

# MR. H

THE GLOBAL MAN





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### *5. The leading man*



WHAT SEPARATES THE ORDINARY FROM THE EXTRAORDINARY? HOW DO YOU BECOME A LEADER, NOT A FOLLOWER? EMMA JOHNSON SPEAKS TO GLOBAL BEACONS OF SUCCESS ABOUT WHAT IT MEANS TO THEM TO HAVE ACHIEVED THEIR BEST, WHAT IT HAS COST THEM TO GET THERE AND WHAT LIFE AT THE TOP OF THE LADDER LOOKS LIKE...



Success is a finely-tuned beast, something hard to measure, hard to achieve and even harder to hold onto.

For men at the peak of their careers, being great means gaining access to an unparalleled world of exclusivity, opportunity and accomplishment – but how do you know once you've got there? What does success look like, feel like, sound like? Is it the clatter of applause, the smell of dollar bills and the clunk of the latest trophy hitting the mantel? Or perhaps it is something completely intangible, something you cannot quite explain.

And, what separates the successful man from the mediocre one? Perhaps it is about drive and determination, that unrelenting quest to conquer your sphere, to dominate the circles in which you turn. But for others it is about something more personal, about your own goals, your own high standards. It's about not settling for anything less than the best, and – in turn – continuing to strive for perfection. For some, it is almost an endless horizon, a need to be constantly moving forward, a goal continually sought for, and the belief that standing still and accepting the now is severely limiting.

For the five men we have interviewed this issue, success is a wildly different concept. For many of them, the considerable years they have been in business are an achievement in themselves, while for others it is about working every day at something they love. When they talk about their greatest successes, these range from revolutionising an industry to having a family; while inspirational figures span their first mentors and the person who gave them their first big break to partners, parents, authors and industry figures.

When we ask about how they manage doubt and failure, or what things in life irritate them, it's clear that adversity comes hand in hand with success. They welcome doubt, they learn from failure, and they abhor people who don't try, who think small, who stifle their dreams.

Indeed, all these men dream big. Very big. While what they have achieved and what they set out to achieve often don't entirely match up, what they have created along the way is a life's work to be proud of, and often, a life's work not yet finished. Which – for the worlds of style and luxury – is a very good thing indeed.



# JEAN-CLAUDE BIVER

CHAIRMAN OF HUBLLOT AND PRESIDENT OF LVMH WATCH DIVISION

*"Success is much different from how I saw it some 40 years ago"*



What does success look like to you? Is it different to what you expected?

Success is much different from how I saw it some 40 years ago. Today it means being alive, in good health, having your daily job a passion and being loved.

What values have shaped your career?

I was privileged enough to be able to act in my business life with the same ethics and moral values than in my private life. These values are driven by love in a 360 degree.

What do you consider your greatest achievement?

My children, and the team I work with. Nothing pleases me more and makes me more proud than their success and happiness.

How have you dealt with doubt or failure in the past?

Doubt has always been my friend and my door was always open for it. Thanks to doubt I have stayed humble and have always listened to people and questioned my decision three times, rather than just once.

What people have inspired you most in your career?

My first mentor Mr. Golay from Audemars Piguet, and my friend Jacques Piguet who has helped me to buy and develop Blancpain. And Mr. Hayek who gave me access to Omega and to the managing board of Swatch Group.

Is it possible to have a family life and a business life?

Yes, it all depends on you - and also a little on your wife. One must never forget that 'All we need is Love'.

What things in life inspire you?

Love gives me hope, optimism, vision and courage.

What does style mean to you?

To be who you are and never try to wear another's shoes.

What one luxury should every man allow himself?

Shoes, a matching belt and a great watch.

An industry veteran with over 40 years in the watch sector, and now head of the watch division at LVMH, Jean-Claude Biver has some pretty impressive names under his belt. He started as a salesman at Audemars Piguet in the 70s, before moving onto revolutionise the fortunes of brands such as Blancpain - where alongside Jacques Piguet he revived an obsolete brand into a name worth \$43m; Omega - where he is credited with tripling sales over a ten year period; and Hublot - where he increased sales five-fold and was responsible for launching its renowned Big Bang series. Now, as head watch man at LVMH and CEO of Tag Heuer, he is responsible not only for the production of over 800,000 watches a year, but crucially the marketing of the Hublot, Zenith and TAG Heuer brands too, ensuring a dynamic future for these horological superstars.



# OLIVIER KRUG

HOUSE DIRECTOR OF KRUG CHAMPAGNE

*"The relationships we foster and loyalty we gain is essential to our being."*



**T**he sixth generation of his family to run the eponymous Champagne house, Olivier Krug is responsible not only for developing new business worldwide, but is the head of the blending and tasting team which meets every year in February to create their renowned Krug Grand Cuvée blend. Unlike most Champagne houses, who create a different vintage each year – which can have radically different tastes – the Krug Grand Cuvée is a blend of over 100 wines from up to 12 different vintages, carefully blended to taste the same each year. It's quite an art – and a responsibility – to stay true to the tasting notes set out in a leather-bound notebook by Krug's founder in 1843, that is still referred to today. When he's not sipping and blending, Olivier Krug travels the world introducing the Champagne to new markets. His biggest success has been in Japan, where he arrived as a young man to a country where Krug had no presence. When he returned to France two and half years later, Japan had become Krug's number one market, and remains so to this day.

*"This would be what I call success – generation after generation, we have perpetuated and enriched his vision."*



What does success look like to you? Is it different to what you expected?

Everyone at Krug works to stay true to Joseph Krug's reasons for creating the House in 1843. His vision was to bring the 'ultimate expression of pleasure' every year, by creating the most generous, yet elegant, expression of Champagne. This would be what I call success – generation after generation, we have perpetuated and enriched his vision.

What values have shaped your career?

For me, the relationships we foster and loyalty we gain is essential to our being. Staying true to oneself is crucial.

What do you consider your greatest achievement?

The unique bond between Krug and our Krug Lovers; our Champagne connects people from the vineyards to the most far-flung corners of the world. I have a long-term love story with Japan, as it is where I started my career. When I first travelled to Japan, I realized that Krug wasn't known at all, and I wanted to change that. Now Japan is our biggest market. Krug is an instantaneous connector because Champagne lovers never forget their first experience with Krug. This is exactly what I enjoy the most in my day-to-day life, spreading our message and values to all these people.

How have you dealt with doubt or failure in the past?

Being curious is key. Wherever I go I talk to people about their local culture and ask them questions. Everyone has something interesting to add, everyone has a good story to tell. Take your time, smell, listen, feel, as if you were enjoying a glass of Champagne. Inspiration always comes from people.

What people have inspired you most in your career?

My father is my inspiration and I have a lot to thank him for. He was at the helm of the house for close to 50 years and was really instrumental in making it what it is today. One of the highlights of my life was when he asked me to join him at Krug and subsequently sent me to Japan to develop that area for the company.

Is it possible to have a family life and a business life?

I travel a lot for work, so I value the time I spend with my family. I have four children and they are all very active and into sports. With my wife, they keep me going.

What things inspire you?

When it comes to time out, there is nowhere I love more to recharge and revitalize myself than on my beloved Ile d'Yeu, a small island in Vendee in western France. I spend all my holidays here with my closest friends and family. I go fishing every day.

What does style mean to you?

I like any item that is refined and has a little twist, a little more soul than the average product. It doesn't have to be expensive, but rather original.

What one luxury should every man allow himself?

Friends, music, a bottle of Champagne – for unforgettable moments and emotions.

Style aside, what really matters at the end of the day?

Unique experiences, living, enjoying, celebrating life; and finding pleasure in the simple things.



# TIMOTHY EVEREST

BESPOKE TAILOR AND DESIGNER

*"Being yourself is a constant mantra in my life."*



Timothy Everest's eponymous tailoring business makes garments for everyone from art dealers and hedge fund managers to rock icons and movie stars. He has worked on major film franchises, such as Mission Impossible and James Bond, as well as collaborating with brands as diverse as Superdry and Marks & Spencer. A proudly British designer, credited with rejuvenating a stuffy and dated British tailoring scene, he was awarded an MBE in 2010, designed the British Olympic team uniforms for the 2000 Games in Sydney, and styled Mick Jagger for his performance at the Grammy Awards in 2011. His career history spans everything from an apprenticeship with Tommy Nutter (legendary tailor to The Beatles and The Rolling Stones) to a role as group creative director at Daks, as well as creative consultant for Marks & Spencer and creative contributor and style arbiter for male style bible The Rake.

What does success look like to you? Is it different to what you expected?

I've never really thought about being successful. I just wanted to do something I enjoyed doing, so I just thought about making it work. And then when you become established, and there's another generation competing with you, that's quite interesting because you need to manage your success in a different way; you still need to be top of your game and be relevant. You do have to accept that people will look at your business and try to emulate the bits that are good. Success is a bit of a double-edged sword in that way really – but it's our 25th anniversary this year, and to be in business in the clothing sector for that long is a big thing.

What values have shaped your career?

Being myself is very important. It's always been about being me and doing what I wanted to do. As soon as you start to look at what other people are doing, that's where you can stray away. Trusting your instincts is vital too. It's harder as you get older, you have more experience and you measure the risk more. When you're young you don't think about risk at all. And being a good listener, too often you end up pitching and selling, but not listening to the reaction of people – you have to keep listening to the audience and the market.



What do you consider your greatest achievement?

Making British tailoring cool and acceptable. When I started in the industry, tailoring was seen as boring and expensive, people forget it was really in the doldrums. We wanted people to think about British tailoring and British clothing as cool and relevant. And, getting our MBE – it was incredibly unexpected, but real recognition for the team.

How have you dealt with doubt or failure in the past?

Obviously you make mistakes along the way, because you have to try things. I am always questioning things. But, I work with a good team, including my wife and family, and I trust them, and often I'll talk things through with them. They might give me a completely different answer from what I wanted to hear, but that helps me think through things, even if it just confirms that what I want to do is the right thing.

What people have inspired you most in your career?

Tommy Nutter was a great inspiration. He was a very modest and very nice man, and very articulate – he was my university, really. Generally, I'm very inspired by anyone who is entrepreneurial, who has the guts to go out and have a go and build a businesses.

Is it possible to have a family life and a business life?

I remember asking this when my wife was first pregnant. Yes, you can, but you've got to really think about it. Your partner has to be very strong. My wife has been amazing – if we hadn't had her we just wouldn't have been able to cope with the things we have.

What things in life annoy you?

Lazy people, and people who won't try. We have an amazing culture in my business – we never say we can't do something, we always look at it first to see whether we can make it work. We wouldn't have learnt to have the skillset to work with the people we do now if we hadn't tried in the beginning.

What does style mean to you?

Style is about being an individual and your sense of yourself. It's having the confidence to wear different things. Part of why I liked clothing and tailoring as a shy young man was because I could hide behind the extreme things I was wearing. I was a different person every time I went out. I love that.

What one luxury should every man allow himself?

Cologne – I always feel the fragrance you wear can set the tone for the day. Oh, and a good haircut.

Style aside, what really matters at the end of the day?

Well, the usual clichéd things – family, happiness, health. But also, being yourself, being an individual – it's a constant mantra in my life.

*"Thinking positively and trying to think round things is important. You really are a master of your own destiny."*



# PETR AXENOFF

JEWELLERY DESIGNER

*"Real success makes a man free."*



**D**escendant from an aristocratic Moscow family, and obsessed with old imperial Russia and Tsarist history, Petr Axenoff exudes the sort of decadent privilege you'd expect from a man who has made gems and precious metals his world. His collections are a hymn to Russia's golden age, taking inspiration from the worlds of ballet, opera, literature and the theatre, and feature striking renderings of country scenes, vast churches and grand palaces. Since his first collection launched in 2011, Axenoff's path to the top has been rapid. In 2014, Vogue tipped him as one of three Russian 'New Kids on the Bloc' to know, and he has created pieces for princesses, counts and Hollywood royalty. In 2015, he collaborated with the design team at the BBC on their lavish mega-watt series War and Peace. With a workshop in Moscow located in the same mansion in Povarskaya Street which Tolstoy based the exclusive Rostov's home on in the novel, and a penchant for the extravagant, imperial jewels of old, Axenoff's work has never had such a fitting and striking stage on which to parade its finery.

*"Mistakes and wrong steps made me stronger and wiser and, as a consequence, more successful."*



What does success look like to you? Is it different to what you expected?

Real success makes a man free, and I must say, that it is the best thing about success. You have freedom and confidence and you are not dependent on other people's opinion anymore, because the opinion of a successful man is less disputable and less criticized. But, I have never thought that true success means independence from opinion.

What values have shaped your career?

Ambition, determination, and giving your full attention to every person you encounter and to every job you do, even if it is not related to what you do.

What do you consider your greatest achievement?

Doing two things at the same time: earning money and doing creative projects that I love. It hasn't always been like this.

How have you dealt with doubt or failure in the past?

Of course, there were many mistakes that I overcame and now they are all behind me. Mistakes and wrong steps lead to conclusions and made me stronger and wiser and, as a consequence, more successful.

What people have inspired you most in your career?

My mentor and supervisor, who taught me to do any job well, even if it's the job of somebody else from the team; because the project itself and the team work is much more important than the performances of one person. That was one of the most important lessons. Another great inspiration for me is the Count Felix Yusupov, a famous historical figure in Russia, whose family was richer than the family of Russian Tsar. He lost everything after the revolution and moved to Paris, but died a very happy person. He wrote amazing memoirs, truly inspiring, I highly recommend his book to everyone.

Is it possible to have a family life and a business life?

To me the real partner in life is somebody who can share my work with me and who loves what I do. If someone is ready to help me with my business and understands my work and everything around it as their life, then yes, it is possible to have both lives. If there are differences in terms of values, then it's better have separate family life and business life. However, would someone be able to wait for me in this case? This is the question.

What things inspire you?

I'm always inspired by traveling, meeting new interesting people, reading books and sport - sport makes me feel healthy in every single cell of my body. As they say "a sound body is a sound mind".

What does style mean to you?

Style is when a person wears what suits him, what he likes and what makes him look better, not what is fashionable.

What one luxury should every man allow himself?

Everyone will probably say 'watches', but for me, it is the time and opportunity to do sports. And a great gym.

Style aside, what really matters at the end of the day

What really matters is harmony. It's important to stay positive and be happy with what you are doing, then the success will be obvious and style will follow.



# MAURICE MULLEN

HEAD OF FASHION AND LUXURY, LONDON EVENING STANDARD

*"One of the great things about my business is the thrill of the new."*



Head of fashion and luxury at the London Evening Standard and its supplementary ES Magazine (which he was responsible for launching), as well as a member of the British Fashion Council, Maurice Mullen's style credentials are hard to beat. Over the course of his 30 year career in media, he has been part of the team that launched Marie Claire in the UK, worked under the inimitable Glenda Bailey, now editor-in-chief at Harpers Bazaar in New York, spent three years at Elle working with Marie O'Riordan and, crucially, been part of the publishing industry during some of its most turbulent years as it navigated the choppy waters of an increasingly digital age. Today, despite the constant clamouring that 'print is dead', the printed edition of the Evening Standard is enjoying the highest circulation figures in its history.

What does success look like to you? Is it different to what you expected?

I'm not sure I ever had that clear a vision of what constitutes 'success'. I was more concerned about the 'means' rather than regarding success as an end in itself. There's an old saying that experience is what you get when you're looking for something else and I think success is the same. Just concentrate on executing the job in hand and, if your work is good, it'll arrive on the back of that.

What core values have shaped your career?

A strong mid-Ulster bible belt work ethic! I don't have any religious faith at all but I'm a firm believer in self-reliance and seeing things through. I also like to think I'm diplomatic enough to be honest without being hurtful. It's never a bad thing to have a reputation for being both upfront and easy to work with. If you can manage to combine that with being in the right place at the right time your career should be headed in the right direction.



What do you consider your greatest achievement?

The cop out answer to this question is "the next one" but there really is an element of truth in that. One of the great things about my business is the thrill of the 'new'. There's always the potential for greatness in the next project or around the next corner. Also surviving thirty years in publishing is a sort of achievement in itself .

How have you dealt with doubt or failure in the past?

I choose not to dwell on it. It's a very rare - and a very lucky - individual that has never experienced doubt or failure, but no-one can change the past - so my advice is learn from your mistakes, put them behind you and move on.

What people have inspired you most in your career?

I've been lucky to work with some excellent editors in my career. Glenda Bailey who launched the UK edition of Marie Claire magazine in 1988 was particularly inspirational. Andrew Barker - a young editor now with 'The Business of Fashion' - was another gifted and clear-sighted one. And during the three years I spent on Elle Magazine our then editor Marie O'Riordan was a delight. It's the real characters that inspire you and they're certainly not thin on the ground in the fashion world.

Is it possible to have a family life and a business life?

Absolutely, but you need to be disciplined about it. The temptation is to be 'always on' as far as business is concerned and this can be corrosive in personal relationships so, cliched though it sounds, I believe in quality time and a 'digital detox'. I've been happily partnered for over twenty years so, as policies go, it seems to be working!

What things in life annoy you?

How long have you got? Life's too short for time-wasters, anti-fur protesters, religious bigots and petty bureaucrats ! I believe in parity of esteem, but when others don't there's a tipping point.

What does style mean to you?

Defining 'style' is nightmarishly difficult. We all know what it isn't, but that's a long way from saying what it is. I can't recall who wrote it, but I like the

definition of style as 'being yourself but with the volume turned up'. In other words, ruthlessly evaluating your personality and then accentuating those traits which you sincerely feel reflect you best.

What one luxury should every man allow himself?

Aside from a bone-dry vodka martini now and again (straight up with a twist, thanks) I'd always recommend a classic watch and a grown-up overcoat. Oscar was right; only shallow people don't judge by appearances.

Style aside, what really matters at the end of the day?

The capacity for enjoyment - of good friends, of good health, of good times and all the rest of it. This isn't a dress rehearsal .

*"It's the real characters that inspire you and they're certainly not thin on the ground in the fashion world."*