

The Lux Collective Leads The Curve In Luxury Hospitality Leadership Development With Owner-Level Thinking



Photos (L-R): LUX* Grand Baie, Mauritius; Overwater Villas at LUX* South Ari Atoll, Maldives; LUX* Marijani, Zanzibar; LUX* Belle Mare, Mauritius

Mauritius, 22 April 2026 – Award-winning global luxury hospitality group The Lux Collective continues to lead the curve by redefining what it takes to elevate leadership development in an increasingly complex environment. The Group is the first organisation globally to implement real-life business simulation learning programme integrated with AI tools using **CELEMI Enterprise™**, customised for luxury hospitality to deepen business acumen.

While operational and service excellence remain foundational, The Lux Collective recognises that, at its current scale of growth, it can no longer operate in isolation from commercial discipline. Rising costs, shifting demand patterns, and discerning guests mean that every leadership decision on property now directly carries a measurable impact on long-term brand value and profitability.

Across the Group, senior leaders bring deep expertise in guest experience, operations and brand delivery. What varied, however, was commercial fluency. While some leaders could intuitively interpret P&L dynamics and pricing levers; others, equally strong operationally, felt less assured when allocating capital, interpreting financial performance, or balancing competing commercial priorities.

Leaders' self-assessments of business fundamentals signalled a need for immersive learning. To accelerate growth and build organisational resilience in a volatile operating environment, the Group leadership concluded that traditional training would not be sufficient. **What was required was a fundamental shift in how leaders think about the business, from siloed excellence to integrated owner-level decision-making.**

“At The Lux Collective, with our dynamic scale of growth, guest experience and commercial discipline can no longer sit in silos. Owner-level thinking integrated with advanced AI learning is now essential to protecting brand equity and long-term profitability,” said The Lux Collective Chief Executive Officer Olivier Chavy.

A Global First in Luxury Hospitality Leadership Development

In response, **The Lux Collective became the first global hospitality organisation to deploy real-life business simulations using CELEMI Enterprise™, fully customised for luxury hospitality.** The business simulation mirrored the Group's operating reality, incorporating core luxury categories, rooms, food and beverage, wellness, MICE and digital experiences, alongside customer personas aligned with the portfolio's segments. Realistic operational constraints and governance structures reflected decision rights between resort general managers and headquarters.

This immersive learning experience anchored a **multi-phase leadership journey**, delivered bilingually in English and French by programme facilitator People Power, across eight resort destinations. From late 2025 over 20 weeks, 133 senior leaders participated across Mauritius, Maldives, Zanzibar, Reunion Island and the Mauritius Headquarters. Leaders ran virtual luxury resorts over multiple business simulation cycles, making commercial, operational and investment decisions, while seeing immediate impact on profitability, guest experience, brand equity and strategic positioning.

Leading-edge AI tools were used throughout the programme to enhance the learning experience. Before each session, participants stepped into a world of simulated luxury resorts, listening to different case studies of general managers being interviewed about the real operational and commercial challenges that their properties faced. It was a grounding exercise, connecting hospitality leadership to financial realities.

Following each simulation round, CELEMI Enterprise™ industry analyst generated a market report, giving teams a view across the full competitive landscape. Leaders could see how their own strategic moves compared against other teams, and what those differences meant for market positioning. It transformed decision-making into a dynamic, shared conversation about strategy.

*“Designed with a high level of realism, the simulation programme showed leaders how decisions translate into real-time consequences, accelerating learning and application,” enthused **Head of Learning and Development and Talent Management Smita Modak.***



Photos (L-R): The pool at LUX* Le Morne, Mauritius; the entrance of LUX* Grand Gaube, Mauritius; Aerial view of LUX* Saint Gilles, Reunion; SALT of Palmar, Mauritius

Measurable Impact and Cultural Shift

The results were clear and measurable. Pre- and post-programme assessments showed a significant improvement in commercial fluency, alongside exceptional participation and satisfaction ratings.

Beyond capability uplift, tangible business impact followed. Leaders are now equipped with sharper pricing and capacity allocation strategies, demonstrating clearer segment targeting, and driving stronger alignment between corporate strategy and daily execution. The final simulation also surfaced **high-potential leaders with strong commercial acumen, strengthening the Group's leadership pipeline.**

Most importantly, **the initiative catalysed a cultural shift.** Leaders are increasingly balancing creativity with commercial rigour, crafting guest experiences that are both emotionally resonant and economically sustainable.

The Lux Collective Chief of People & Culture Nicolas Autrey commented, *“We have built a shared commercial mindset across cultures and functions. The confidence shift has been transformational.”*

A New Leadership Baseline

What began as a leadership development initiative has become **a defining cultural milestone** for The Lux Collective. Operational excellence is now matched by commercial fluency and owner-level accountability.

In doing so, The Lux Collective reinforces its position not only as a leader in luxury hospitality, but as a pioneer shaping the future of luxury leadership development, where exceptional experiences are crafted to endure, perform and grow.

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For photos, please click [here](#).

About The Lux Collective

The Lux Collective (“TLC”) is a Mauritian-born global luxury hotel operator and manages brands LUX*, SALT, TAMASSA, SOCIO and Café LUX*. At the heart of its purpose, TLC makes each moment matter and cares about what matters. Putting people first is the core of TLC's culture as well as staying true to the values of being passionate, responsible and innovative in all that it does. By providing comfort through thoughtful and exquisite designs, TLC creates experiences that make each moment matter for all guests. It is committed to operating in a considered and respectful manner that is mindful of future generations.

Through its signature Groupwide sustainability project Tread Lightly, The Lux Collective promises an eco-conscious stay throughout its hotels. Its partnership with Altruistiq, a group of CO2 experts, focuses on the environmental footprint and ensures that emission sources are tracked using the highest international Science-Based standard.

Growing the global presence, TLC currently manages 17 operating resorts and hotels in Mauritius, Maldives, Ile de la Reunion, China and Tanzania, and with 16 more hotels in its development pipeline in Africa, Asia and the Middle East.

An affiliate member of IBL, a major economic player in the Indian Ocean and a public-listed leader of the “Top 100” Mauritian companies, IBL is active in key sectors of the Mauritian economy, with a global portfolio of approximately 300 subsidiaries and associated companies.

About LUX*

At LUX*, time is luxury. LUX* helps people to celebrate life by delivering consistently on the promise of a different kind of luxury; hospitality. In a world where a deeper sense of connection can be hard to reach, even on vacation, it enables guests to break from the ordinary. Staging exceptional experiences in different locales – whether on the Beach, in the City or in Nature, it transforms the everyday into the extraordinary through elevated service, contemporary spaces and crafted escapes to truly disconnect and relax - **with Life Extraordinary**.

About CELEMI

Celemi is a global provider of business simulations and experiential learning solutions that help organisations improve performance, drive change and build alignment. Through engaging team-based learning, Celemi develops business acumen, strategic thinking and practical skills for immediate application on the job, strengthening leadership and decision-making at all levels. By simulating real business environments, it creates relevant and impactful learning experiences. With a global presence and solutions available in more than 30 languages, it delivers virtually or face-to-face, with Train-the-Trainer programmes and tailored learning journeys.

Media Relations

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