



Jana M Arden

CEDR Accreditation:	2025
CEDR Panel:	2025
Languages:	English, German, Slovak, Czech
Location:	Switzerland, United Arab Emirates, Slovakia

'Mediation succeeds when we understand how people decide, not just what they ask for.'

Overview

Jana M Arden is a commercial and workplace mediator with 20 years of retail operations and strategy consulting across Europe, Middle East, Asia, and the US. She works with brands, investors, and family enterprises, mediating disputes involving contracts, commercial relationships, and governance issues arising from acquisitions and leadership transition. She also advises leadership on commercial performance and effective execution.

She has worked on both sides of commercial relationships and brings a practical understanding of competing interests, value protection, and leadership accountability. Jana combines structured negotiation techniques with expertise in organisational psychology and commercial strategy, addressing both behavioural dynamics and commercial drivers. Jana specializes in consumer, luxury, and service sectors.



Background

Her mediation practice draws on senior roles in global operations and strategy with Ralph Lauren, KPMG, and Accenture. She has worked on commercial strategy, acquisitions, retail and distribution models, and international expansion for global luxury and consumer brands.

Jana holds a Master's degree in Industrial Organizational Psychology from Harvard University and an MBA from IMD Business School in Switzerland, and she is a member of the Swiss Chamber of Commercial Mediation.

Expertise

- Commercial & workplace mediation
- Commercial contracts
- Brand protection
- Selective distribution
- Licencing agreements
- Procurement & price negotiation
- Due Diligence
- Investment Advisory
- Executive conflict resolution

Industry Sectors

- Consumer Goods & Luxury
- Sporting & Entertainment
- Consumer Health
- Technology
- Hospitality
- Academia

Dispute Experience

Commercial Mediation and Negotiation:

- Mediated commercial dispute between procurement, workforce management, and third-party vendors on a multi-million euro consulting program, resulting in restored collaboration and a long-term agreement that stabilised delivery continuity and protected program margins
- Resolved internal pricing and performance escalation issues as part of a large-scale technology delivery program, acting as neutral between operational stakeholders aligning accountability, sustain delivery at scale, and mitigating contract disruption
- Mediated post breach renegotiation of a 10-year international licensing contract (€200M) revenue in the fragrance sector, addressing brand management and distribution conflict securing revised channel control and reinforce long term brand equity
- Facilitated contractual alignment between brand owner, licensee, and distributors of a premium spirits business restoring selective distribution principles and supporting

expansion into the US and China, safeguarding premium positioning and market entry economics

- Negotiated €10M multi-year agreement for the delivery of a cybersecurity controls program, including pricing structure, delivery model, and contractual terms, resulting in sustained collaboration, talent development commitments, and secured delivery capacity
- Mediated exit terms for a regional eyewear licensee following a breach of exclusivity provisions in the licensing agreement by the brand owner, securing compensation, protecting distribution continuity, and preventing legal escalation
- Enabled scalable growth by overseeing design and implementation of international licensing agreements for a global lifestyle brand, ensuring commercial and legal compliance across markets
- Negotiated and launched brand collaborations in the hospitality sector, managing alignment between legal, brand, and operational terms, resulting in commercially viable partnerships that protected reputation and partner profitability
- Led negotiation of commercial agreements with global e-commerce platforms for premium coffee (€15M) and spirits (€5M), focusing on brand protection and long-term value preservation to strengthen channel discipline and commercial upside
- Mediated brand usage dispute between family-owned businesses in the tobacco and coffee industries, resolving a €2M claim over conflicting marketing campaigns and preserving multi-brand relationships to avoid commercial fragmentation
- Negotiated standard operating procedures with regional partners in Korea and Southeast Asia for a global premium goods retailer, supporting market entry and operational harmonisation to protect brand consistency and secure commercial delivery across markets

Workplace Mediation:

- Acted as internal mediator in workplace disputes including allegations of bullying, favouritism, and harassment, coordinating discussions between team leaders, HR, and affected employees, securing agreed behaviour commitments, monitored performance expectations, and a structured reintegration plan
- Mediated settlement discussions between HR, legal, and a departing senior employee after termination, agreeing incentive pay-out terms, garden leave conditions, and non-competing commitments, preserving reputation and avoiding escalation

Other Work Experience

- Consulting firm - Led strategic and operational management of a €30M global luxury account portfolio and delivered a 20% revenue uplift by enhancing advisory capabilities, implementing pricing and incentives reforms, optimizing talent management, and solidifying procurement partnerships
- Consulting firm - Led commercial due diligence for major private equity investments (€2–10Bn) in consumer and luxury brands
- Premium Brand - Managed four global businesses of €210M of revenue and was responsible for business strategy, brand repositioning, category sales, distribution, product portfolio, and marketing plan.
- Luxury Brand - Enabled a 152% concession business growth across five geographic regions by establishing and managing operationalization of 30+ points of sales and implementing new technology solutions
- Luxury Brand - As a member of in-house strategy team provided support for acquisition and integration of wholesale and licensee businesses in Greater China and Southeast Asia
- Consulting firm - Directed over 50 initiatives globally (US, Middle East, Singapore, India, China, Europe) focused on growth strategy, business planning, brand extension, brand development, and performance enhancement.

Personal Style

Jana combines behavioural expertise and commercial logic, adapting her approach to fit organisational context, business risk, and interpersonal dynamics. Her mediation style is calm, structured, and aimed at practical outcomes. Her method blends joint sessions with the parties and private meetings.

- **Behavioural and Psychological Insight**

She recognises emotional triggers, power dynamics, and communication patterns, helping parties shift to constructive engagement without losing accountability.

- **Business Focused**

She helps parties separate commercial priorities from personal tension, guiding them to define what needs to be protected, what can be negotiated to sustain meaningful progress.

- **Cross Functional and Cross-Cultural Capability**

She works effectively across functions and cultures bridging differences in priorities, communication styles, and cultural expectations in multinational settings.



- **Practical and Outcome Driven Approach**

She keeps mediation focused, structured, and time efficient, ensuring solutions are realistic, implementable, and aligned with business objectives and relationships that need to continue after conflict is resolved.

Board Membership and Affiliations

- **Advisory Board Member – Triple Solution Skincare**

Swiss luxury botanical cosmetics

- **Founder and Executive Board Member – IMD 2050 Luxury Forum**

A professional platform nurturing dialogue among C-suite leaders of the luxury sector and bringing thought leadership for more than 125K alumni of IMD Business School

- **Member of RedBoxMe by Cartier**

Thought leadership platform

Publications

Circular leadership: Audemars Piguet Vision, I by IMD, 2025

Crafting Impactful Digital Luxury Journeys for High-net-worth Clientele, Capgemini, 2024

Luxury Brands Must Resolve The Challenges..., Forbes, 2023

How Strong is the Pricing Power of Luxury, KPMG, 2022

Performance Management in Neurodivergent Teams, Harvard University, 2021

Leaders Mind, Harvard Blog, 2020 - 2024

Feedback

“Understands both the business and people’s motivations, and negotiates with determination and diplomacy.” – *Chairman, Premium Lifestyle Brand*

“Communicates with clarity and authority, inspiring alignment and trust among senior stakeholders.” – *Vice President, Technology Consulting Firm*

“Builds strong relationships across cultures, gaining trust quickly and navigating complex environments with professionalism.” – *Executive Leadership, Global Luxury Brand*

“Links strategic thinking with operational execution, producing work to the highest professional standards.” – *Deal Advisory Leadership, Big Four Consulting*