

LAUSANNE & MONTREUX: TWO CITIES ONE LUXURY EXPERIENCE

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Improving the **luxury experience** in Lausanne and Montreux, Switzerland

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Abstract

This thesis explores the Swiss Lemanic Arc region and its luxury industry. Its aim is to improve the luxury experience in the cities of Lausanne and Montreux, while increasing luxury tourism and the visibility of Swiss luxury brands.

This research starts with a clear definition of various luxury terms and is followed by a Lemanic Arc PEST analysis, that permits an in-depth understanding of the numerous factors affecting the area and businesses. Geneva, Lausanne and Montreux, three key cities, are also described, insisting on their luxury industry. Geneva comes out as the leading city in terms of luxury, with a strong stance regarding a coherent and effective luxury experience. On the other hand, Lausanne and Montreux show weak points, that were later on exploited in a way to find an effective solution to their respective situation in the luxury sector.

The luxury experience strategy, Swiss Made Luxury Exhibitions, is at the core of this thesis. These exhibitions are taking place only in Lausanne and Montreux, to boost the luxury experience of the region. The promotion of Swiss luxury brands through exhibitions that promote the history and craft of each brand is at the centre of the strategy. These exhibitions partner with Lausanne and Montreux's most influential luxury establishments to increase the visibility of both parties. Naturally, the final purchase is possible thanks to a private visit of the most influential and prestigious Lemanic Arc luxury factories.

Furthermore, a proper promotion through digital and print is explained, with the support of an agency based in Geneva: MCI Group. This strategy comes with its strengths and weaknesses that are properly described in a detailed SWOT analysis that concludes, in a positive way, the entire thesis and development of a new luxury experience strategy for the region.

1. Introduction

Switzerland represents high quality products, wealth and a peaceful lifestyle. However, despite international wealthy clients choosing Switzerland as their destination to enjoy a calm atmosphere, some regions of the country could benefit from an effective luxury experience, which is still lacking in some areas of Switzerland.

The Lematic Arc, the region of Switzerland that borders one side of the famous Leman Lake, is the area that this research will take in consideration, focusing on two important Swiss cities: Lausanne and Montreux. This dissertation's aim is to find a solution to the current luxury experience given to wealthy clients in these two cities. In fact, this experience could be enhanced and improved.

For this work, it is important to mention that only wealthy clients will be considered and not mass tourism. The focus on Swiss luxury brands and the Lematic Arc region will be at the center of the research and strategy, therefore, truly targeting a certain elite and not any form of mass tourism.

The goals of this research will be to **increase luxury tourism, promote Swiss luxury brands and Swiss establishments such as hotels**. Therefore, the final aim is: **Improving the luxury experience in Lausanne and Montreux, Switzerland**.

This work will be structured as followed; Firstly, an analysis of the terms luxury and luxury experience will be done. Thanks to this, it will be possible to fully understand the overall topic that will lead to a luxury experience strategy. Secondly, a PEST analysis of the Lematic Arc will help understand the political, economical, social and technological aspects of the region where the strategy will be developed. In third position, Geneva, Lausanne and Montreux will be briefly analyzed and compared. In fourth position, the actual strategy, followed by a SWOT analysis, will be explained in detail, giving a solution to the current problem regarding the luxury experience in Lausanne and Montreux, while giving its strengths and weaknesses. Finally, a conclusion will gather all the information from the dissertation, in order to unveil if such a strategy would be effective for the region.



2. Luxury & Luxury Experience

Defining key luxury terms that will affect the research.

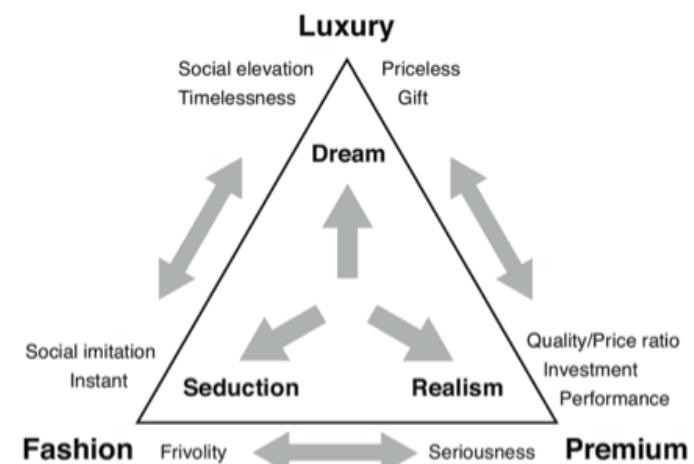
Luxury and luxury experience are two crucial terms for this research and must be explained before taking any further steps. Information from luxury specialists was gathered for this part of the research.

Blanckaert and Som (2004) argue that luxury represents craftsmanship, high quality and exclusivity. Furthermore, luxury is also about offering timeless products and encourages dreaming with its high price, quality and beauty (Bastien & Kapferer, 2012). All these aspects will be considered to create a strategy to improve the luxury experience in Lausanne and Montreux.

For this research, it is also important to explain what the term "luxury industry" means. In fact, luxury and fashion are not the same things. These two different sectors can work together but their definition is not the same. Fashion is about trends, an element accessible to anyone, while luxury is timeless and exclusive. Furthermore, we can separate luxury in two categories: soft luxury,

such as fashion, and hard luxury, such as jewelry and watches (Blanckaert & Som, 2014).

Moreover, luxury also embraces products and services such as hotels and spas, cars, food and travel (Blanckaert & Som, 2014). This point is relevant for this work, since the entire luxury sector will be analyzed to find out how the luxury experience in Lausanne and Montreux can be improved.



3: The difference between luxury, premium and fashion brands (Bastien & Kapferer, 2012: online)



To conclude this *mise en bouche*, the term “luxury experience” needs to be defined as well. Kapferer (2005) gives one brief, clear and effective definition; he states that luxury experience has two pillars. The first pillar is the multisensory physical atmosphere through digital tools while the second pillar concentrates on exclusivity, the sense of achievement and power, when someone experiences a luxury setting. This experience is felt in numerous luxury sectors such as through food in restaurants, products in stores or a stay at a five star hotel.

Finally, Bernt Schmitt (2011) argues that to create a successful customer experience, it is important to use these aspects: sense, feel, think, act and relate. The authors gives multiple case studies throughout his book on each aspect. However, for this research the elements of sense and feel are the ones that are the closest to the strategy that will be developed further on.

3. Lemanic Arc

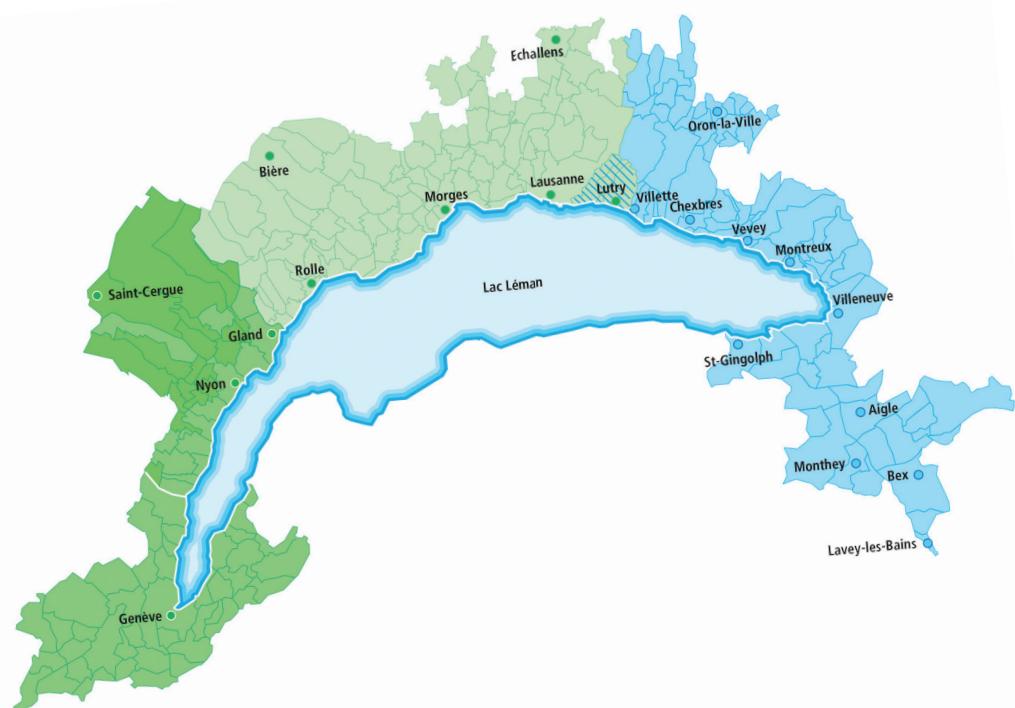
PEST Analysis

Analysis of the political, economical, social and technological factors of the Lemanic Arc, to better understand the state of the area.

This research focuses on Lausanne and Montreux, part of the Vaud canton and that make up, with Geneva, the region called the Lemanic Arc. This area borders one side of the famous Leman Lake and the official language is French. An effective way to fully analyze all the aspects of the region is through a PEST analysis that explains the political, economical, social and technological factors of the area. This PEST was mainly created thanks to an interview made to a specialist of the Lemanic Arc: William Gargiullo.

As this PEST analysis shows, the Lemanic Arc enjoys a peaceful and high quality lifestyle. Concerning tourism, hotel nights in Geneva and Lausanne have been positive in terms of numbers, while being lower in Montreux. The overall region is moving towards a more innovative future while Switzerland will continue on stating its neutrality, a really positive aspect for the country.

Following this summary of the region, it is now possible to analyze the main cities of the Lemanic Arc in order to understand how the luxury sector works in all three key cities of this research: Geneva, Lausanne and Montreux.



5: Lemanic Arc map (Leman Combi, 2019: online)

| P Political | E Economical | S Social | T Technological |
|---|--|---|--|
| <p>Switzerland is a neutral country, that is not part of the European Union, but has ties with it (Primary research, qualitative interview 1, see appendix).</p> <p>Politically stable region (Primary research, qualitative interview 1, see appendix).</p> <p>Multiple international negotiations take place in the region, especially in Geneva (Avenir Suisse, 2019).</p> <p>Geneva alone counts 93 international organizations (Genève Internationale, 2019).</p> | <p>Canton of Vaud is considered perfect for start-ups and offers various services, while Geneva has always delivered multiple services (Avenir Suisse, 2019).</p> <p>In 2018, Geneva's unemployment was of 4.4% and Vaud's was of 3.9% (Avenir Suisse, 2019). While whole Switzerland counts 2.6% of unemployment (Le News, 2019).</p> <p>The Lemanic Arc represents 15% of Switzerland's GDP. The region represents a GDP of around 100 milliard per year (Sallier, 2017)</p> | <p>Geneva with its international airport is open to the world and has become a multicultural city (Avenir Suisse, 2019).</p> <p>30% of Switzerland's festivals are organized by the lake, especially Montreux, and are all self-financed by the country (Avenir Suisse, 2019).</p> <p>Lausanne is the most successful city in the Vaud canton in terms of hotel nights booked in 2018, with 43,2% while Geneva counts 67,3% (Figure 1 & 2 , see appendix)</p> <p>Hotel nights in Lausanne went up with +2.5% from 2017 to 2018, and down in Montreux, with -2.6% (Figure 3 & 4, see appendix).</p> | <p>In 2018, 9.5 milliard worth of purchases were spent online by the Swiss population. It grew of 10% (Tribune de Genève, 2019).</p> <p>The EPFL (Ecole Polytechnique Fédérale de Lausanne) and the CERN (European Organization for Nuclear Research) are research and educative establishments present in the region, that encourage innovation and start-ups. (Largeur, 2018). They are among the best in the world (Avenir Suisse, 2019).</p> |

4. Geneva, Lausanne & Montreux

An analysis of the three cities, focusing on the luxury sector. Analysis was supported thanks to interviews given to Mrs. Ortega, specialist in high range hotels, Mrs. Valence, owner of the Sangata property in Montreux and Mr. Gargiullo, specialist in the Lemanic Arc.



4.1 Geneva

One of Geneva's key aspects is how open to the world the city is, thanks to its international airport. Many international organizations and luxury brands can be found there (Primary research, qualitative interview 1, see appendix). This is not to be dismissed since this means the city is a multicultural one (Genève Finance, 2019). Interestingly, in the luxury industry, it is more important to speak Arabic, Chinese, English or Russian than the national language that is French (Primary research, qualitative interview 2, see appendix). Since this is the case, it makes sense that families from the Middle East and Russia own various luxury hotels and apartments throughout the city. In fact, Gulf countries residents, stay in five star hotels as a first choice, with a percentage of 48%, as recorded for 2018 (Statistique Genève, 2019). Furthermore, Geneva counts around 14 five star hotels and 20 luxury brand stores, much more than the neighboring cities, as will be explained in the next chapters.

Another feature that attracts wealthy clients is the calm and safety of Geneva. Furthermore, Swiss quality is definitely reflected through the luxury experience that the city offers. The most eccentric demands can be answered in a heartbeat, as Mrs. Ortega underlined; such as the privatization of a luxury store overnight or the complete redecoration of a hotel room (Primary research, qualitative interview 2, see appendix).



4.2 Lausanne

Lausanne's main strength, in terms of tourism, is being the Olympic Capital, as Mr. Gargiullo mentioned in our interview (Primary research, qualitative interview 1, see appendix). However, concerning wealthy clients, the calm and serenity of Lausanne are the reasons why they decide to stay in the city.

However, Lausanne is not as international as Geneva. This is notably due to not having an international airport. In fact, most of the time, wealthy clients come to Geneva and want to stay there instead of taking a train or a car to go to Lausanne and Montreux (Primary research, qualitative interview 2, see appendix).



Lausanne counts 5 five star hotels and 5 luxury brand stores. These hotels, located next to the Leman Lake and benefiting from the calm of the city, are big attractions for wealthy clients (Primary research, qualitative interview 1, see appendix). During this year's annual General Assembly of the five star hotel Beau-Rivage Palace, part of the Sandoz Foundation that owns various luxury hotels, all shareholders were invited to take part in the annual report for 2018. I was myself part of the assembly and gathered information given by the president of the board of directors: Mr. François Carrard.

Mr. Carrard (2019) mentioned an interesting point that can benefit this research. In fact, he confirmed the lack of luxury stores in Lausanne, which makes it tough for luxury tourism to increase and evolve. As the printed annual report of the Beau-Rivage Palace states, the Sandoz Foundation's Lausanne luxury hotels enjoyed an increase of 4.8% concerning the number of nights booked in 2018 (Figure 7, appendix).

This research does not focus on hotels but it is important to understand if wealthy clients stay in five star hotels in Lausanne, because it will affect the strategy that will be implemented further in this dissertation, notably in terms of partnerships.

4.3 Montreux



Montreux is a sort of Swiss Monte Carlo where the wealthy come to find calm but to also enjoy their time in luxurious hotels (Echappées Belles, 2015). As Geneva, Middle Eastern and Russian clients come the most to Montreux. It is also easy to buy a place in the city, therefore a lot of wealthy foreigners come and live in Montreux, as Mrs. Valence mentioned (Primary research, qualitative interview 3, see appendix).

Montreux has discrete and private clinics, where wealthy clients come to get various treatments done (Primary research, qualitative interview 1, see appendix). The reputation of these clinics and the experience they give to their clients reaches a very high quality service (Bling!, 2019).

Therefore, the strengths of Montreux are inevitably its private clinics and hotels as well as its numerous events, such as the Montreux Jazz Festival (Echappées Belles, 2015). Montreux currently counts 5 five star hotels and 4 private clinics with a five star rating. However, absolutely no luxury brand stores can be found around Montreux.

After analyzing these three key Lemanic Arc cities, a few points can be raised. Firstly, multicultural Geneva is clearly the point of reference with its advanced luxury experience. Furthermore, the percentage of luxury hotels and stores is much higher in Geneva. This truly shows that the two other cities need a new luxury strategy put up to be even more successful (Figure 5 & 6, see appendix). Secondly, the Vaud canton, that gathers the city of Lausanne and Montreux, is much more traditional than Geneva, as Mr. Gargiullo mentioned (Primary research, qualitative interview 1, see appendix). This aspect is, according to Mrs. Ortega, something that slows down the extravagant side of luxury experiences (Primary research, qualitative interview 2, see appendix).

Despite differences that seem to slow down the luxury sector in Lausanne and Montreux, compared to Geneva, a strategy will be put up in the next chapter, to find the right way to improve the luxury experience in both cities.

5. Luxury Experience Strategy

5.1 Swiss Luxury Brand Experience Exhibitions

Two elements previously discussed will be important to consider for the luxury experience in Lausanne and Montreux. **Firstly, making clients feel part of a completely exclusive and targeted luxury experience and secondly, increasing luxury tourism in the region.**

The first element is related to Kapferer's second pillar, the sense of exclusivity and achievement, also underlined by Mrs. Ortega (Primary research, qualitative interview 2, see appendix). The second element is one of the goals of this research, to increase luxury tourism by improving the clients' experience.

Lausanne and Montreux will be treated together since both cities are similar and the strategy will make it possible for them to work together towards an improved luxury experience.

The idea for a strategy is to create temporary **Swiss luxury brand experience exhibitions**.

These exhibitions would take place four times a year for one month, switching between the cities of Lausanne and Montreux. Since it would be necessary to have an events agency to organize these exhibitions, the MCI (Minds, Communities, Ideas) agency, located in Geneva, would be a right one. MCI would take care of the event organization as well as the creation of the marketing content. MCI Group is known for organizing events, exhibitions and creating marketing content. In fact, MCI works in various fields, notably luxury and with a certain elite, as they have in Dubai in the past (MCI Group, 2019).



9: MCI logo (MCI Group, 2019: online)

During these events the most prestigious Swiss luxury brands, focusing on their headquarters being in the Lemanic Arc region, would share their heritage, products and craft. This point comes back to what was discussed before, notably mentioning Bernt Schmitt's approach on experiential marketing for customers.

Since Swiss luxury brands range from chocolate to cosmetics passing by watches, it is interesting to have these events function by themes. A key point is to acknowledge that these exhibitions would only host two to three brands, to avoid chaos which would reflect the contrary of exclusivity.

Furthermore, these exhibitions would take place in prestigious houses and villas in Lausanne and Montreux. As an example to illustrate this point, it could take place at the Général Guisan Maison in Lausanne and the Sangata property in Montreux. These two places have similar strengths such as the lack of noise, proximity to the lake and a luxurious atmosphere.



10: The Général Guisan Maison, Lausanne (Le Régional, 2012: online)

The Sangata property as stated by Mrs. Valence, owner of the estate, is extremely big and offers a reception hall and a bungalow perfect to present products and host events (Primary research, qualitative interview 3, see appendix).

Concerning the Général Guisan maison, from personal experience and having organized various conferences there, the space is appropriate for a luxury brand exhibition, with its reception hall and gardens.

Exhibitions are a way to show customers another side of the brand. In fact, it concentrates on the craft and heritage rather than on simply selling products (Luo, 2018). This strategy would be the ideal way to improve the luxury experience in these two important cities of the Lemanic Arc.



11: The Sangata property, Montreux (Guestlee, no date: online)

Partnerships

As this dissertation showed, Lausanne is known for its hotels and Montreux for its spas and clinics. Having partnerships with these places could permit a higher budget for the exhibition and increase visibility for all parties: the exhibition itself, brands and the partners.

The three partners that would be most accurate for this project would be; the Fairmont Montreux Palace Hotel, the Mirador Resort & Spa in Montreux, and the Sandoz Foundation, which includes four five star hotels in Lausanne (Sandoz Fondation, 2019). The Fairmont Montreux Palace can count on its reputation, the hotel being part of the “Swiss Deluxe Hotels”, a classification of the best Swiss hotels (My Switzerland, 2019). The Mirador Resort in Montreux has an extremely luxurious spa, the “Spa Givenchy”, which is a positive point concerning the luxury beauty brands (Le Mirador Resort & Spa, 2019). Finally, for the Sandoz Foundation’s hotels, as stated in chapter 4.2, the nights have increased, in all luxury hotels they own. This clearly shows that five star hotels around Lausanne are in high demand and are definitely successful as well.

These hotels are among the best ones in both cities and often promote luxury products in their establishments. Therefore, these establishments would fit perfectly with the partnership and promotional part of the strategy.



12: The Fairmont Montreux Palace (Schweizer, 2018: online)



13: The Beau-Rivage Palace (Lausanne Tourisme, 2019: online)



14: The Givenchy Spa at the Mirador Resort, Montreux (Mirador Resort & Spa, 2019: online)



LE MIRADOR
RESORT & SPA



Promotion

To insure a good promotion for the exhibitions, the brands' products would be displayed in the partners' hotels and spas. Moreover, posters and brochures would be strategically set up a month before the exhibition in the partnering hotels and spas. Posters would promote one exhibition while the brochures would present the exhibitions for the whole year, therefore, it would be possible to have a preview of the upcoming ones. Brochures could be set up in the most luxurious hotel and clinic rooms as well as in spas, while the posters could be in the hotel's boutiques. This would guarantee maximum visibility among the wealthy customers. In fact, it is important to mention that these exhibitions are absolutely not open to public and to be able to participate to these events, one should register through an email or at the reception of the establishment. Concerning the partners' investors and the brands' very important clients, an invitation to the exhibitions would be sent.

Finally, to make the strategy digital, a multi-lingual website would be set up. The link to the website would be found on printed material but also accessed through scanning QR codes available during the exhibitions.

On this website, it would be possible to have information about the brands that are in the current exhibition while also having access to exclusive material on the upcoming exhibition. This makes it possible for clients to see what exhibition is taking place while having a preview of the next one that will happen.

The possibility to register to visit a factory and information on where to buy the products found in the exhibitions would also be available.

Having multiple languages must be done since most wealthy clients come from all over the world.

Finally, a website has the advantage of avoiding any downloads, such as an Application. It also offers the possibility to have access to a lot of information about the exhibitions and the brands, from any device and from anywhere.

Finally, a hashtag, but no social media since this is targeting the elite, would be created, such as: #SwissMadeLuxuryExhibition .



Mockup 1: Brochure, programme 2020, all exhibitions
(Gargiullo, 2019)



Mockup 2: Promotional poster for a Lausanne exhibition (Gargiullo, 2019)

Home

About

Exhibitions

The Lemanic Arc

Register

Contact

Swiss Luxury Brand Experience Exhibition

Discover All Exhibitions

April 2020: Swiss Luxury Jewellery Exhibition

Visit factories now

The Lemanic Arc: its story

Mockup 3: Multilingual website (Gargiullo, 2019)



Visits to factories

As this research has shown, the goal for this type of clientele is to make the luxury experience they are having as exclusive and personalized as possible. Since on the spot it wouldn't be possible to purchase the whole collection of the brands, it would be interesting to have the option to book a private visit to the factory of a specific brand. At the factory, the visit would be private and personalized. It would also be possible to purchase products directly from the factory. This could definitely create a 360-degree luxury experience for the client and encourage purchases.

Furthermore, these visits would make wealthy clients move around the Lemanic Arc, which is one of the goals of these exhibitions as well.



19. Watchmaking, strong in Switzerland
(Jura Three Lakes, 2018: online)



20: Wine is a strong asset of the Lavaux area around Lausanne and Montreux (Stahl, 2019: online)

5.2 SWOT Analysis

STRENGTHS



- Good exposure for Swiss luxury brands and their other sector of luxury.
- Encourages purchase of Swiss Made products.
- Personalized experience targeted to a certain customer.
- Can boost the luxury experience and tourism in Lausanne, Montreux and its surroundings.

WEAKNESSES



- Such exhibitions demand a high budget.
- It could be tough to stay closed to public, since the exhibitions would be promoted around the five star hotels and spas.
- Since there aren't that many Swiss luxury brands on the market, all sectors taken in consideration, it could be tough to make these exhibitions last for a long time.

OPPORTUNITIES



- The gap in the Lemanic Arc luxury market.
- It has never been done before.
- The good economic situation of the Lemanic Arc.
- The beauty of the lake and its surroundings that keep on making the elite want to spend days around the area.
- The famous hotels and clinics from both cities that are the main source of attractions for wealthy clients.

THREATS



- The current traditional view on society that the Vaud canton has.
- It could be a challenge to attract wealthy customers to Lausanne and Montreux, which are further away from Geneva and its airport.
- Switzerland eventually not being a luxury tourism destination anymore.

6. Conclusion

As this research has shown, the cities of Lausanne and Montreux, located in the Swiss Lematic Arc, currently struggle in terms of a coherent and effective luxury experience for wealthy clients. In fact, as was stated in this work, their neighbor, Geneva, is much more advanced and knows how to use effectively its five star hotels and establishments. Despite Lausanne and Montreux having luxurious hotels and clinics, brands do not promote their products in the region since there is clearly a lack of luxury experience for clients and so, luxury tourism is affected.

However, this thesis made it possible to **find an effective strategy to improve the luxury experience in Lausanne and Montreux while promoting luxury establishments such as hotels and Swiss Made luxury brands**. Furthermore, the strategy implemented for the region also helps with **increasing luxury tourism in the whole Lematic Arc, focusing on Lausanne and Montreux**. This luxury experience strategy, answers the main aim of this research while hitting the three main goals of the thesis.

The creation of luxury experience exhibitions that purely promote Swiss luxury brands and that use prestigious partners such as five star hotels, made it possible to imagine a solution to a current problem in Lausanne and Montreux. Furthermore, the impact of discovering a brand's history and craft over only selling products is a way to keep the wealthy client interested and cultured on Swiss luxury. The end results meet the goals previously mentioned and leads to an eventual purchase, during a factory visit.

This research proves that there is a way to answer the current issue in Lausanne and Montreux. Hopefully, in a few years these types of luxury experience exhibitions will be seriously implemented throughout the region. This area currently truly benefits from high quality service, a peaceful atmosphere and numerous luxury establishments already installed. This makes it possible for a new strategy to be seriously developed.

Will there be any changes in the future? Surely, Lausanne and Montreux have the power to increase their reputation among the most influential luxury cities. In fact, these two smaller cities will perhaps dethrone Geneva...

Biography

Mélissa Gargiullo

Mélissa Gargiullo is a 24 year old Swiss student, who graduated in 2018 with a Three-Year course diploma in fashion communication and new media at Istituto Marangoni, Milan. Back in 2017, she was an intern at the Geneva Centre for Security Policy, where she worked for the marketing team. There, she obtained further knowledge on marketing and communication and she truly values her experience in a field other than fashion.

Mélissa's mother tongue is French. However, she is fluent in English, has an intermediate level in Italian and an upper intermediate level in German and Spanish. In addition to these languages, she would like to continue learning Arabic, which she started to learn in 2018.



As editor of her father's website, a Swiss long-distance runner, she enjoys writing online and creating social media content. Mélissa has also written a book, in collaboration with her father, on his 40 years of experience as a runner. This book has been published in 2019. Mélissa is at ease with Adobe softwares such as InDesign, Photoshop and Illustrator, which allows her to further explore her creativity.

Mélissa will graduate with a Master course diploma in fashion promotion, communication and media at the end of 2019. Following this, she will preferably move to another city, to further her career and work in the field of communication, with a preference for digital communication. She will not restrict herself to fashion and would like to explore other fields such as luxury, cosmetics and sports.

A handwritten signature in black ink, which appears to read "M. Gargiullo". The signature is fluid and cursive, with a large, stylized "M" at the beginning.

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Figure 5 & 6 Pie charts: Made by the author

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Mock up 1, 2 and 3: Made by the author

Appendix



Figure 1: Distribution hotel nights in the Vaud canton in 2018 (Lausanne Tourisme, 2019: online)

| Ensemble | 125 | 9 774 | 16 000 | 3 232 871 | 67,2 |
|-----------------------|-----|-------|--------|-----------|------|
| 1 étoile | 2 | 296 | 671 | () | () |
| 2 étoiles | 7 | 325 | 598 | () | () |
| 3 étoiles | 38 | 2 422 | 4 285 | 852 899 | 73,1 |
| 4 étoiles | 26 | 3 120 | 4 837 | 1 032 282 | 68,4 |
| 5 étoiles | 13 | 2 222 | 3 337 | 633 264 | 58,8 |
| Pas d'information (1) | 39 | 1 389 | 2 272 | 463 850 | 67,3 |

Figure 2: Hotel nights in Geneva in 2018 (Genève Statistique, 2019: online)

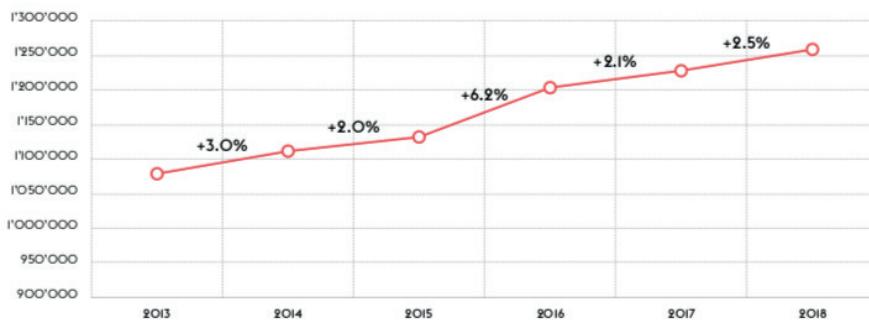


Figure 3: Hotel nights in Lausanne from 2013 to 2018 (Lausanne Tourisme, 2019: online)

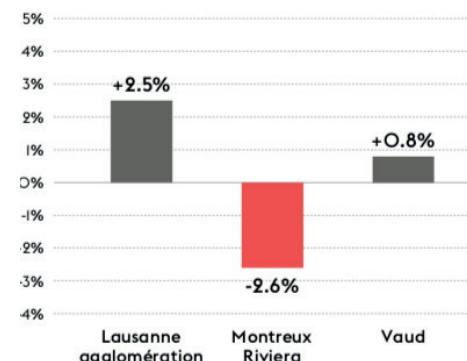
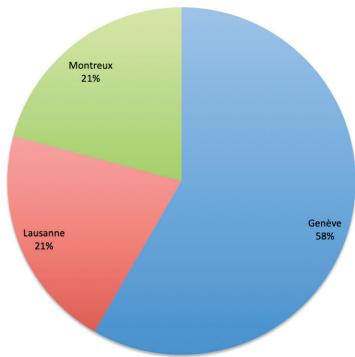
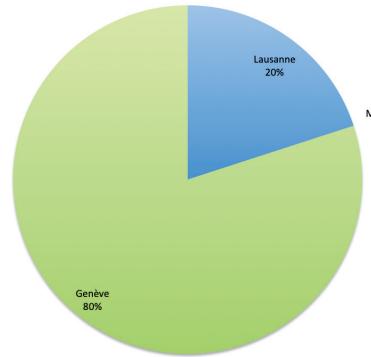


Figure 4: The variation of hotel nights in the Vaud canton from 2017 to 2018 (Lausanne Tourisme, 2019: online)



*Figure 5: Hotels percentage in Geneva, Lausanne and Montreux
(Gargiullo, 2019)*



*Figure 6: Luxury brand stores percentage in Geneva, Lausanne and Montreux
(Gargiullo, 2019)*

BEAU-RIVAGE PALACE, HÔTEL ANGLETERRE & RÉSIDENCE ET CHÂTEAU D'OUCHY

Le Beau-Rivage Palace, l'hôtel Angleterre & Résidence et le Château d'Ouchy ont réalisé 103'555 nuitées, en augmentation de 4.8 % par rapport à 2017. La répartition est la suivante :

| | Nuitées | Occupation |
|------------------------------|---------|------------|
| Beau-Rivage Palace | 57'817 | 57.4 % |
| Hôtel Angleterre & Résidence | 26'127 | 70.9 % |
| Château d'Ouchy | 19'611 | 73.3 % |

*Figure 7: The hotel nights booked in some important five-star hotels, part of the Sandoz Foundation
(Beau-Rivage, 2019: 11)*

Primary research: interviews

Interview 1:

Gargiullo, W. Interviewed by: Gargiullo, M. (5th August 2019)

Mr. Gargiullo is in charge of the Lemanic Arc strategy at the Geneva Centre for Security Policy (GCSP)

1. How would you describe the economical and social situation of the Lemanic Arc?

Economically, the Lemanic Arc is in full development notably in the most important zones. Geneva, with its international organizations, its private banks, the European Organization for Nuclear Research (CERN) and its biotech companies. In Lausanne, Olympic capital, you can find the headquarter of the International Olympic Committee. Furthermore, Lausanne also has the Ecole Polytechnique Fédérale de Lausanne (EPFL), known worldwide as an establishment for research. Finally, Montreux counts excellent private schools and clinics.

2. Do you spot any differences between the canton of Vaud and Geneva? Which ones?

There are some differences between the population from the canton de Vaud and Geneva. The Vaud population is more traditional and mainly works in the primary sector, while Geneva is definitely influenced by the French culture, because of the border with France, and is much more international than its neighbors.

3. According to you, what are the real strengths of the region?

The Lemanic Arc's strength is its diversity, as mentioned before. Of course, geographically the region is well situated thanks to the Leman Lake (one of the biggest lake in Europe). The area can also count on the beauty of the mountains surrounding it: the Alps. In fact, the Lemanic Arc relies on its great scenery and attracts numerous tourists thanks to that. Furthermore, very high quality hotels make international tourism much easier in the region, attracting people from the entire world.

4. You have lived in the Lemanic Arc for numerous years, have you ever sensed any political tensions? Do you think it could be possible for the region (and the country) to start having any type of political tensions or threats to its neutrality, in the future?

There are no political tensions in the Lemanic Arc or in Switzerland. We can be confident concerning the future because our political and social system is really well defined by these words: neutrality and impartiality. Our population will continue to claim its individuality regarding the European Union and the North Atlantic Treaty Organization (NATO). In fact, Switzerland only has some ties with the European Union, but is not part of it.

Interview 2:

Ortega, E. Interviewed by: Gargiullo, M. (19th July 2019)

Mrs. Ortega is Head of Events at a Four Star Hotel in Lausanne and Specialist in high range hotels and events.

1. Why are wealthy customers attracted by Geneva?

One key aspect and the most important one concerning this question is the importance of the localization of Geneva and its international airport, which opens the city to the world.

Furthermore, another key aspect is the fact that Geneva is the place where various international organizations and brands chose to install their headquarters.

Thanks to these two points, Geneva is now completely multicultural.

2. What types of wealthy customer go to Geneva?

It depends, but you will find the category of businessmen that come here for quick trips and they want the best services. Some of them come purely for work and some of them come for a day because they have to buy particular items. For them, there's no time to visit or look around. It needs to be fast.

Otherwise, families come to visit. However, once they know the amount of trains and transportation they need to take to visit key areas of Switzerland, they get discouraged. This is certainly why wealthy customers stay in Geneva. In fact, the city can answer all their needs, because it has an airport and no need to go far to see the beauty of nature, such as the lake and the mountains. I personally think this is why Lausanne does not attract as many

wealthy customers. They simple do not want to travel more and would rather stick to quality service in the city of Geneva.

3. What about hotels?

The interesting thing is that most hotels around the city actually belong to families coming from the Middle East. These families choose to come to Geneva because they can literally say they are going home for a few days since they stay at the hotel they own. Furthermore, Russians are also a nationality that owns some apartments around Geneva, which creates a similar situation than the one before; they come home for a few days.

4. How come they choose to purchase hotels in Geneva?

As I mentioned, Geneva is open to the world and is definitely an international city. It is also safe and clean, which is exactly what wealthy customers search for. To even deepen the international part, I can tell you that it is more important to know Arabic, Chinese, English or Russian instead of the national language that is French. This is a point that won't be as extreme in a city like Lausanne.

5. About Lausanne, why is the city not on the same level as its neighbor: Geneva?

A big aspect is once again the localization. Lausanne does not have an international airport and is therefore not as open to the world as Geneva is. The Vaud canton is also very attached to its traditions.

6. Do you think the luxury experience of customers is different from city to city?

One thing that I can say from my experience and own observation is that Geneva can be extremely extravagant in terms of responding to any desire wealthy clients may have. It can go to incredible lengths, something that seems less likely to happen in a city like Lausanne. I can mention that privatization of luxury stores during the night can happen as well in Geneva. For reference, this was for a client that wanted to avoid any interaction with people. This happens in Geneva, not so much in Lausanne.

7. What are a few key points about high range hotels and the luxury sector?

One important word in the world of hotels is: **discretion**. That word is the one to respect, and as you probably saw during your own researches, it is rare to read about wealthy customers and their habits, because this stays among a very restricted circle.

Another point is the importance of making the client feel like there is nobody else in the world. The service and products need to be targeted for them and just for them.

Interview 3:

Valence, Y. Interviewed by: Gargiullo, M. (20th August 2019)

Mrs. Valence is the owner of the Sangata Villa in Montreux and events organizer.

1. According to you, what truly attracts wealthy clients to Montreux?

It is extremely easy for foreigners to buy a place in Montreux. Therefore, thanks to this, a lot of wealthy clients come to the city to live here.

2. As owner of the Sangata property, could you tell me more about how an exhibition or event could be organized there?

This historical property offers a reception hall of 300m², open on a big park. The bungalow found in the park can also be used to present products or for a varnishing.

The property is exclusive and protected. It can welcome about thirty vehicles and the public transports are not far from the property either. Furthermore, the villa can also welcome about 100 people. We have already organized various weddings, concerts and conferences there.

3. What are the strengths of this property?

Sangata's strengths are: its location, it's natural balcony on the Leman Lake, its park with its majestic trees, it's history (the property dates from the beginning of the 17th century, preserved by promoters). Finally, there's no noise and no trains or busy roads around the property.



“Luxury is in each detail.”

- Hubert de Givenchy

2019



mg