

Luxe Eternal

The luxury market is changing. Brand desirability and consumer needs are evolving with unprecedented speed.

83%

of luxury executives agree customers are changing faster than their businesses can adapt

87%

recognize that omnichannel customer journeys are radically transforming loyalty

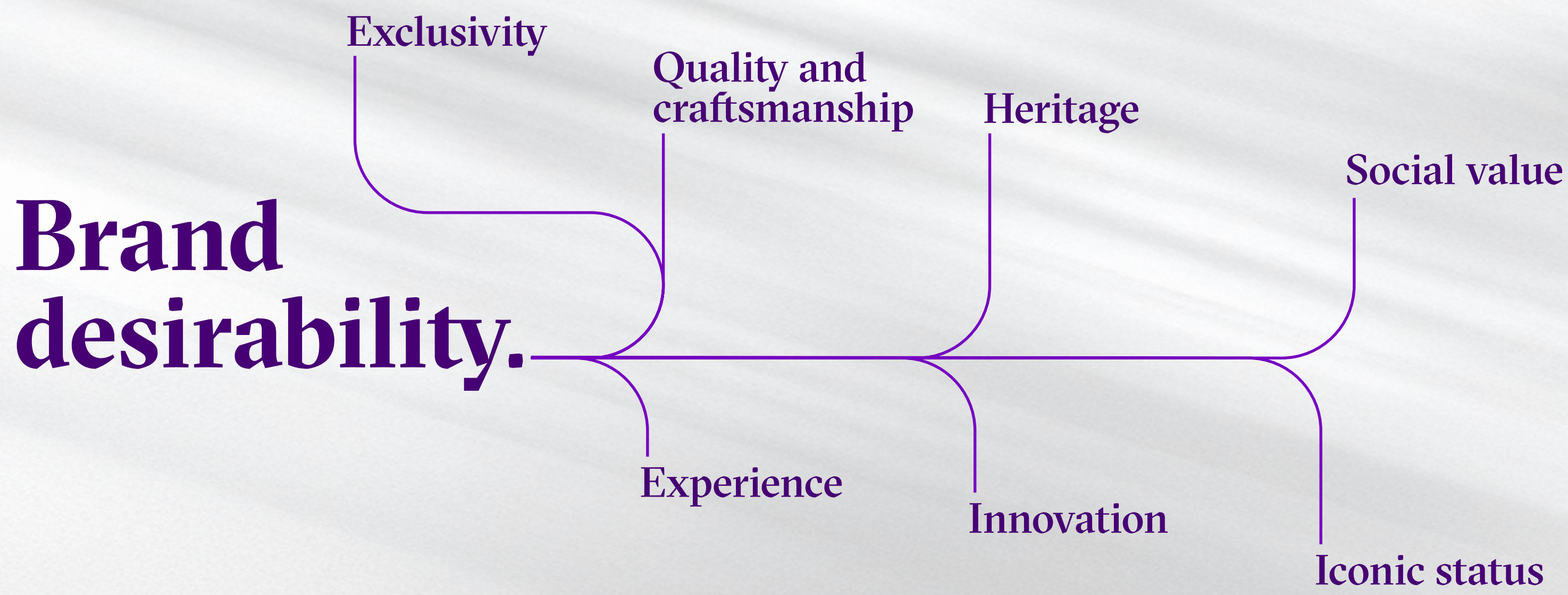
82%

acknowledge the values and behaviors of new customers frequently contradict those of existing ones



The 7 dimensions of desirability

Brand desirability is broadening, extending its reach over seven different dimensions...



The desirability dividend

Brand desirability and operational excellence are now inextricably linked. Companies that invest in both outperform financially.

+2.7

percentage point higher revenue growth over the next three years

+7.3

percentage point higher operating margin growth over the next three years



Luxury Leaders

A select group of brands are reinventing for success. They're creating a self-reinforcing cycle of:

- Brand desirability
- Operational agility
- Financial growth

22%

of luxury brands are Luxury Leaders

78%

of luxury brands are at risk of falling behind

How are they doing it?

Four ways Luxury Leaders ensure reinvention-readiness



1 Focus on the right levers of brand desirability. Embrace the constantly evolving nature of brand desirability, including newer dimensions like social value and in-person experiences. Focus on the core dimensions that resonate best with your brand inventiveness.

4/7

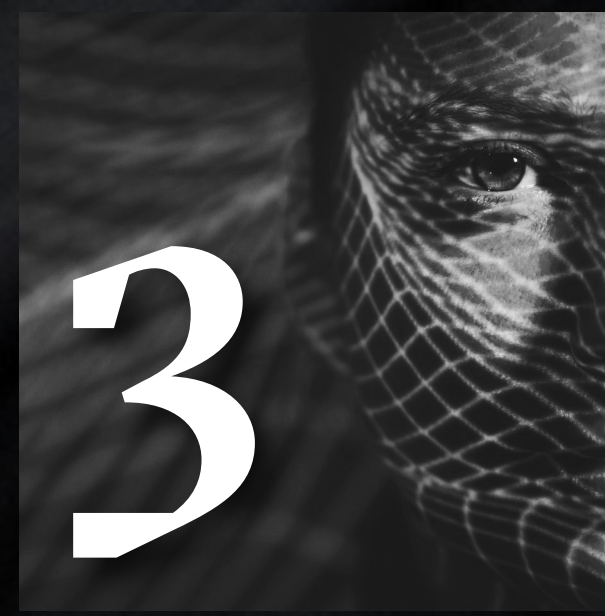
Leaders focus on no more than four of the seven dimensions of brand desirability



2 Think differently about strategies and priorities. Prioritize operational excellence and seamless customer experience by modernizing the value chain, leveraging the transformational power of digitalization, and sharpening the focus on sustainability.

50%

more likely to prioritize strengthened production capacity



3 Build a reinvention-ready digital core. Establish a strong digital core by integrating AI, data-driven insights, and automation to streamline operations, enhance personalization, and boost efficiency, ensuring agility and long-term customer loyalty in a dynamic market.

40%

more likely to say technology is central to maintaining brand desirability



4 Empower people. Foster a supportive, inclusive, and innovative workplace, focusing on digital fluency, competitive compensation, and continuous learning to inspire the best and brightest talent.

1.5x

more likely to strongly agree their workforce is digitally proficient

Read our report

Learn how leaders are rethinking brand desirability and reinventing operations for a new era of luxury.