales Force Management : Strategies for winning over your brand ambassadors, Pelgrave MacMillan, pp 213

Articles

MERK, M. (2025), « The future of Fashion and Luxury Advertisement”, *Journal of Advertising Research* (in progress)
MERK, M. (2025), « The Leadership Qualities in sustainable Luxury”, *Psychology and Marketing Journal* (in progress)
MERK, M. (2024), « Luxe et Art Contemporain : une rencontre à Art Basel Paris », Forbes
MERK, M. (2024), « Paris 2024 : Les Jeux Olympiques qui réinventent le Monde », Forbes
MERK, M. (2023), « Le développement durable : Paradoxe ou nouvelle puissance du luxe ? », Forbes
MERK, M. (2023), « Analyse | Les nouveaux paradigmes 2023 du retail de luxe », Forbes
MERK, M. (2023), « Comment le leader peut être le pilier de la reconnexion au sens ? », Journal du Luxe, pp 52
MERK M., (2022), “The Kooples: Reset d'une marque de mode », Forbes
MERK, M. (2022), “Manager la Magie du Luxe », Forbes
MERK, M. (2022), “Innover ou Conserver ? Le grand dilemme en champagne. », Forbes
MERK, M. (2021), “Le pouvoir de l’Intelligence Relationnelle post-Covid », Forbes
MERK, M. (2021), “Le piège des dirigeants impatients : quand vision se transforme en déception », Forbes
MERK M., MICHEL G. (2019), “The dark side of salesperson brand identification in the luxury sector: When brand orientation generates management issues and negative customer perception”, JOURNAL of BUSINESS RESEARCH pp 339-352 (Finaliste du prix académique Syntec/ Fnege)
MERK M., MICHEL G., EROGLU S., (2015), « Salesperson-Brand Relationship: Main dimensions and impact within the context of private brand retailing », JOURNAL OF PERSONAL SELLING AND SALES MANAGEMENT

Podcast and Videocast

Luxury Leadership Talks (available on youtube and all podcast channels): Interviews of influential CEOs in the luxury industry about their secrets to success in leadership, innovation and sustainability management

Chapters

MERK M. (2017), « Valeur créée par les marques », dans MICHEL G., Au cœur de la marque, Dunod, pp 11-38
MERK M. (2013), « Appréhender la relation marque-vendeur comme un facteur de motivation », dans MICHEL G., Management Transversale de la marque, Dunod, pp 101 – 111

Case Studies

MERK M. (2024), « The Sparkling Case of Champagne Lanson: Developing a luxury champagne house by growing desirability”
MERK M. (2024), « The Sparkling Case of Champagne Lanson: Growing sustainability in the luxury champagne business”

Languages

Trilingual: **German** (native), **English** (native), **French** (native), Spanish (fluent), Indonesian (good), Italian (notions)

Awards / Certifications

Global Speaking Fellow (GSF) the highest designation for international public speaking offered by the Global Speaking Federation (GSF). In 2024 Michaela is the only speaker to hold this prestigious award in France. Only 44 speakers own it across the world.

Certified Speaking Professional (CSP), the highest designation in public speaking offered by the National Speakers Association (NSA) of the United States. In 2020, only 4 French professional speakers own it, 10% of all professional speakers worldwide.

Certified Executive Coach and Mentor in Management and Leadership (Maxwell Leadership Academy – USA)

Certified Coach in Emotional Intelligence (EQ), Behavioral Intelligence (DISC) and Work Place Motivators (WPMOT) by TTI SUCCESS Insight

Certified Virtual Presenter (CVP), the highest international designation for virtual speaking and training.

Trainers Excellence Award, offered by Speakers and Trainers Excellence, one of the biggest European Speaking Agencies

Qualiopi and Datadoc, offered by the French Ministry of Education for rigor in training and coaching

Certification in Neuropedagogy (optimizing learning based on Neuroscience and Psychology)

Personal

Associations : **APM** (Association Progrès du Management), **AFCP** (Association Française des Conférenciers Professionnels, member of the board), **ESSEC Luxury Club**, **L’Oreal Alumni**, **Ordre des Coteaux de Champagne**

Hobbies: Competitions: Gymnastics (5 x German Champion in Team), athletics, skiing, swimming, tennis, diving

Traveling (over 100 expeditions and extreme travels), Photography (expositions), Documentary Films