# Contents

## Part I  Sustainability and Business Management in Luxury Goods Companies

**Redefining the Essence of Sustainable Luxury Management:**  
*The Slow Value Creation Model* ................................ 3  
Gulen Hashmi

**The Strategic Role of Authenticity in the Luxury Business** ............ 29  
Patricia Anna Hitzler and Günter Müller-Stewens

**Creating a Culture of Shared Value Through Luxury Branding** ...... 61  
Misha Pinkhasov and Rachna Joshi Nair

**Sustainable Performance Management in High-End Luxury Goods Firms: The Use of the “Reputation-Clock” Model** .................. 81  
France Riguelle and Didier Van Caillie

## Part II  Sustainable Practices Within the Luxury Universe

**Sustainable Luxury and Fashion: From Global Standardisation to Critical Customisation** .................................................. 107  
Patrizia Calefato

**Identifying the Luxury Sustainability Paradox: Three Steps Toward a Solution** ......................................................... 125  
Oliver P. Heil and Daniel André Langer

**Strike a Pose: Luxury for Sustainability** ............................. 145  
Hakan Karaosman, Gustavo Morales-Alonso and Alessandro Brun

**Sustainable Luxury in Hotels and Resorts: Is It Possible?** ........... 163  
Gianna Moscardo
Diamonds, Development, and Dollars: A Case Study on a Newly Founded Gemological Lab in Botswana Aiming at Sustainable Community Empowerment. ..................................... 191
Thomaï Serdari

More Than Skin Deep: A Service Design Approach to Making the Luxury Personal Care Industry More Sustainable. .............. 211
R. Wakefield-Rann

Part III Sustainable Luxury Business Practices: Different Aspects

Promoting Sustainable Management: World Wildlife Fund’s Hybrid Strategy to Change the Luxury Industry .................... 235
Graham Bullock

Part IV Sustainable Management in the Luxury Value Chain

Luxury Products and Services and the Sustainable Value Chain:
Six Management Lessons from Gucci ................................. 259
John Armitage, Joanne Roberts and Yasmin K. Sekhon

Luxury Fashion Brand Sustainability and Flagship Store Design.
The Case of ‘Smart Sustainable Stores’ ................................. 281
Elisa Arrigo

Vogue or Vague: Sustainability Performance Appraisal in Luxury Fashion Supply Chains ...................................................... 301
Hakan Karaosman, Alessandro Brun and Gustavo Morales-Alonso

Application of Digital Enterprise Technology (DET) for Green Made-to-Measure in Korean Luxury Fashion Industry .............. 331
Kyung Eun Lee

Part V Sustainable Luxury, Entrepreneurship (Including Family Business) and Craftsmanship

Sustainable Luxury Fashion: The Entrepreneurs’ Vision ............. 347
Miguel Angel Gardetti and Rachida Justo

The Family Business Phenomenon as a Means for a Sustainable Business in the Clothing Luxury Business .......................... 361
Elisa Giacosa

Craft’s Path to the Luxury Market: Sustaining Cultures and Communities Along the Way ................................. 387
Jana M. Hawley and Judy Frater
Part VI Sustainable Luxury and Consumption

(Not) Made in Italy: Can Sustainability and Luxury Co-exist?........ 411
Vertica Bhardwaj and Sergio C. Bedford

Luxury, Sustainability, and Corporate Social Responsibility:
Insights from Fashion Luxury Case Studies
and Consumers’ Perceptions ............................................. 427
Marco D’Anolfo, Cesare Amatulli, Matteo De Angelis and Giovanni Pino

Anything Worth Doing: The Ambiguity of Values in Sustainable
Luxury............................................................................. 449
Nadine Hennigs, Evmorfia Karampournioti and Klaus-Peter Wiedmann

Lust for Our Better Versions—The Meta Modern Reality’s Roots
and Implications .............................................................. 467
Koronaki Eirini and Panigyrakis George

Moral Responsibility for Sustainable Luxury Consumption
and Production ................................................................. 489
Duane Windsor
Sustainable Management of Luxury
Gardetti, M.A. (Ed.)
2017, XIII, 510 p. 70 illus., 47 illus. in color., Hardcover