

# ALUMNIMagazine

The magazine made for Deloitte #colleaguesforlife

**Deloitte.**

"With lives and careers that increasingly demand huge amounts of energy, time is truly a luxury that matters a lot."

**Philippa Bey-de la Hera**

International Reward &  
HR Performance Senior Manager, Cartier



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**DECEMBER 2024, No.4**

Published by Deloitte Switzerland.

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# EXPLORING THE LUXURY CONSUMER INDUSTRY

RETO SAVOIA | CEO DELOITTE SWITZERLAND

Welcome to our December issue of the *ALUMNIMagazine*, where we dive into the captivating world of the Luxury Consumer Industry. As the festive season unfolds, we invite you to explore the charming allure of Christmas while discovering some facets of this exciting industry.

In this edition we turn the spotlight on alumna Philippa Bey-de la Hera from Cartier, as she shares her journey in the luxury industry and recalls her experiences at Deloitte. As part of our *ALUMNITalks* series and to celebrate UN World Habitat Day, we present an exclusive interview with Julia Hatt, founder of Studio Stena. She shares her perspectives on her entrepreneurial journey and the integration of ethical business methodologies in her online startup.

Our Luxury On Air podcast series offers engaging discussions with global brands on the latest trends, innovations and personalities shaping the luxury industry. Another spotlight is on the Brew Breakdown event, marking the launch of our first ever Deloitte Coffee Study.

This issue also showcases a recent whitepaper co-published by Deloitte and Aura Blockchain Consortium project on Digital Product Passports for the luxury industry.

In a first for our magazine we present the HR Focus segment, featuring an interview that delves into career development, and offering perspectives for our readers' professional growth.

In addition, we explore Deloitte's exhilarating partnership with the International Olympic Committee (IOC), and uncover captivating art pieces and photography by our colleagues, showcased in our Deloitte Art Exhibition entitled "Echoes of Yesterday".

Lastly, we are happy to share images captured at our alumni events in 2024 and to announce the dates for our much-anticipated 2025 events where we greatly look forward to seeing you.

Happy reading, and we wish you wonderful year-end celebrations ahead!



A portrait of Philippa Bey-de la Hera, a woman with dark hair pulled back, wearing a black blazer over a white top. She is looking slightly to the right with a gentle smile. The background is a blurred office setting with horizontal light strips.

**Philippa Bey-de la Hera**  
International Reward & HR  
Performance Senior Manager, Cartier

## “CONTINUOUS LEARNING AND SELF-DEVELOPMENT IS CRUCIAL.”

Driven by a passion for learning and a deep curiosity, Philippa’s career has been marked by continuous growth. Starting as an International Sales Trainer for Jaeger-LeCoultre, she transitioned to Deloitte, where she thrived on the company’s commitment to employee development and knowledge sharing. Now, as a mother of two and a professional in the luxury industry, Philippa leverages her diverse experiences to drive projects with a collaborative spirit and a focus on excellence. Her journey reflects a blend of personal growth and professional achievement.

### **Philippa’s career path**

#### **How would you describe yourself in two sentences?**

I am a 41-year-old French citizen and the mother of two daughters, aged eight and four.

I am a serial learner, and incorrigible optimist! Yet I’m always questioning the meaning and purpose of everything I do.

I come across as a ‘people person’.

#### **You came to audit from a training role within Richemont. That was a bold career move. What attracted you to Deloitte?**

The choices I have made for my life in general, including my career, have always been driven by one thing: the need to learn, discover new things, understand the wider organisation I am part of and at the same time, interact and share.

Just as with the position I had before for three years as an International Sales Trainer for Jaeger-LeCoultre, I could foresee that joining Deloitte would satisfy what the Japanese call my “ikigai”, or my raison d’être: to learn and share.

And that has certainly been the case! Deloitte invests a lot in its employees, right from the first year, with a very wide range of courses that help develop both hard and soft skills. Thanks to this approach, auditors are empowered to teach and coach first-year assistants right from the second year, and so the sharing of knowledge is facilitated.

In addition to Deloitte’s reputation for excellence, I was attracted by the fact that the company is ready to give opportunities to individuals with different backgrounds. The year I joined Deloitte, quite a few of us came from the corporate world, not just after graduating. I am grateful for the chance I was given.

“I could foresee that joining Deloitte would satisfy what the Japanese call my “ikigai”, or my raison d’être: to learn and share.”



### How has your educational background contributed to your career in the luxury industry?

Business schools in France offer a multi-disciplinary education. In my 3 years at the Ecole Supérieure de Commerce de Grenoble, where I obtained my Master's degree, I acquired some knowledge and understanding of a wide range of functions, such as corporate finance, controlling/accounting, corporate strategy, marketing and communication, corporate law, human resources, as well as taking language courses. This was clearly an enabler for me, giving me new skills in many different areas. So far in my career in the luxury industry I have worked in very different fields, such as sales training, financial planning & analysis, and now rewards & HR performance.

In addition, the various summer jobs and internships I did allowed me to see different facets of the luxury industry. It started with a summer job at a watch dial maker where I spent eight hours a day aligning appliques with tweezers before they were polished. This made me appreciate the time needed to create such timepieces. It continued with several work experiences in the Vacheron Constantin boutique in Geneva, where I was fascinated by the skills required to convey to the end customer the craftsmanship encapsulated in each time piece. This is what I kept in mind throughout my 1-year internship in India at the largest authorised luxury watch retailer in the country, where I was given the opportunity to create the foundations of a training department.

I would say too that the values of the luxury industry are very similar to those from my schooling, especially when it comes to the constant effort to surpass yourself and reach for excellence.

### What takeaways from your Deloitte experience were the most valuable for this journey?

There are so many takeaways from my four years at Deloitte! Among the most valuable ones, that I carry with me in my everyday life, are:

- The importance of teamwork, collaboration and collegiality. How to leverage individual strengths to ensure collective success. I am glad to see that this is also what is now taught at school: during the start-of-year meeting with my 8-year-old daughter's teacher, I noticed a poster on the classroom walls said, "Alone, I go faster, together, we go further".
- How continuous learning and self-development is crucial to maintaining individuals' employability in the long run. As I work in HR now, that is very much apparent.

- The notion of a materiality threshold is probably engraved in the minds of all former auditors – joking aside, it's a concept that really helps you to focus on actions that make an impact.

### What do you value the most when driving a project? What has been your biggest challenge?

I am sure it will come as no surprise given my former replies: I am driven by collaboration and the need to interact with other people. This is what, in my view, allows you to get the best opinions and inputs from all stakeholders.

I was once selected to be the finance representative in a taskforce co-led by HR, Commercial and Finance on a specific topic. It was such a great challenge to aim at having three departments with sometimes diverging interests come to a consensus and find the best possible option for the company.

I am also in favour of the "test and learn" approach. Fearing to fail is probably the worst enemy in a project.

### What advice would you give to alumni aspiring to a career in the luxury sector, based on your own experiences and insights?

Some areas of expertise are central to addressing the challenges that are surely ahead for the luxury sector: I am thinking of sustainability, innovation, and data analytics. Expertise in those fields would in my view be an asset.

In more standard or "traditional" functions, it would be interesting to think of how the knowledge and competencies gained in another industry could be transposable to this sector, to improve the value chain.

In all circumstances, and probably even more so in large groups, having the ability to think in the round and to measure the impact that a decision can have much further down the line is important. Never underestimate the ripple effect.

### What do you miss most from your Deloitte days? Are you still in touch with some colleagues?

Deloitte Geneva and Lausanne managed perfectly to create an environment that was both demanding and very friendly. Thanks to this unique blend, I have created some very strong bonds with many colleagues – some have become friends for life! And even if time does not always allow you to stay in touch with everyone, I have very dear memories of my colleagues. I am sure that if we were all to meet up again together, it would be great and there would be A LOT of laughter.

### What would you do differently based on your previous ventures?

Bearing in mind that every mistake is an opportunity to learn, I would not change anything.

But one thing: sometimes, learning to say no.



"Building relationships is inherent to the luxury sector and I devote a lot of attention to our clients' values and aspirations."

## Consumer and Luxury

### What do you believe sets luxury brands apart from other market segments, and how has this influenced your work?

Luxury brands connect with clients by striving for excellence and continuous creativity, in keeping with their heritage. Building relationships is inherent to the luxury sector and I devote a lot of attention to our clients' values and aspirations.

### Can you share a significant trend or development in the luxury sector that has impacted your professional experience?

Luxury creations are still appealing to consumers who are willing to invest in high quality products and enjoy unique exclusive experiences. Today, brands must navigate challenging economic, social, and technological shifts to maintain their exclusivity.

They must be flexible in adjusting their strategy to face these uncertainties and ultimately ensure their resilience. I have found that agility helps provide a framework to navigate the constant challenges and uncertainties involved.

### Could you describe a particularly memorable project or campaign you've been involved in within the luxury industry?

I had the opportunity to participate in a compelling project assessing the global retail footprint of our Cartier Maison, from the architectural conception of a boutique to its actual opening. Through this project I have learned as much about the importance of linking cost-effective innovation with the highest quality standards, as about the need to embrace different cultures and values.

### How do you see the concept of luxury evolving in the future, and what implications might this have for professionals in the field?

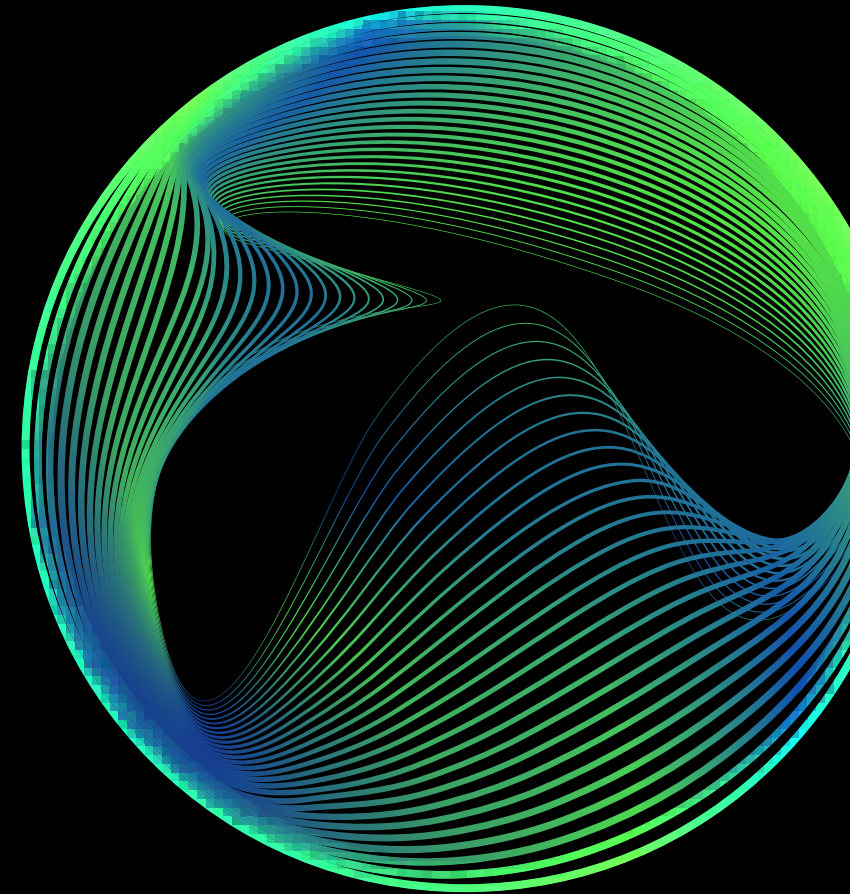
Luxury has evolved to embrace modernity while preserving its heritage. At Cartier we acknowledge the importance of our rich history and craftsmanship and invest in preserving artisanal techniques, while embracing innovative concepts and pushing the boundaries of creativity.

I believe luxury brands will have to continue redesigning the customer experience to better address clients' expectations and engage and connect more deeply with them. To do that, luxury brands will have to embrace digital functionalities, reimagine their personalised services and design increasingly immersive experiences.

I also see the integration of sustainable practices and initiatives as a way of aligning more closely with the evolving values of luxury consumers and the tradition of excellence that is inherent to the luxury sector.

This evolution will be supported by new roles, requiring new skills and thus an openness to continuous learning.

"Today, brands must navigate challenging economic, social, and technological shifts to maintain their exclusivity."



## Up and close with Philippa

### Can you share an interesting or unexpected hobby or talent you discovered after leaving our company?

Well, not exactly a hobby, but just a few months after leaving Deloitte I took a new step on my journey through life: motherhood, with my first daughter Apolline born in 2016, and the second one – Leonor – born in 2020. I think that like most parents I have become a master at multi-tasking and orchestrating the life of a family of four. And, of course, what comes with it is the talent for improvising and being resourceful when things don't go as planned, which is approximately every day with young kids.

### What's the most memorable or unusual encounter you've had with a former colleague since departing our organisation?

I was honoured to be chosen to be the godmother of the first child of a very dear friend of mine, who is also a former colleague from Deloitte.

Likewise, some former Deloitte colleagues showed up at my surprise 40th birthday party last year.

Deloitte acts as a wonderful relationship-enabler!

### Tell us about a unique tradition or inside joke from your time at our company that still brings a smile to your face.

"What happens in an audit room stays in the audit room." That phrase should bring a smile to the faces of many!

### Have you kept any unusual or out-of-the-ordinary items from your time with us? If so, what's the story behind them?

I have not kept any item as such, but I have kept the "nomad" style of an auditor: I always carry quite a lot of stuff with me to and from work, so as to be flexible and in case I have to work somewhere I was not expecting. This has become more common for many employees since Covid but I formed that habit at Deloitte, almost ten years ago now!

### Do you wear luxury? What is your favourite luxury item?

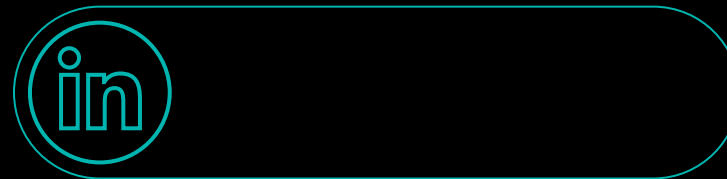
My all-time favourite luxury item is a mechanical, wind-up watch. I am fascinated by a mechanical wonder that is so small it can sit on your wrist!

I like the unique relationship that the owner of such a watch nurtures with it, having to wind it every day or two, to keep it 'alive'.

I also value the refinement and attention to detail given to every single component, even though they are hidden in the case. Some of those components may be hand-decorated, just for the pleasure of the person who knows.

### What is luxury for you? Time, rarity, craftsmanship?

With lives and careers that increasingly demand huge amounts of energy, time is truly a luxury that matters a lot.





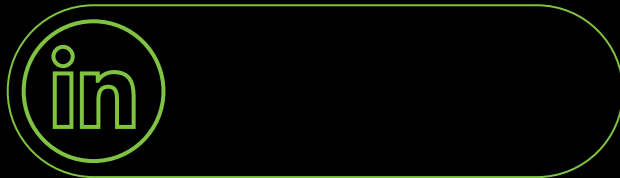
# ALUMNITalks

## Episode 5 with Julia Hatt, founder of Studio Stena

Julia, an alumna of our digital team and founder of Studio Stena—an online platform for high-quality tiles—joined us in October for an ALUMNITalk in celebration of UN World Habitat Day. The discussion, led by Philip Ewald, a former colleague of Julia's, highlighted her journey since leaving Deloitte, her inspiration for launching her startup, and her commitment to ethical business practices.

### What is UN World Habitat Day?

Observed on the first Monday of October, it focuses on the importance of sustainable urban development and the right to adequate shelter for all. It raises awareness about urbanization challenges, such as housing shortages and slum conditions, with a different theme each year.



Find out more, [click here](#) to watch our previous ALUMNITalks and stay tuned for future inspirational conversations!

— “  
“It was very important to me that my transport routes are not too long, and that the tiles come from factories close to Switzerland. I also looked at certificates and everything else and make it transparent to clients.”  
” —



# LUXURY ON AIR

## What's on the horizon in the luxury industry



Craftsmanship, innovation, collaboration and responsible sourcing are key drivers for the luxury industry. We feature them in our Luxury On Air podcast.

The Luxury On Air podcast, co-produced by Deloitte Switzerland and the Swiss Center for Luxury Research, showcases how luxury brands are adapting to the industry's evolving landscape. Hosted by Karine Szegedi, Consumer Industry and Fashion & Luxury Lead at Deloitte Switzerland, and Professor Felicitas Morhart, Founder of the Swiss Center for Luxury Research, this podcast covers an impressive range of topics and features brands such as Porsche, Breitling, Estée Lauder, Remy Cointreau, EssilorLuxottica, Chopard, Bally, and The Leading Hotels of the World. In thought-provoking conversations, industry leaders offer a glimpse into their world. The show's strength lies in its ability to bring together industry leaders, experts, and innovators to explore these trends, offering both high-level insights and practical examples so that audiences can understand their evolution.

### Episode 23: Greening watches and jewellery – collaborating for a tangible impact



Guest  
Iris Van Der Veken  
Executive Director  
Watch & Jewellery Initiative 2030



Hosted by  
Karine Szegedi  
Deloitte Switzerland

### Episode 21: Greening watches and jewellery – collaborating for a tangible impact with Watch and Jewellery Initiative 2030

This episode features Iris Van Der Veken, Executive Director of the Watch and Jewellery Initiative 2030, a collaboration between Cartier and Kering aimed at promoting sustainability in the luxury industry. This initiative is guided by the United Nations' Sustainable Development Goals, with a focus on fostering climate resilience, resource preservation, and inclusivity. It highlights how competitors can become collaborators addressing global sustainability challenges, demonstrating that the most exclusive brands are responding to the need to be environmental responsible and meet industry regulations and changing consumer expectations.

### Episode 24: Is use of neuroscience in luxury retail a trend to last?



Guest  
Valentin von Arnim  
General Manager  
Iris von Arnim



Guest  
Caroline Grauel  
Deloitte Neuroscience  
Institute



Hosted by  
Karine Szegedi  
Deloitte Switzerland

### Episode 24: Is use of neuroscience in luxury retail a trend to last? with Iris von Arnim and Deloitte's Neuroscience Institute

Another inspiring episode, with Valentin von Arnim, General Manager of the luxury knitwear brand Iris von Arnim, and Caroline Grauel from Deloitte's Neuroscience Institute. The discussion focuses on how neuroscience can transform the retail experience for luxury brands by providing insights into unconscious motivations triggering consumer decision-making processes. By leveraging this data, brands can tailor their in-store and online experiences to better align with their customers' emotional drivers. Exploring the use of neuroscience provides an opportunity for a critical shift in the industry. Luxury brands can revolutionise their approach by leveraging advanced technology to create more personalised and emotionally connected customer experiences.

### Episode 29: Legacy beyond timepieces with Max Büsser from MB&F



Guest  
Maximilian Büsser  
Owner & Creative Director, MB&F



Hosted by  
Karine Szegedi  
Deloitte Switzerland

### Episode 29: Legacy beyond timepieces with Max Büsser from MB&F

In this episode Maximilian Büsser, the founder of MB&F (Maximilian Büsser & Friends), a Swiss luxury watch brand renowned for its avant-garde timepieces, takes listeners deep into the discussion around legacy in luxury beyond just the products themselves, emphasising the importance of creativity and the emotional connection between a brand and its audience. It shares how MB&F's unique approach to watchmaking has redefined what it means to craft a luxury timepiece, blending traditional artistry with futuristic designs to attract a niche, passionate customer.



For anyone interested in understanding the future of luxury, Luxury On Air is a must-listen. You can find all the episodes on Deloitte Switzerland's website or on popular podcast platforms: [Luxury On Air](#) | [Podcasts](#) | [Deloitte Switzerland](#)



# THE BREW BREAKDOWN

## Deloitte's analysis of global coffee consumption in the first-ever Deloitte Coffee Study

**Deloitte.**



Deloitte Coffee Study 2024

Forces shaping the market and consumer behaviours

September 2024



Did you know that **70% of coffee drinkers** make coffee at home? And 52% of coffee drinkers who consume sustainably sourced coffee want to **support fair wages and good working** conditions in coffee production.

The coffee industry is evolving fast. New products are entering the market every year. Coffee roasters, traders, brands, distributors, and machine manufacturers need to keep up with the new trends and understand consumer preferences.

That is why, on 1 October, Deloitte hosted clients from across consumer industry to launch the **first-ever Deloitte Coffee Study**. This event explored the findings of a comprehensive report based on online surveys of over 7,000 consumers across 13 major coffee markets, as well as interviews with industry experts. The markets analysed are Brazil, China, France, Germany, India, Italy, Japan, Mexico, South Korea, Spain, Switzerland, United Kingdom, and United States.

### Espresso martinis



In order to set the scene Deloitte invited The Coffee Shack, a barista, to host a **coffee-tasting experience** so that clients could sample different coffee roasts, including speciality coffee and, during the networking part of the evening, Espresso Martinis and a Gin Tonic Flash Brew Fizz. Additionally, clients had the chance to try a range of different foods infused with coffee, including coffee butter, butternut squash coffee soup and a range of coffee flavoured desserts. Decaffeinated coffee was also available in the evening!





## Gin Tonic Flash Brew Fizz



Conversation centred on the rapid growth of coffee consumption globally and the evolving behaviours and preferences of consumers. The event explored key trends influencing the market, drawing on insights from Deloitte's research and analysis across geographies, generations, genders and more.

Our coffee experts presented the key findings from the Deloitte Coffee Study including:

- **The bean boom:** Coffee consumption is spreading to parts of the world where it is not a traditional beverage – for example, to China and India. The popularity of coffee is growing in these emerging markets and the number of coffee shops is increasing rapidly.
- **Green stamp of approval:** Coffee production faces serious challenges where climate change, deforestation and plant diseases are concerned. Consumers increasingly demand sustainable coffee and look for certifications that ensure social and ecological standards have been respected in the value chain.
- **How convenient:** Easy accessibility to coffee and saving time during preparation are crucial factors in coffee consumption. In this context, canned and bottled coffee are two well-known options. But they are not often adopted by consumers for their regular consumption.
- **Generation revelations:** Coffee consumption differs between younger and older generations. For example, younger coffee drinkers tend to consume less coffee on average but show a higher propensity to buy coffee to go.

- **Do it yourself:** Preparing coffee at home rather than buying it to go or drinking it in a café has risen in recent years. 70% of coffee drinkers say they make coffee at home every day. An important driver of this development was the surge in inflation from 2021 to 2023. Instant coffee is the preferred choice at home.
- **From farm to cup:** In the relationship between coffee growers and roasters, direct trade without any intermediaries is on the rise. In turn, roasters are increasingly using e-commerce to sell and communicate with consumers. Both trends facilitate closer connections between market participants.

Many coffee companies have introduced or joined initiatives that tackle environmental and social issues to provide consumers with coffee that is produced more sustainably. Their two main motives are that coffee drinkers want to support fair wages and good working conditions in coffee production (52%) and contribute to a sustainable coffee economy (47%).

The coffee market is a dynamic space, influenced by health-conscious consumers, changing social habits, and a balance between online and offline selling. As the market continues to evolve, brands will need to stay agile, offering not just high-quality products but also experiences that resonate with an increasingly demanding consumer.

If your business needs a deeper understanding of the coffee industry our Coffee Study can help. Our analysis can keep your business ahead of the curve and provide valuable insights into consumer behaviours, preferences, and the broad coffee market. [Contact us](#) if you want to receive a copy of the report or discuss its insights with our coffee experts, or if you would like a personalised analysis of the coffee market.



# SPOTLIGHT ON A DELOITTE PROJECT: ADVANCING DIGITAL PRODUCT PASSPORTS



## Deloitte's role in advancing Digital Product Passports (DPPs)

In April 2024, Deloitte partnered with the Aura Blockchain Consortium to help luxury brands implement Digital Product Passports (DPPs). DPPs are a tool that provides both consumers and regulators with information about a product's lifecycle. The EU's Ecodesign for Sustainable Products Regulation (ESPR) aims to ensure that products are designed to last longer, be more environmentally friendly, and easier to repair or recycle. By collating data on materials used, components, manufacturing processes, and the carbon footprint, DPPs offer stakeholders an end-to-end view of a product's lifecycle. This collaboration aims to help brands comply with regulations and unlock new opportunities.

## How DPPs will work in the EU

DPPs will enable EU regulators to collect the necessary environmental impact data to ensure compliance with the ESPR as a whole. This will simplify the process of data collation and transfer to relevant regulators in the EU.

## The benefits of DPPs

- **Enhancing product storytelling:** DPPs provide valuable information on sustainability, circularity, and traceability, enabling clients to tell a compelling story about their products. This allows consumers to make informed choices, knowing their purchases positively impact the environment. A DPP pilot with Prada, the Italian fashion house, showed that digital storytelling increased average spending among customers under 35 years of age.

- **Ensuring product authenticity:** In industries like luxury and electronics, fraudulent and stolen products are common, damaging the producer's image and costing trillions in lost sales. DPPs provide unique identifiers to prevent fraud and assure consumers of product authenticity. Stefanini, the Brazilian software company, reports that 24% of consumers bought counterfeit products online in the last year, and Forbes notes a 10,000% increase in counterfeits over 20 years, totalling up to \$4.5 trillion annually.
- **Generating richer customer data:** DPPs track a product from creation to sale and throughout its lifetime, offering producers valuable consumer data,
- **Creating new revenue streams:** DPPs enable the development of exclusive services and product-based experiences by collecting consumer data on product usage. This data allows for tailored experiences and services, generating new revenue streams and increasing product profitability beyond the initial sale.

The introduction of DPPs for products under the ESPR will be the final step in a larger set of regulations included in the EU Green Deal and increases the transparency and traceability of products sold in EU markets.

### How DPPs impact consumers:

- **Providing traceability and sustainability information before purchase:** DPPs offer consumers the ability to view the entire product production process, allowing them to assess not only the quality of the product but also its impact on the communities involved in sourcing and production. This transparency helps influence purchasing decisions and increases conversion rates.
- **Enabling transparency after purchase:** DPPs continue to provide value even after the initial purchase. Customers can still access the DPP, enabling them to resell the product and share its story, thereby increasing transparency and ease of use. Additionally, DPPs ensure that products comply with right-to-repair regulations, allowing consumers to save on repair costs if something breaks. This not only increases the product's longevity but also boosts customer confidence, trust, and loyalty to the brand.

### The Genesis watch collection: a case study

Deloitte showcased its expertise by collaborating with Swiss watch manufacturer, H. Moser & Cie., to launch a DPP for its Genesis watch collection.

Key contributions included:

- Strategy and Business Model Design: a new strategy and business model for the Genesis collection
- Technology solutions: customising hybrid DPP technology with Aura Blockchain Consortium
- Ecosystem activation: partnering with companies like Salesforce and Zurich Insurance to enhance customer value

- App & metaverse \*experience design & development
- Global communication campaign: a multi-channel communication strategy
- Legal documentation: providing terms and conditions, data, and IP protection
- Anti-money laundering (AML) and KYC best practices
- Risk and Tax Assessment



[Click here](#) to learn more.

The Genesis Project serves as a model for any luxury brand aiming to enhance security, transparency, and customer engagement. For watch owners, it offers a way to secure their watch's authenticity, preserve its value, and more, all through a mobile app. By activating the Genesis app and wallet via the QR code engraved on the watch's sapphire crystal, owners can authenticate and protect their timepiece with blockchain-backed authenticity certificate and warranty.

They also gain access to non-fungible tokens (NFTs), ranging from digital art to a video documenting their watch's creation. Finally, by activating the Genesis experience, watch owners benefit from an embedded insurance that covers automatically both the physical watch as well as the digital assets associated with it, a first in the luxury insurance market.



[Click here](#) to read the Deloitte article about Embracing Digital Product Passport as a regulatory requirement.

### Statistics



In the last 20 years, counterfeit products have increased by 10,000%, amounting to around \$1.7 trillion to \$4.5 trillion in goods sold per year – [Forbes](#)



52% of consumers lost trust in a brand after purchasing a fake good online, even when the brand itself had no control over the sales process or the platform where it took place – [Forbes](#)



24% of consumers accidentally bought a counterfeit product online in the last 12 months – [Stefanini](#)



In a DPP pilot, Prada found that products augmented by digital storytelling triggered a higher average spend in customers under 35 years old.



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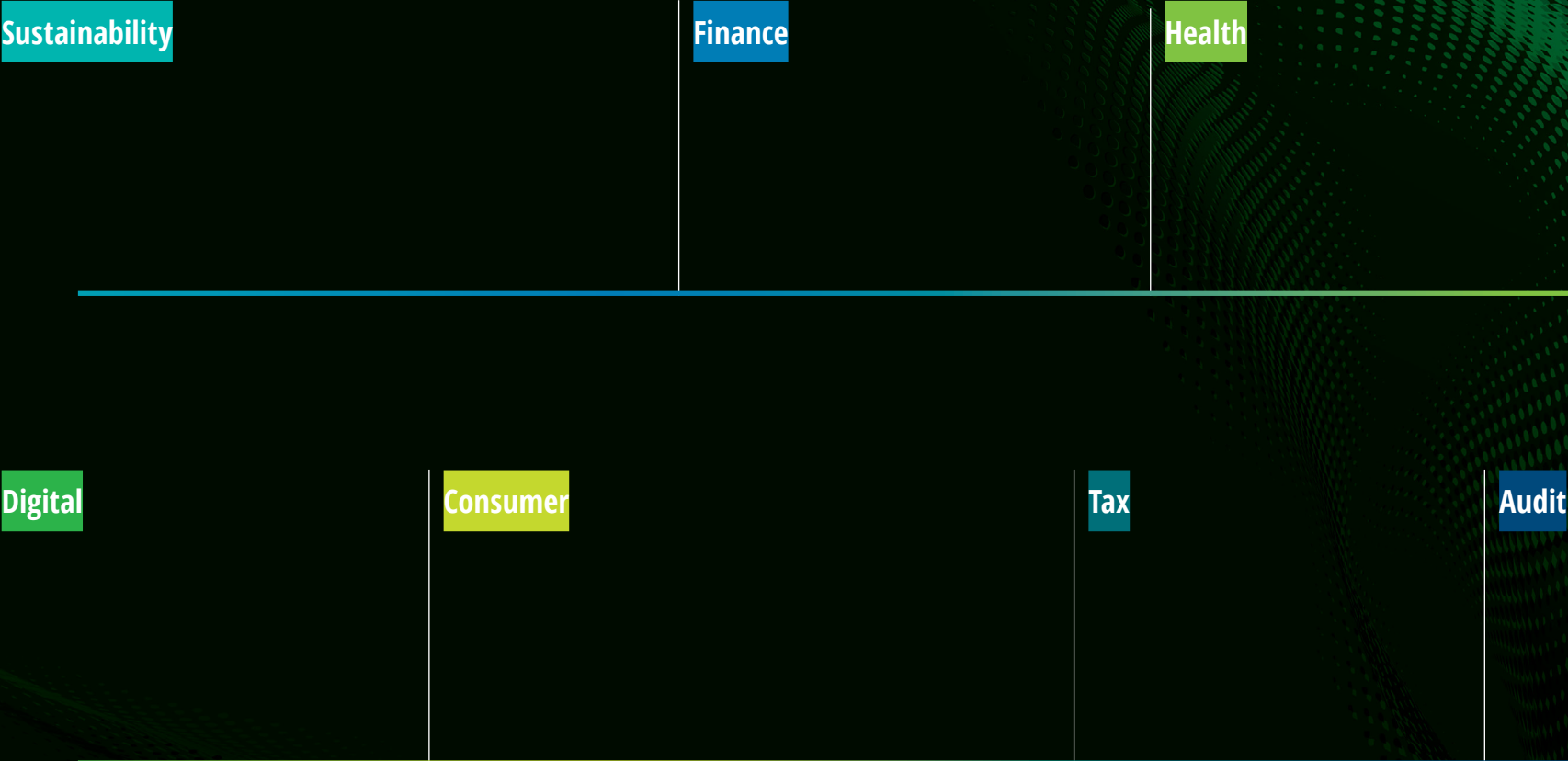


# STAY INFORMED, STAY AHEAD WITH DELOITTE INSIGHTS

What’s on your reading list? Ours has everything from quick reads to deep dives, with videos, podcasts and more - all produced by professionals for professionals.

## Deloitte Switzerland Impact Report 2024

Our Impact Report FY24 highlights our financial performance, sustainability initiatives, and tangible impact over the past financial year. We made some significant strides with our social impact programmes, including CHF 1,455,000 of community investments. Seeking also to make gender balance between male and female employees the norm across our organisation, we are proud to report 29% of our Swiss leadership roles are filled by women – only one percentage point away from our 2025 target. We continue to progress on our transformation to stay on track with our *WorldClimate* commitments, with business travel emissions as our biggest challenge – making up for nearly 50% of our total emissions in FY24. Read more about how we are making an impact that matters for our employees, our clients, and society across our diverse initiatives.



# DELOITTE'S WORLDWIDE PARTNERSHIP WITH THE INTERNATIONAL OLYMPIC COMMITTEE



## SUPPORTING THE IOC TO DIGITALLY TRANSFORM THE OLYMPIC MOVEMENT

As a Worldwide Olympic and Paralympic Partner, Deloitte brings its environmental, social and governance services expertise to assist the Olympic Movement on critical challenges identified in Olympic Agenda 2020+5 related to corporate governance, strategy, sustainability, diversity, equity and inclusion, and athlete support and wellbeing.

The Olympic Movement plays a vital role in uniting the world through friendship, solidarity and fair play, and never has this been more important than now. Together, Deloitte and the IOC aspire to make an impact that matters - to strengthen, enhance and create a long-lasting and positive impact on society.

For the Olympic and Paralympic Games Paris 2024, Deloitte helped the IOC to design, implement, and operate a Fan Data Platform to enhance the IOC's digital engagement capabilities. In the first week of the Olympic Games the Fan Data Platform enabled the IOC to surpass its 2026 digital engagement targets. Additionally, in preparation for the Olympic and Paralympic Games Milano Cortina 2026 when our delivery responsibilities will expand, Deloitte team members were on the ground working as part of the Paris 2024 and IOC technology teams to gain critical experience across a variety of roles and venues.



## EXCLUSIVE OPPORTUNITIES FOR CLIENTS, LEADERS AND TALENT

Deloitte's presence in Paris was orchestrated from "Maison Deloitte", a cosy and inviting hospitality house nested on the Champs-Élysées. Over 700 clients and leaders from around the world were offered an exclusive behind the scenes view into the complexity of the Olympic and Paralympic Paris 2024 and Deloitte's evolving role at the heart of them.

On their side, Deloitte professionals enjoyed unique opportunities to immerse themselves in the Paris 2024 experience:

- **23** Deloitte practitioners were torch bearers in the Olympic Torch Relay
- **30** Deloitte professionals were aiming to qualify for the Olympic and Paralympic Games Paris 2024
- **72** Deloitte practitioners ran the official Olympic marathon by participating in the "Marathon Pour Tous"
- **523** of our practitioners participated in the Deloitte "Reach Higher" talent programme
- **115** Deloitte practitioners served as official Paris 2024 volunteers



## MARKETING CAMPAIGNS CAPTURING THE ESSENCE OF PARTNERSHIP

Launched for Paris 2024 in partnership with the International Olympic Committee (IOC), the First Effect campaign was designed to tell the stories of trailblazing Olympians and Paralympians who have made the inconceivable achievable and paved the way for others to follow.

In addition to the First Effect campaign, the Team Deloitte campaign was also active. It featured 30 Deloitte professionals who were aiming to qualify for the Olympic and Paralympic Games Paris 2024. Each of them exemplified the unique qualities required to succeed in both elite sport and business. Together, Team Deloitte athletes represented 18 countries competing in 20 different sports.



The Olympic and Paralympic Games are an opportunity for worldwide unity on a global stage. In support of the IOC, Deloitte is committed to furthering positive impact on society through our extensive business capabilities and a shared sense of purpose.

**Joe Ucuzoglu, Deloitte Global CEO**



### Links

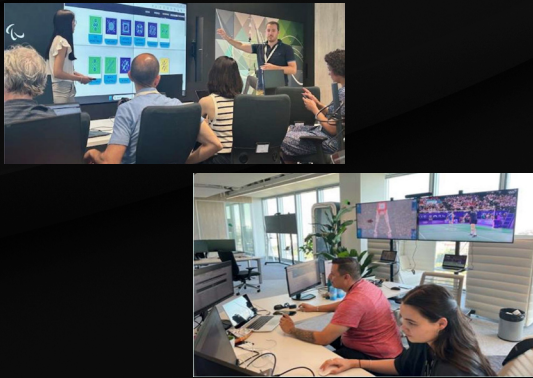
- [Deloitte and Olympic Global Partnership](#)
- [Partnership Expansion Press release](#)
- [The First Effect](#)
- [Team Deloitte](#)





## SUPPORTING THE IOC TO DIGITALLY TRANSFORM THE OLYMPIC MOVEMENT

### Delivery Teams



### Digital Engagement



Michelle McGuire, Deloitte US Principal, interviewing Leandro Larrosa (IOC) on Digital Engagement



## EXCLUSIVE OPPORTUNITIES FOR CLIENTS, LEADERS AND TALENT

### Firsts to Futures Experience



### Climate Panel Discussion at Maison Deloitte



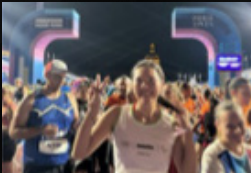
### Reach Higher Talent Program



### Participation in Paris 2024 Official Programs



John Tweardy, (IOC LCP), Deloitte Switzerland, running in Olympic Torch Relay



Marathon Pour Tous

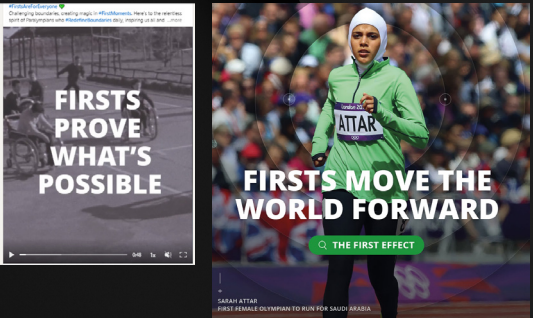


Paris 24 Volunteers



## MARKETING CAMPAIGNS CAPTURING THE ESSENCE OF PARTNERSHIP

### The First Effect



### Team Deloitte





# DIVERSITY, EQUITY AND INCLUSION (DEI) ART EXHIBITION



Deloitte's second Diversity, Equity, and Inclusion (DEI) exhibition opened on 18 September in Zurich Prime 2. This year's exhibition is called **Echoes of Yesterday** and it asked our artists to seek out deep-seated memories of their own, of previous generations or of our collective memory to inspire their works of art.

There are certain artifacts or moments that shape who we are – they become our roots. Some of these moments have a way of standing out and become firmly established in our memories. They may be a lived experience, shared with family or transcending generations, but they shape how we see ourselves. Some may even reflect on moments that tap into our collective memory.

Gabriela Billini, a Deloitte alumna, was the creative force behind the exhibition when she worked at Deloitte. The initiative was important to her as a woman with a multicultural background and roots in three continents and with just as many passports. She explained that *"this venue is for creative expression and to celebrate diversity, which is exactly what we set out to do with Cedric Nabe with Risk Advisory two years ago. This is how the exhibition was born, and I hope it will continue. It is essential that diversity, equity and inclusion are celebrated."*

The proceeds from the sale of most of the works will go to the Deloitte partner **SINGA**, an organisation that supports migrants and refugees as they pursue their professional ambitions.

DEI Art Exhibition in figures:

- 25 works displayed by 11 artists (mostly paintings and photography)

"The core of this exhibition is our people. What is really interesting about the initiative is that our own colleagues are the featured artists, and we create this space for them to express themselves."

**Gabriela Billini**



# DISCOVER THE DELOITTE UNIVERSITY



Deloitte University Paris is the culmination of a 12-year journey to create our **very own purpose-built university campus**.

The facility has been built on a joint investment across EMEA to invest in our people and truly lead in the marketplace and provides a unique learning and networking experience for our people, in exceptional surroundings.

The university has been running successfully for eleven years on a third-party facility near Brussels, but now our own site in Paris provides the capacity to welcome more Deloitte colleagues and gives us complete control over the environment and the experience we provide.



*The campus has **260 bedrooms** and **74 training rooms** as well as a ballroom, restaurant and fitness centre.*



*The team will welcome over **20,000 Deloitte employees** from across EMEA every year.*



*The DU team will deliver close to **350 programmes** from a curriculum of **42 courses**.*

# HR FOCUS: NAVIGATING CAREER DEVELOPMENT



In this interview we speak with Stefanie Niklas, an experienced recruiter at Deloitte. In more than five years in our Swiss Talent Acquisition team, Stefanie has focused on recruiting both experienced professionals and graduates for our diverse Consulting teams. She shares her expertise and insights on recruitment and career development along with the crucial skills needed in the workplace, now and in the future. Stefanie also plays a key role in supporting internal training and driving DEI initiatives, while guiding candidates through their job search journey.

## **Are there particular AI or digital skills you look for in candidates, and how important is it for professionals to have a working knowledge of AI technologies?**

The importance of AI or digital skills in candidates depends hugely on the area of the business we are recruiting for. Not every area requires a deep understanding of AI technologies, but a fundamental knowledge always helps to understand current trends, provide strategic recommendations to clients, and communicate effectively with technical teams.

Highly desired skills also include data analysis, cybersecurity, cloud technologies, etc., but it's important to remember that the specific skills required depend on the exact role, project and client requirements and are best reviewed in the job description and discussed directly with the Recruiter and Hiring Manager.

## **As AI automates many tasks what skills do you believe will become more important for professionals to focus on in the next five years?**

Any skills that are in relation to tasks that can't be easily replicated by AI, such as critical thinking, problem-solving skills, emotional intelligence, creativity, adaptability, flexibility, and leadership skills. These will definitely become even more important.

The growing importance of AI and digitisation also provides the opportunity to focus on skills related to digital ethics, effective digital communication and remote collaboration, and on improving overall AI literacy.

## **What advice would you give to alumni looking to pivot into new industries, especially those who may feel like they've 'peaked' in their current roles?**

I would start with an honest self-assessment to identify your personal interests and values and your transferable skills. Then, research the industry you are looking to explore, try to understand any skill gaps you may need to close, and start connecting with people inside and outside your network who may be able to help you with your move.

In interviews be prepared to express clearly and honestly why you are looking to reinvent yourself and your career, and focus the conversation on your transferable skills and the value diverse perspectives and backgrounds can add.

## **At high levels of the hierarchy, job opportunities are often less visible. What strategies should senior leaders use to find out about executive-level positions or make themselves known to headhunters?**

At the senior level many new roles are found through strategic networking, including attending industry-specific conferences and other relevant events, and regularly keeping in contact with former colleagues and peers. Keeping your LinkedIn profile up to date and regularly sharing and interacting with content will increase your visibility to headhunters.

If you're not worried about confidentiality, you may also want to use the "open to new opportunities" banner to encourage headhunters to reach out to you directly. Depending on your industry and specific situation, you may also gain value from engaging a career coach who can help to connect you with your next career opportunity.



**How important is lifelong learning for senior executives, and what types of educational programmes or certifications should leaders consider to stay competitive in the market?**

Lifelong learning is very important. It helps leaders adapt to constantly developing trends and new technologies and makes them more effective and competitive.

The type of educational programmes or certifications leaders should consider really depends on their industry, the nature of their work, and any skill gaps they may wish to work on. Mentorship and reverse mentorship programmes can also be beneficial.

The CIO, CFO and Boardroom programmes from Deloitte can be an interesting way to keep up to date and expand your network. These programmes help executives to stay one step ahead on market-leading insights, professional development programmes, transition labs and networking opportunities.

**How can alumni prepare for job interviews in today's market?**

Start with researching the company you're interviewing for and make sure you understand their products or services and their culture and values. Be familiar with the job description, what the role demands and its requirements entail, and how your skills and previous experience align with it.

When answering behavioural questions or describing past experiences, try to always use the STAR (situation, task, action, result) method to structure your responses, and avoid generic or vague answers.

Never talk negatively about past employers, clients, or roles, and always come prepared with questions of your own to demonstrate your interest in the interviewer and role.

**Many alumni communities offer valuable networking opportunities. What's the best way for alumni at all levels to engage with their network, whether they're looking for mentorship, career advice, or job opportunities?**

Always keep in mind that networking is about building mutually beneficial relationships and needs to be reciprocal. When building or engaging your network, always be ready to offer your assistance or insights that could be helpful to others.

Be respectful of people's time, be clear in what you're looking for without coming across as too direct or aggressive, be friendly and respectful in your communication and show interest in other people's professional background and career path.

**In today's digital age, how important is personal branding, and what steps can professionals take to create a compelling personal brand that reflects their strengths and values?**

Personal branding is definitely becoming increasingly important and can help you stand out and build trust with potential future employers or clients. One very effective way to strengthen your personal brand is to build your online presence, e.g. on LinkedIn, and share your values, your passions and your perspectives with your network and wider community.

Publishing your own posts or commenting on trending industry topics will help increase your visibility and thought leadership. Ultimately, your personal brand should be an honest representation of yourself, so being authentic and truthful is key.

**What are some ways to turn career setbacks into opportunities for growth, and how can individuals stay proactive in their professional development during tough times?**

It's easier said than done, but trying to see setbacks as opportunities to learn and grow, rather than as failures, can help shift your perspective and help you gain resilience. Try to gather feedback and reflect on what you did well and what you could you have done differently to avoid similar setbacks in the future. Use this as a learning opportunity to work on any skill gaps and potentially even shift your career objectives and explore new areas.

Some topics we have discussed above, such as continuous learning, networking, keeping up with industry trends, are all great ways to stay on top of your professional development. If you're going through tough times, don't downplay the importance of taking care of your physical and mental well-being, and reach out to family, a trusted friend or a professional if you need help.



Learn more about  
[Deloitte's CFO programme](#)  
[CIO Programme](#)  
[Boardroom Programme](#)

# NATIONAL ALUMNI REUNIONS

It was time to reconnect with our alumni at not just one, but two exciting events in Geneva and Zurich. Former colleagues and friends gathered for two evenings filled with laughter, fun, and meaningful conversations. Don't miss the highlights—check out the photos.

We had a fantastic time reconnecting with our alumni at two amazing events. In Geneva on 3 October, 77 alumni gathered aboard the Bateau Genève for an evening of laughter and great vibes on the water. Prior to that, on 19 September, 164 alumni celebrated at the beautiful Restaurant Belvoirpark in Zurich, featuring an inspiring keynote speech by Kriti Sharma and opening remarks from Renaat Van den Eeckhaut. Alexandre Buga set the stage in Geneva for an unforgettable evening. It was a wonderful opportunity to catch up with and celebrate our vibrant alumni community!



You missed it? Or can't look forward to our next annual alumni events? Save the date for the 2025 reunions!

Zurich: 10 September 2025 | Geneva: 18 September 2025



[Check out](#) more pictures of the events.



You did not receive the 2024 invitation to the events?  
[Click here](#) to register to the alumni programme or [here](#) to update your information such as email address.



Not sure if you already registered to the programme?  
[Contact](#) our alumni team.



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