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Appendix 1 – No confusion between premium and luxury

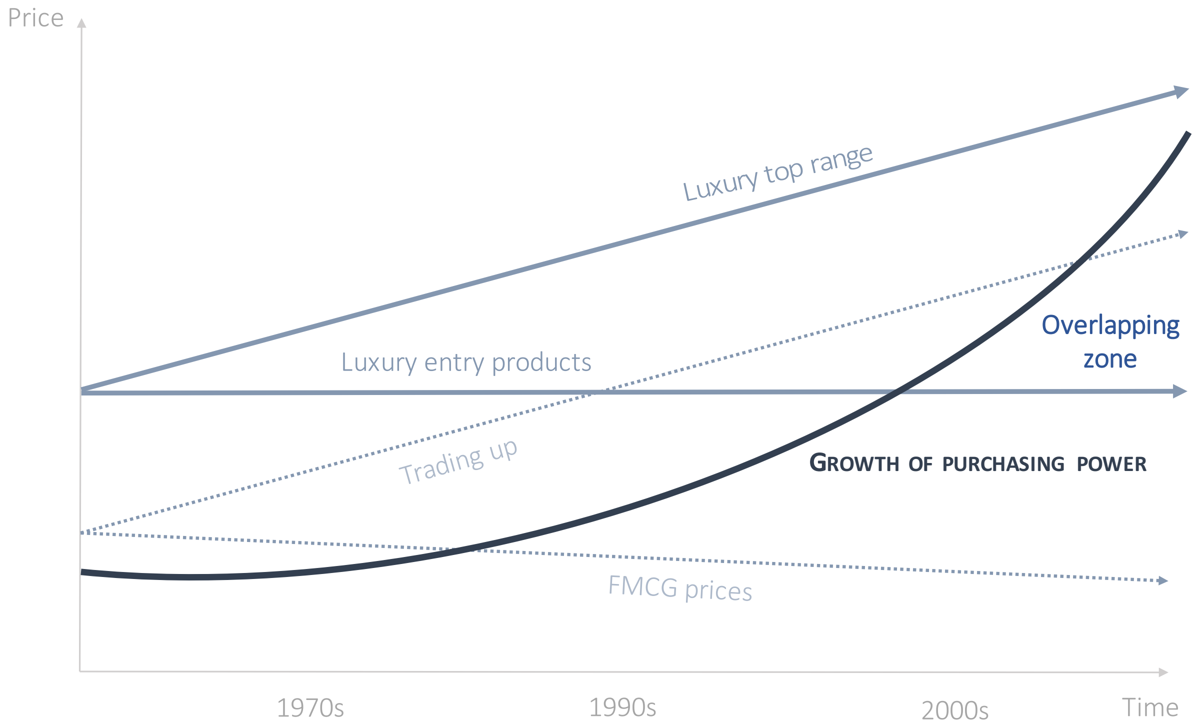

Figure 1 – Why the confusion between premium and luxury?

source: Kapferer, J., & Bastien, V. (2012). *The luxury strategy: Break the rules of marketing to build luxury brands* (2nd ed.). London: Kogan Page. p.44

Appendix 2 - The fashion pipeline

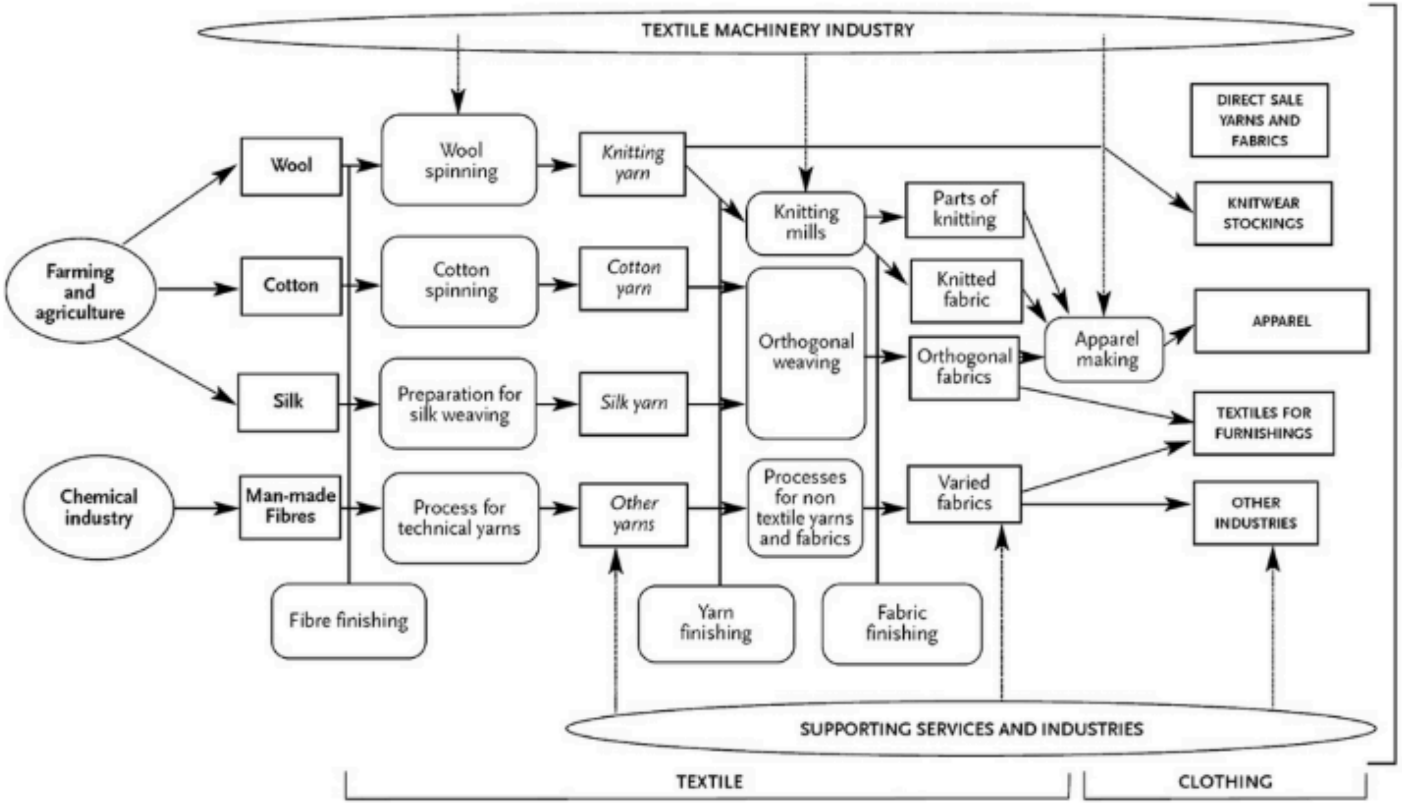

Figure 2 – The fashion pipeline

source: Corbellini, E., & Saviolo, S. (2009). *Managing fashion and luxury companies*. Italy: ETAS. p.14

Appendix 3 - Buy-side vs. sell-side e-commerce

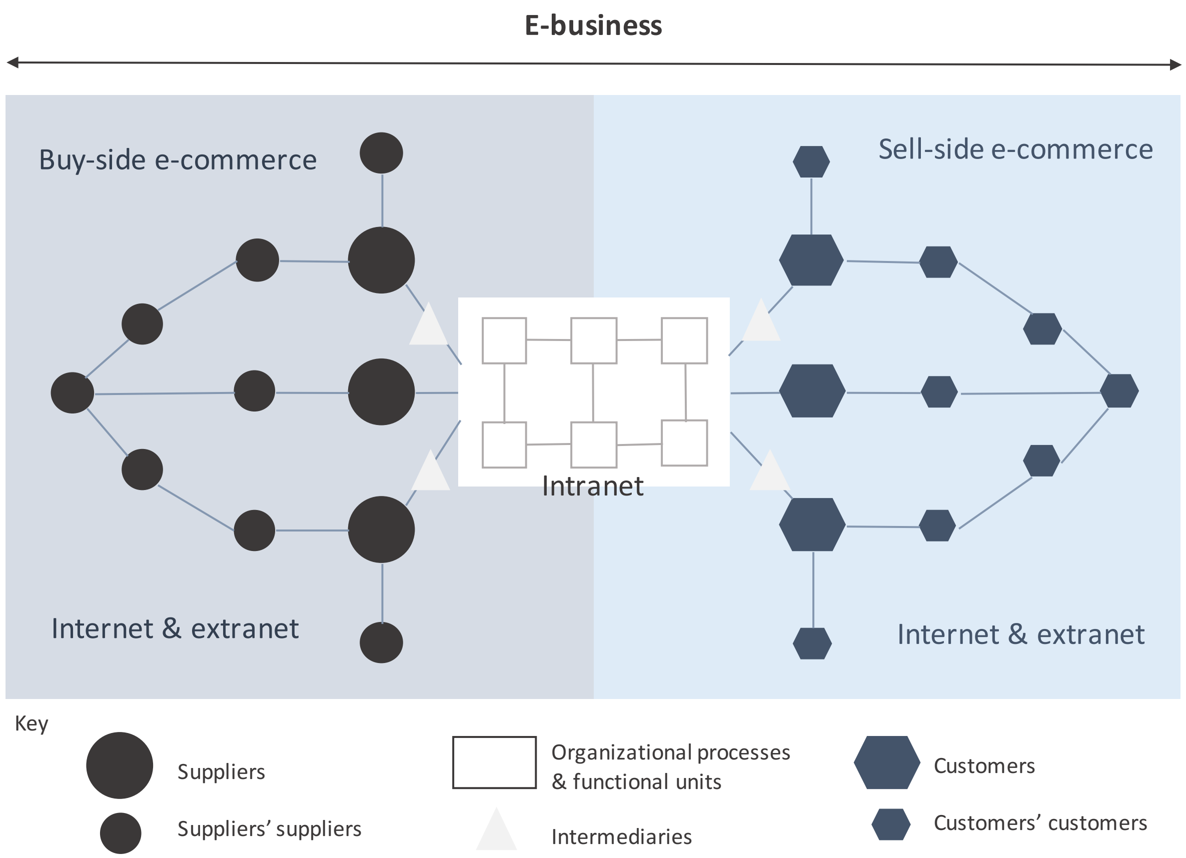

Figure 3 – Distinction between buy-side and sell-side e-commerce

source: Chaffey, D. (2009). *E-business and e-commerce management: Strategy, implementation and practice* (4th ed.). Harlow, England: FT Prentice Hall. p.11

Appendix 4 - Typology of e-commerce

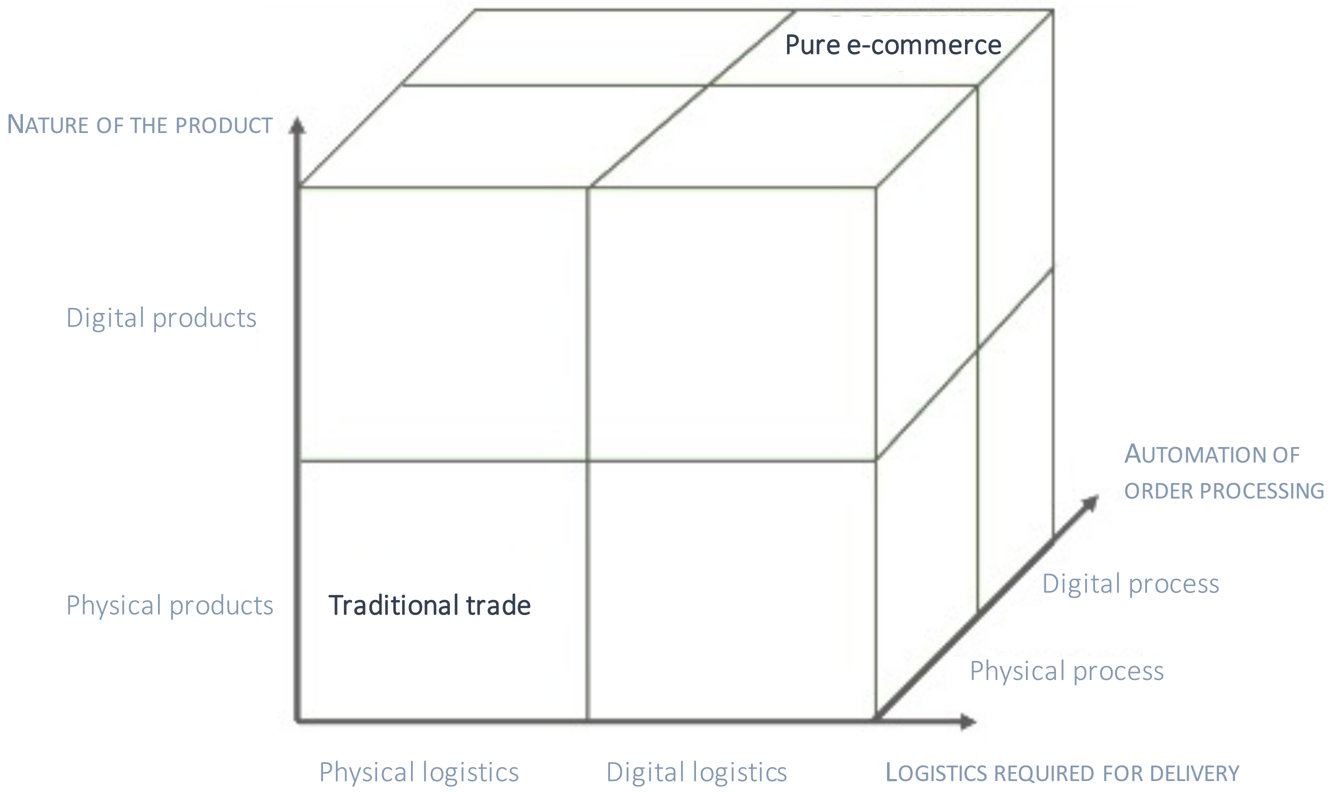

Figure 4 – Typology of e-commerce based on three dimensions

source : *translated from* Isaac, H., & Volle, P. (2014). *E-commerce: De la stratégie à la mise en oeuvre opérationnelle* (3rd ed.). Paris: Pearson Education France. p.25

Appendix 5 – Impact of electronic commerce

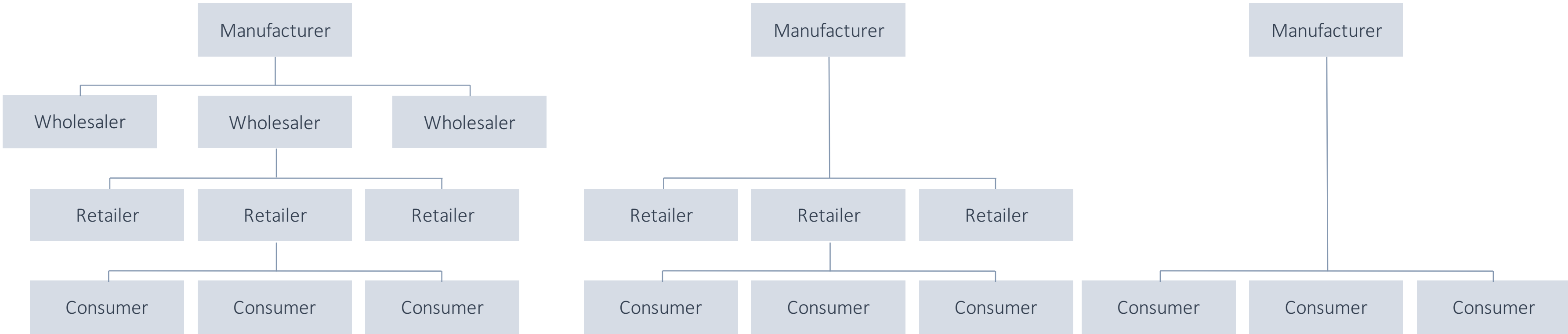

Figure 5 – Types of distribution chains

source: Bhasker, B. (2009). *Electronic commerce: Framework, technologies and applications*. (3rd ed.) New Delhi: Tata McGraw-Hill Education. 10-15

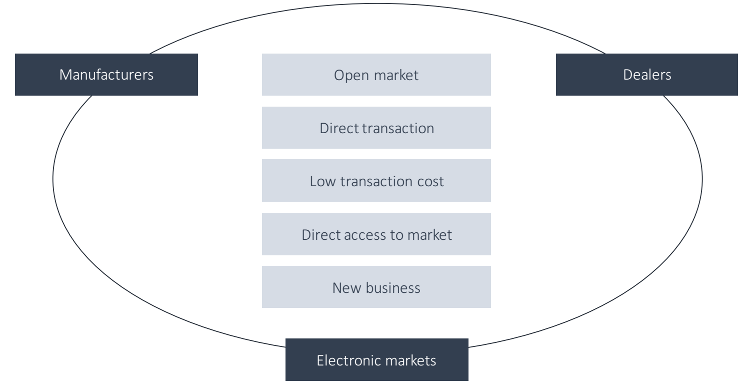

Figure 6 – Near future perspective of industry

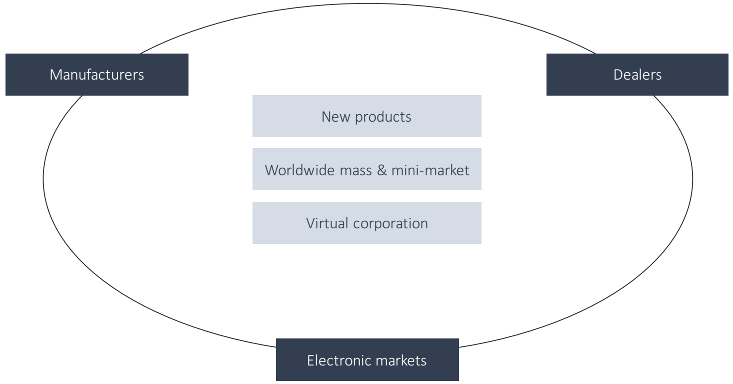

Figure 7 – Future industry's perspective

Figure 8 – Consumer's perspective

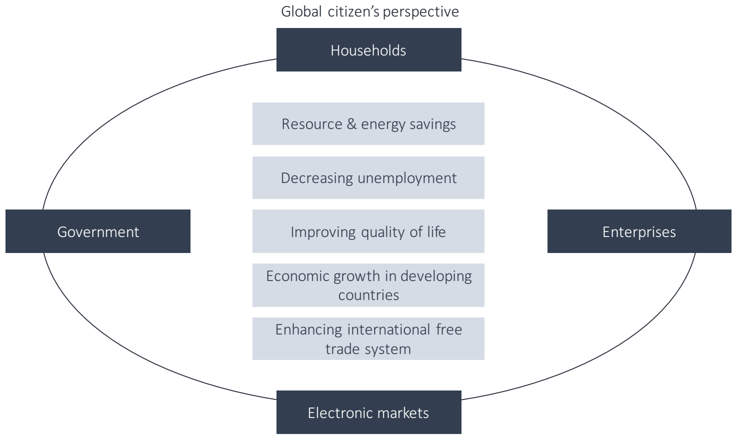

Figure 9 – Impact on the society

source: Bhasker, B. (2009). *Electronic commerce: Framework, technologies and applications* (3rd ed.). New Delhi: Tata McGraw-Hill Education. 10-15

Appendix 6 – Transition from multichannel to omnichannel

	FINDINGS	MULTI-CHANNEL	OMNI-CHANNEL	
1. Inventory	MC retailers have channel-separated inventories, whereas OC retailers manage integrated inventory in one warehousing solution			INTEGRATION
2. Picking	MC retailers pick separately by channel, while in the more developed OC phase methods are applied for process improvements in cross-channel picking (e.g., picking in one zone)			
3. Assortment	Retailers offer a limited set of SKUs online in a basic MC approach and advance toward a more extensive assortment online than offline	offline online	online offline	
4. Delivery	In the MC approach, retailers exclusively offer postal delivery for distance orders, whereas in the OC model, the delivery options are expanded through process integration to include pick-up services as well	home store	click-and-collect home store click-and-reserve	EXPANSION
5. Return	At MC retailers, customers can only return online bought goods through the postal service. In an advanced OC concept, the return of goods is not coupled to the channel where it was bought	home store	return home store return	
6. Organization	The MC model, where operations responsibility for the channels is separated, will ultimately transit towards a single, integrated OC logistics unit with cross-channel coordination			INTEGRATION
7. IT systems	MC retailers have separate and channel-specific ERP systems, whereas advanced OC solutions are based on a joint, cross-channel ERP system with real-time access			

Figure 10 – From multichannel to omnichannel

source: Hübner, A., Wollenburg, J., & Holzapfel, A. (2016). Retail logistics in the transition from multi-channel to omni-channel. *International Journal of Physical Distribution & Logistics Management*, *46*(6/7), 562–583. doi:10.1108/ijpdlm-08-2015-0179.

Appendix 7 - Detailed PESTEL analysis

Political factors

The first political factor likely to influence the luxury industry relates to the global socio-political tensions. Terrorist attacks have been quite common lately in the Middle-East, and Europe where they have already impacted the luxury sector. The events bring feelings of insecurity and lower the tourist flows across Europe (Bain & Company, 2016). Similarly, tensions between mainland China and Hong Kong have decreased luxury sales in the Pearl of the Orient (Euromonitor International, 2016). Another loss is caused by geopolitical possible troubles in Russia which may add risks to the Russian luxury market (Aroche, 2015). Finally, the future presidential elections in the United States are controversial and the outcomes comprising.

Economic factors

To begin with and this is not news, the general economic growth is slowing down.

Then, one notices fluctuations of currencies encouraging or rather discouraging luxury customers to travel for their purchases. The main trend is a depreciation of the euro against other global currencies. The Chinese Yuan also tends to be weaker and demotivates Chinese to travel to Singapore, Hong Kong and the United States. The US dollar is stronger and reduces tourism revenues on the whole while the unsteady local demand is not enough to compensate. The Japanese Yen is also stronger compared to 2015. This will drive a slowdown but Japan remains a top market for luxury (Bain & Company, 2016).

Japan is one of the markets that might take advantage of the drop in oil prices since the latter leads to an increase in customer spending. Most of mature economies and India will also enjoy the benefits (Euromonitor International, 2016).

New interesting markets include India where there has been a significant shift from the black to formal market (Aroche, 2015). Year on year growth is estimated at 25% and the luxury market will have achieved 86% growth in constant value by 2018 (Euromonitor International, 2016). Other promising economies include

Southeast Asia (except Singapore) thanks to intra-regional tourism and the Chinese customers who rather travel there to buy their luxuries. Growing attention also goes to Africa which could be the next shining region. Note that South Africa however suffers from high inflation rates (Bain & Company, 2016). Russian and Brazilian economies are not in good shape neither (Euromonitor International, 2016). China stock market turmoil impacts negatively the Chinese economy as well but they still show a higher growth than most other countries (Guarino, 2016).

Experts forecast Mainland China together with Taiwan to be back to growth by 2020. Conversely, Hong Kong and Macau might still be struggling. In parallel, mature markets will experience a recovery by 2020 (Bain & Company, 2016). Finally, the Transatlantic Trade & Investment Partnership may drive some changes for the United States and Europe if accepted. The Brexit is also a hot topic to consider – what and how will be the exit?

Regarding the personal luxury goods market, the global growth rate is expected to be similar to 2015 in 2016 which means a low single digit real growth. The personal luxury goods market is entering a new era of slower growth yet steady growth. The following table regroup key numbers (Bain & Company, 2015-2016).

'95'15 CAGR	+6%		
'15'14 YoY	+13% at current exchange rate	'15'14 YoY	**+1%** at constant exchange rate
↳ *'14'15 growth rates for ready-to-wear, leather goods, shoes are similar* ↲			
		'16'15 YoY rate	**±0/+2%** *at constant exchange*

Social factors

Interesting demographic evolutions for luxury companies are driven by the increase in spending of generation X resulting from changes in consumption habits and the growing number of generation Y individuals, or Millennials mainly supported by the Chinese middle-class (Bain & Company, 2016). Millennials tend to be very different from past generations. They begin to have more disposable incomes and are keen on spending in experiences. In some ways, the word

"LIVE" rules their life (Aroche, 2015) and they want more than simple physical goods (Euromonitor International, 2016). As far as income levels are concerned, one distinguishes three main categories. The ever growing middle-class is here to stay, especially in China and Brazil (Bain & Company, 2016; Euromonitor International, 2016). The number of High-Net-Worth individuals is also on the rise. Nevertheless, their expectations are changing and they are less interested in obtaining status. More curious and smarter when buying luxuries, they tend to make more comparisons (Wooding, 2016b). Next to them, a third group is gaining more and more influence: the HENRY's – or High-Earners-Not-Yet-Rich. They are seen as the next ultra-affluent luxury customers who currently stand at the door of the luxury market. They love experiences and goods that will enhance their lifestyle (Danziger, 2015).

Cultural evolutions include men's growing interest in fashion luxuries as well as the interest in personalized goods and experience, the cultural diversity, the increasing number of worldwide travelers and the growing use of social media (Euromonitor International, 2016; Bain & Company, 2016)

TECHNOLOGICAL FACTORS

The power of the Internet and social media open great opportunities in terms of digital innovation and create a growing digitization world (Bain & Company, 2016). Nearly half of the population worldwide uses the Internet. 95 percent of the global population have now access to mobile cellular network (United Nations specialized agency for ICTs, 2016) and even more interesting, 95 percent of luxury customers are digitally connected (Aroche, 2015; McKinsey & Company, 2015). It is worth mentioning that digitization drives international connections between people and brands hence leading to price transparency worldwide (Bain & Company, 2016). With respect to social media, Snapchat knows an incredible success as does Instagram that may serve as a new look book for luxuries and encourages electronic commerce (Wooding, 2015). These apps are particularly suitable for mobile devices which are increasingly widespread amongst consumers. As a matter of fact, new functionalities will be integrated to mobile messaging apps such as WhatsApp, WeChat and Messenger. For example, the sophistication of Messenger will include a messenger's concierge service providing a new virtual friend to talk to in order to shop, book a table for dinner, a flight, etc (Aroche, 2015). Finally, artificial intelligence, virtual reality and augmented reality technology represent new attractive tool to embrace the digital opportunity. Artificial intelligence is now more widespread and sophisticated. It enables the combination of two sources of knowledge namely, data about consumers and their preferences, and information about products (i.e. Siri on the iPhone). Then, virtual reality is becoming relevant for retailers especially with the first commercial VR headset Facebook's Oculus to be available. It can digitally transform the atmosphere of the store online (Aroche, 2015). Virtual reality should not be confused with augmented reality technology which is also interesting as it allows to superpose digital information on real images through devices (Wooding, 2016a).

Environmental factors

Social and environmental issues raise concerns amongst all consumers independently of their revenues. The new generation of Millennials shows the greatest interest towards actions and solutions aimed at solving these problems. 14 percent of young luxury customers are concerned by ethical and environmental practices of the luxury industry against 3 percent for the baby boomers. Armani is an example of a luxury brand that have gone 100% fur-free for all its lines (Aroche, 2015; Wooding, 2016b).

Legal factors

The first legal factor concerns visas. Chinese customers find it harder to get a visa for Europe because of the European biometric visa (Verlinden, 2016). Similarly, a stricter visa applies to mainland Chinese for their visits in Hong Kong. Another considerable legal aspect closely linked to luxury is the protection of their intellectual property. The existence and power of copyright, trade-/services marks, patents, encrypted websites tends to be lower in emerging countries like China. Last but not least, protection and security of customers is ensured through secured means of payment, both offline and online, and laws protecting their privacy and information (Levey & Tan, 2015).

Appendix 8 - Market shares: percentage breakdown

Passport

TOP 3 '14 19.80%
TOP10 '14 37.20%

Company Shares (Global - Historical Owner) | Historical | Retail Value RSP | **% breakdown**

Geographies	Categories	Companies	2010	2011	2012	2013	2014
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	LVMH Moët Hennessy Louis Vuitton SA	9,10	9,30	9,70	9,50	9,70
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Kering SA	-	-	-	5,60	5,60
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Ralph Lauren Corp	4,40	4,60	4,70	4,70	4,50
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Michael Kors Holdings Ltd	1,00	1,30	1,90	2,50	3,10
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Prada SpA	2,50	2,70	2,90	3,00	3,00
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Hugo Boss AG	2,90	3,10	3,00	3,00	2,90
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Coach Inc	3,00	3,10	3,20	3,00	2,60
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Burberry Group Plc	2,20	2,20	2,40	2,40	2,40
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Hermès International SCA	1,40	1,50	1,60	1,70	1,80
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	PVH Corp	-	0,70	1,60	1,60	1,60

FIGURE 11 - MARKET SHARES OF COMPANIES

Research Sources:
Luxury Goods: Euromonitor from trade sources/national statistics
Note: Historic regional/global values are the aggregation of local currency country data at current prices converted into the common currency using y-o-y exchange rates
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Passport

Distribution | Historical | Retail Value RSP | **% breakdown**

Categories	Outlets	Geographies	2010	2011	2012	2013	2014	2015
Designer Apparel and Footwear (Ready-to-Wear)	Internet Retailing	World	6,70	7,10	7,50	8,20	8,90	9,50
Designer Apparel and Footwear (Ready-to-Wear)	Internet Retailing	Asia Pacific	6,90	7,10	7,50	7,70	8,20	8,50
Designer Apparel and Footwear (Ready-to-Wear)	Internet Retailing	Australasia	4,50	5,60	5,70	6,80	7,80	8,80
Designer Apparel and Footwear (Ready-to-Wear)	Internet Retailing	Eastern Europe	3,20	3,80	4,30	4,70	5,70	6,20
Designer Apparel and Footwear (Ready-to-Wear)	Internet Retailing	Latin America	0,70	1,00	1,70	2,10	2,20	2,20
Designer Apparel and Footwear (Ready-to-Wear)	Internet Retailing	Middle East and Africa	2,00	2,00	2,00	2,80	3,70	3,70
Designer Apparel and Footwear (Ready-to-Wear)	Internet Retailing	North America	6,40	7,20	7,70	9,10	10,30	11,60
Designer Apparel and Footwear (Ready-to-Wear)	Internet Retailing	Western Europe	8,50	9,00	9,50	9,80	10,30	11,10
Luxury Leather Goods	Internet Retailing	World	4,50	5,10	5,70	6,40	7,00	7,60
Luxury Leather Goods	Internet Retailing	Asia Pacific	3,80	4,20	4,70	5,10	5,70	6,10
Luxury Leather Goods	Internet Retailing	Australasia	3,40	4,10	4,90	5,10	5,40	6,60
Luxury Leather Goods	Internet Retailing	Eastern Europe	1,50	1,80	2,10	2,20	2,50	2,70
Luxury Leather Goods	Internet Retailing	Latin America	0,00	0,00	0,00	0,00	0,00	0,00
Luxury Leather Goods	Internet Retailing	Middle East and Africa	2,90	2,90	2,90	3,10	3,10	3,10
Luxury Leather Goods	Internet Retailing	North America	5,00	5,70	6,60	7,70	8,40	9,10
Luxury Leather Goods	Internet Retailing	Western Europe	6,00	7,10	7,80	8,50	8,90	9,70

FIGURE 12 - EVOLUTION OF E-COMMERCE MARKET SHARES: CONTINENTAL BREAKDOWN

Research Sources:
Luxury Goods: Euromonitor from trade sources/national statistics
Note: Historic regional/global values are the aggregation of local currency country data at current prices converted into the common currency using y-o-y exchange rates
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Brand Shares (Umbrella – Historical Owner) | Historical | Retail Value RSP | **% breakdown** **TOP10 '14 29%**

Geographies	Categories	Brand	Company name (GBO)	2010	2011	2012	2013	2014
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Louis Vuitton	LVMH Moët Hennessy Louis Vuitton SA	4,20	4,60	4,70	4,60	4,60
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Ralph Lauren	Ralph Lauren Corp	4,40	4,60	4,70	4,70	4,50
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Gucci	Kering SA	-	-	-	3,30	3,20
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Michael Kors	Michael Kors Holdings Ltd	1,00	1,30	1,90	2,50	3,10
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Hugo Boss	Hugo Boss AG	2,90	3,10	3,00	3,00	2,90
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Coach	Coach Inc	3,00	3,10	3,20	3,00	2,60
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Burberry	Burberry Group Plc	2,20	2,20	2,40	2,40	2,40
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Prada	Prada SpA	2,00	2,10	2,30	2,30	2,30
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Hermès	Hermès International SCA	1,40	1,50	1,60	1,70	1,80
World	Luxury Leather Goods, Designer Apparel and Footwear (Ready-to-Wear)	Calvin Klein	PVH Corp	-	0,70	1,60	1,60	1,60

FIGURE 13 - MARKET SHARES OF BRANDS

Research Sources:
Luxury Goods: Euromonitor from trade sources/national statistics
Note: Historic regional/global values are the aggregation of local currency country data at current prices converted into the common currency using y-o-y exchange rates
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Passport

Brand Shares (Umbrella – Historical Owner) | Historical | Retail Value RSP | US$ mn | **Year-on-Year Growth (%)**

Geographies	Categories	Brand	Company name (GBO)	2010-11	2011-12	2012-13	2013-14
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Louis Vuitton	LVMH Moët Hennessy Louis Vuitton SA	20,40	5,90	3,30	2,80
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Ralph Lauren	Ralph Lauren Corp	18,70	3,50	4,80	0,30
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Gucci	Kering SA	-	-	-	0,10
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Michael Kors	Michael Kors Holdings Ltd	45,30	47,90	37,30	29,90
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Hugo Boss	Hugo Boss AG	20,00	1,30	2,80	1,20
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Coach	Coach Inc	14,60	7,60	-3,00	-10,70
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Burberry	Burberry Group Plc	13,60	10,30	4,00	4,40
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Prada	Prada SpA	16,60	12,60	8,20	3,00
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Hermès	Hermès International SCA	19,90	12,60	7,70	7,80
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Calvin Klein	PVH Corp	-	138,20	5,50	3,40

FIGURE 14 - MARKET SHARES OF BRANDS: YEAR-ON-YEAR GROWTH

Research Sources:
Luxury Goods: Euromonitor from trade sources/national statistics
Note: Historic regional/global values are the aggregation of local currency country data at current prices converted into the common currency using y-o-y exchange rates
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Brand Shares (Umbrella – Historical Owner) | Historical | Retail Value RSP | US$ mn | **Period Growth**

Geographies	Categories	Brand	Company name (GBO)	2010-14 %	2010-14 CAGR %	2010-14 Absolute
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Louis Vuitton	LVMH Moët Hennessy Louis Vuitton SA	35,30	7,80	2.137,60
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Ralph Lauren	Ralph Lauren Corp	29,20	6,60	1.827,50
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Gucci	Kering SA	-	-	-
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Michael Kors	Michael Kors Holdings Ltd	283,20	39,90	4.070,50
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Hugo Boss	Hugo Boss AG	26,40	6,00	1.083,90
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Coach	Coach Inc	6,80	1,70	292,00
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Burberry	Burberry Group Plc	36,10	8,00	1.139,40
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Prada	Prada SpA	46,30	10,00	1.318,30
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Hermès	Hermès International SCA	56,90	11,90	1.135,10
World	Designer Apparel and Footwear (Ready-to-Wear), Luxury Leather Goods	Calvin Klein	PVH Corp	-	-	-

FIGURE 15 - MARKET SHARES OF BRANDS: PERIOD GROWTH

Research Sources:
Luxury Goods: Euromonitor from trade sources/national statistics
Note: Historic regional/global values are the aggregation of local currency country data at current prices converted into the common currency using y-o-y exchange rates
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Appendix 9 – Analysis of six fashion luxury brands

LOUIS VUITTON

since 1854

Company: LVMH Moët Hennessy Louis Vuitton SA

Brand shares % FY'14: 4.6% | YoY growth 13/14: 2.8% | '10-'14 CAGR: 7.8%

estimated score

<table>
<tr>
<td>Experience</td>
<td>- Curator of unique Louis Vuitton campaigns and brand experiences
- Lifestyle business model
- Exhibitions
"Volez, Voguez, Voyagez" exhibit – LV's journey since earlier days 📍 Paris then Tokyo + mobile app serving as an interactive audio guide and map
"Louis Vuitton Series 2 – Past, Present, Future" exhibit 📍 Rome
- The 3 "Espace Louis Vuitton" – exhibition place supporting creation and contemporary artworks 📍 Tokyo designed by Jun Aoki, Munich, Venice + 📍 Paris, Fondation Louis Vuitton by Frank Gehry
- Flagship stores
📍 Paris – Champs Elysées by office Carbondale: Art Deco Historical 📍 av. Montaigne by Perter Marino: an elegant Parisian apartment Monument 1800sqm. travel experience as people walk the 4 levels continuous spiral of terraces for shopping
📍 Venice: in the Cinema Teatro San Marco offering some of the best LV leather goods 📍 Milan: original façade of Palazzo Taverna and pillars inside procuring feelings of a luxurious home 📍 Rome: Art Nouveau style building, transparent staircase, in-store movie theater
📍 London: 17000sqf. Including private shopping experience
📍 Singapore: Island Maison in glass on the water inspired by luxurious yachts for the interior
📍 Hong Kong: 800sqm. LED screen featuring a living iconic Damier, bag bar, two private VIP room inside & LV landmark curtain in LED lights
📍 Shanghai: incredible facades especially at night, 4 levels house is like a museum & LV Pudong: giant TV screen facade
📍 Beijing: Chinese tea zone, art exhibition, bookstore – harmony between art and travel
📍 Macau: 50000 LV flowers sculpted with colored LED on the façade, VIP suite, different universes for different products, artwork by local Liu Jianhua
📍 Taipei: majestic façade inspired by traditional Chinese screens with filtered light alluding to the interior organized around an elliptical staircase
📍 Japan – Kobe: 3D transparent façade mixing the ideas of traditional Japanese wood building and LV iconic logo with inter-connected mezzanines by a spiral staircase
📍 Sydney: authentic traditional Victorian facade of 1858 with heritage ceilings and columns inside in luxurious marble like the floor
📍 US – Beverly Hills: three layers building, bespoke services 📍 Las Vegas: 14 000sqf. store in a building in steel panels abstracting LV motif and LED façade at night, different spatial experience inside for each category of product, 2 VIP rooms, art work of Lionel Esteve in the entrance 📍 NYC:</td>
<td>8</td>
</tr>
</table>

	modern transparent and translucent glass façade by Jun Aoki, luminous wall/screen inside = three story 'Feature Wall' making 3 floors	
Ability to communicate & shop across channels	- Facebook, Instagram, Twitter, Snapchat (lvlive), Youtube, Pinterest, Google+, Foursquare - Make movies for campaign promotion + Campaigns "Spirit of Travel" launched via social media (2015) - Catwalk shows available online *According to ContactLab & Exane BNP Paribas study (2016),* - ✔ ship to USA, Europe, Japan, Australia & Brazil ✖ not to China, HK, Russia, India, Korea, UAE - 'e-commerce cautious' – do not sell ready-to-wear online *(excluding children & special categories)* - Rarely disclose 'Made in' on website, n.a. disclosure of production in Heritage Countries (very high once declared) - Web languages: English, Mainland Chinese, Japanese, French, Italian, German, Korean, Spanish, Russian, Chinese HK/Taiwan, Portuguese - Emails languages: English, Mainland Chinese, Japanese, French, Italian, German, Korean, Spanish, Russian, Chinese HK/Taiwan, Portuguese - Display Visualization: no flash plug in required, adapted mobile website, min. desktop width 768px - Products presentation: pics from different angles + zoom - Product selection support: wish list, recently viewed, shop by look, size guide - Personal service: Possibility to request advisor/dedicated specialist web, chat online, receive phone and email assistance, make to order monogramming SLG - Online shopping experience: video in homepage without slowing down purchasing process – no, medium evidence of e-boutique, price evidence, e-commerce mobile (web&app), PayPal - Delivery: Free shipping (standard), 2days express delivery, same day and overnight delivery (selected zip code), Saturday delivery - Store finder: high visibility - Cross-channel service: collect in-store, return in-store + refund, online order in-store, product exchange online & in-store - Email proficiency: mobile responsive - "Share" buttons - 2 Apple Apps, 1 Android App, signaled on website - Most recent touches: "collect in-store", "online order in store", "same day/Saturday delivery", "LV NOW" on website featuring LV enlightenment digitally	6,5*
Quality	- Evaluated fourth fashion house most worth its very high price (Luxury Institute's quoted by King, 2016) - LVMH vertical integration strategy to ensure quality	8
Trendy/Modern & Authentic/Classic designs	- Successful revitalization of the original 'LV' monogram i.e. « The Icon & The Iconoclasts » - New range of packaging "Imperial Saffron" - First Mr. Ghesquière show fall/winter 2014 – focus on simplicity - Simplified approach still true to the brand for print campaigns i.e. "Serie #" campaigns, ads in W magazine - Review of its assortment less heavy-logos bags for Chinese customers - Respect of brand's heritage and feed creativity	8.5

	- Brand known for its spirit of avant-garde	
Sustainability & Ethics	- Collaboration with Unicef: Silver lockit (necklace) + sharable video, photo challenge with hashtag #makeapromise - Website mentions “limit carbon footprint, preserve natural resources, reduce waste, create collective willingness in and beyond the company”	5
Exclusivity	- Undermined exclusivity < overexpansion + well-known logo on all products - One of the most counterfeited brands in the world *but aware* - Overhaul of strategy - Work to protect and enhance its legendary status - Segmentation between customers: customers buying $750 bag customers & customers paying $thousands for limited editions - Special VIP area in physical stores - Themed-stores accessible only by private jet - 2nd most exclusive fashion brand amongst wealthiest Chinese women (Promise Consulting quoted by Jourdan, 2015) - Fight against counterfeit issues	8
Traditional retail footprint	- 460+ stores - Reduce expansion tier two cities in China, Guangzhou, Harbin, Urumqi & HK - Stores closed in 2015	5

*calculation based on the study Grippo, M., Lucarelli, G., Solca, L. (2016). *Digital Competitive Map : Jan 2016 – The Race is Speeding Up*. ContactLab & Exane BNP Paribas (see Appendix 10)

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RALPH LAUREN

since 1967

Company: Ralph Lauren Corp

Brand shares % FY'14: 4.5% | YoY growth 13/14: 0.3% | '10-'14 CAGR: 6.6%

		estimated score
Experience	- Restaurants: 'natural expansion of the World of Ralph Lauren' 📍NYC, Chicago, Paris + The Polo Bar and Ralph's Coffee 📍 NYC - 11 **flagship stores**: 📍3 **NYC**, Milan, Paris, HK, Tokyo, London, Greenwich, Moscow, Chicago - Ralph Lauren 4D – 10 years of digital innovation "A Historic Fusion of Art, Fashion & Technology" First 4D experience worldwide: 📍 flagship stores NYC & London - Holographic fashion show water projection in 4D 📍 Central Park	7.5
Ability to communicate & shop multiple channels	- Facebook, Instagram, Twitter, Pinterest, Google+, Youtube (RL TV) - 2000: Launch of Ralphlauren.com offering products online + first shoppable video - 2001: first ever online show for Spring 2002 Runway Collection - 2002: Virtual showroom for RL Home – possibility to change fabrics on furniture images - 2003: Online personalization of the Polo shirts - 2004: Project G.I.V.E. – jeans bought in store with a code to donate online – over $1 million raised - 2005: Shop the runway – First luxury retail brand to sell online ready-to-wear runway apparel collection - 2006: International presence – first luxury retailer to display internationally one global message of style at once - 2007: Polo RL 40 years of style – Gala event in NYC with digital world including 3D imagery, voice-overs and video - 2008: Launch of Rugby.com e-store + News Room blog a social platform - 2009: iPhone App by Rugby RL to create one's style, share it or buy the one of others - 2010: The RL Gang: first shoppable story book for children - PoloTech SmartShirt – "cutting-edge" silver fibers woven directly into the fabric to collect real-time stats on Apple App - Chargeable USB bag - Use of Periscope to livestream fashion shows worldwide - Interactive shopping windows - Interactive fitting room: interactive mirror touchscreen to request products or sizes + share photos with friends and family + RFID enabled system - Outsourced e-commerce platform – royalties for e-Bay > 2017 end of license – investments to insource and renew the platform *According to ContactLab & Exane BNP Paribas study (2016),* - ✔ ship to USA, Europe, Japan, Australia, Korea, HK ✖ not to Mainland China, Russia, India, UAE, Brazil	7.1*

	- ‘e-commerce embracer’ – sell everything online *(excluding children & special categories)* - Systematic disclosure of ‘Made in’ on website but marginal production in Heritage Countries - Web languages: English, Mainland Chinese, Japanese, French, Italian, German, Korean, Russian, Chinese HK/Taiwan, Arabic - Emails languages: English, Mainland Chinese, Japanese, French, Italian, German, Korean - Display Visualization: no flash plug in required, adapted mobile website, min. desktop width 950px - Products presentation: pics from different angles + zoom (mouseover) + model measures - Product selection support: wish list, recently viewed, discover the look, shop by occasion holidays, school uniform, size guide - Personal service: no chat online, receive phone, email assistance, book a private appointment, personalize logo or initials RTW & home - Online shopping experience: animation in homepage without slowing down purchasing process, high evidence of e-boutique, price evidence, e-commerce mobile, PayPal - Delivery: Free shipping (standard), 2days express delivery, next day and Saturday delivery - Store finder: low visibility - Cross-channel service: in-store availability (reserve), no collect in-store, return in-store + refund, online order in-store, product exchange online & in-store - Email proficiency: mobile responsive, no M/F segmentation - “Share” buttons - 1 Apple App, signaled on website - MOST RECENT TOUCHES: effective style advisor by phone assistance and “online order in store”	
Quality	- Dependent on third parties for manufacturing - 97% of production outside US in FY15 – 700 manufacturers, max 4% of the production for each - Delocalization of Polo Ralph Lauren production	6
Trendy/Modern & Authentic/Classic designs	- Stefan Larsson, new CEO to rebuild the brand - Very classic designs – try to reinvent itself with new direction - Brand known for its “aspirational American aesthetic”	4
Sustainability &Ethics	- Short guideline about sustainability and environment on website - Polo Ralph Lauren Foundation: support to service and education in undeserved communities + fights against cancer i.e. Pink Pony,	4
Exclusivity	- Polo Ralph Lauren – not exclusive - Two customer segments: Polo RL – accessible luxury & RL – exclusive upper-end lines (Purple & Black Label sub-brands) - Willingness to focus on upmarket products to enhance exclusivity	4
Traditional retail footprint	- 400- stores - 66 new stores in FY15 📍Asia – limited exposure before, and 50 stores closed as result of weak sales	7

*calculation based on the study Grippo, M., Lucarelli, G., Solca, L. (2016). *Digital Competitive Map : Jan 2016 – The Race is Speeding Up*. ContactLab & Exane BNP Paribas (see Appendix 10)

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GUCCI

since 1921

Company: Kering SA

Brand shares % FY'14: 3.2% | YoY growth 13/14: 0.1% | '10-'14 CAGR: n.a.

		estimated score
Experience	- Gucci Museo 📍 Florence, Italy Museum & exhibits, library, gift shop, the Icon store with special collections, coffee & restaurant offering bio and local food - Invitation to most significant customers to fashion shows - Workshop tours for top customers 📍 Florence, Italy - Partnership in equestrian events - Kering official partner of Cannes Film Festival - **Digital Flagship store at gucci.com + Flagship stores** 📍 **Milan**: all new fitting with new Michele's style 📍 Florence 📍 Rome: video featuring Gucci's story, heritage room to exhibit limited editions 📍 Paris: av; Montaigne & St Honoré 📍 Moscow 📍 London 📍 Seoul 📍 Singapore 📍 Kanazawa 📍 Osaka 📍 Tokyo (2) 📍 Nagoya 📍 NYC: 46000sqf. With light infused floors 📍 San Francisco 📍 Beverly Hills 📍 Costa Mesa 📍 Chicago	6.5
Ability to communicate & shop across channels	- Facebook, Instagram, Twitter, YouTube, Pinterest, Google+ - Stories on website to communicate the brand - Short films for campaigns – ❤️ *According to ContactLab & Exane BNP Paribas study (2016),* - ✔ ship to USA, Europe, Japan, Australia, Korea, UAE ✖ not to HK, Mainland China, Russia, India, Brazil - Seen as 'e-commerce embracer' – sell everything online *(excluding children & special categories)* - Systematic disclosure of 'Made in' on website, very high disclosure of production in Heritage Countries - Web languages: English, Mainland Chinese, Japanese, French, Italian, German, Korean, Spanish - Emails languages: English, Mainland Chinese, Japanese, French, Italian, German, Korean, Spanish - Display Visualization: no flash plug in required, adapted mobile website, min. desktop width 768px	6.9*

	- Products presentation: pics from different angles + zoom, removed video with worn products, removed model size - Product selection support: wish list, recently viewed, shop by look, shop by occasion evening, formal, size guide - Personal service: Client assistants online, no chat online, receive phone assistance but no reply to email assistance, book a private appointment option - Online shopping experience: video in homepage without slowing down purchasing process – no, high evidence of e-boutique, price evidence, e-commerce mobile (web/app), PayPal - Delivery: Free shipping (standard), 2days express delivery, same day delivery (upon location), next day and Saturday delivery - Store finder: low visibility - Cross-channel service: in-store availability, return in-store + refund, product exchange in-store, no collect in-store, no online order in-store - Email proficiency: no mobile responsive, frequent M/F segmentation - "Share" buttons - 1 Apple and Android App, signaled on website	
Quality	- Sticks to its initial and critical success factors set up by Guccio Gucci in 1921 – "artisanal craftsmanship, paramount quality, made in Italy, and passion" - 100% of Made in Italy !	9
Trendy/Modern & Authentic/Classic designs	- New creative director Alessandro Michele: Influential, innovative, progressive and modern approach to fashion - Alessandro Michele, International Fashion Designer of the Year 2015 at the British Fashion Awards - His SS16 collection "Gucci Geek Chic" commented "one of the label's most universally revered collections" - Brand known for its creative nature	9
Sustainability & Ethics	- Code of ethics emphasized by Kering SA - Strict CSR policies, sustainable and LT business endeavor - Chime for Change: Global campaign founded by Gucci – collect funds and increase awareness for women and girls worldwide – promotion of education, health, justice in a partnership with Global Citizen - Half of the entry fee of Gucci Museo to preserve the city of Florence	6
Exclusivity	- Lots of replicas of Gucci's accessories *but* fight against counterfeits - Amazon.com – official authorized retailer - Became quite popular with ex creative director Giannini – *may regain some exclusivity with new CD?*	7.5
Traditional retail footprint	- 500+ stores - Stores closed in 2015	6

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MICHAEL KORS

since 1981

Company: Michael Kors Holding Ltd

Brand shares % FY'14: 3.1% | YoY growth 13/14: 29.9% | '10-'14 CAGR: 39.9%

		estimated score
Experience	- The Michael Kors Jet Set Experience – big celebration of the opening of the first MK flagship store and introduction of local customers 📍 Shanghai - Events for the opening of its **flagship stores** 📍**NYC**, London, Shanghai - Travel diaries (online guides/tips) in various cities - Promotion of looks with celebrities wearing MK in everyday life, Q&A with models published online - Countdown for SS16 fashion show and HD livestream on D-day	5.5
Ability to communicate & shop across channels	- Facebook, Twitter, Instagram, YouTube, Pinterest, Snapchat - Creation of one day Snapchat filter to try three variations of the new model of sunglasses on National Sunglasses Day June 27 - #InstaKors hashtag – shop directly from the Instagram post - Discounts and shop-it-first opportunities through Instagram *According to ContactLab & Exane BNP Paribas study (2016),* - ✔ ship to USA ✖ not to RoW - Seen as 'halfway e-commerce embracer' – sell everything online *(excluding children & special categories)* - Systematic disclosure of 'Made in' on website, marginal disclosure of production in Heritage Countries - Web languages: English, Mainland Chinese, Japanese, French, Korean, Portuguese - Emails languages: English, Mainland Chinese, Japanese, French in Canada, Korean - Display Visualization: no flash plug in required, adapted mobile website, min. desktop width 980px - Products presentation: pics from different angles + zoom, no video with worn products, no model size - Product selection support: wish list, no recently viewed, no shop by look, shop by occasion, size guide - Personal service: no chat online, style advisor by phone assistance and email assistance, no appointment booking, no make to order - Online shopping experience: video in homepage without slowing down purchasing process – no, high evidence of e-boutique, price evidence, e-commerce mobile, no PayPal - Delivery: Free shipping (standard), 2days express delivery, next day, no Saturday delivery - Store finder: medium visibility - Cross-channel service: in-store availability, no collect in-store, return in-store + refund, no online order in-store, product exchange online & in-store - Email proficiency: no mobile responsive, sometimes M/F segmentation	4.97*

	- “Share” buttons - 1 Apple and Android App, not signaled on website	
Quality	- Third-parties’ manufacturers – 97.2% of goods produced 📍 Asia & Europe - One of the most returned bag brands because of poor craftsmanship	2
Trendy/Modern & Authentic/Classic designs	- Quite new brand – since 1981 - Brand known for its jet set chic style - Everything around jet set lifestyle and travels - Designs for large demographic: continental socialites, busy business professionals or youngers	7
Sustainability	- “Kors cares”: Watch Hunger Stop #watchhungerstop – Work with the United Nations World Food Programme 1watch bought = 100 meals or personalized digital t-shirt	5
Exclusivity	- Michael by Michael Kors not linked to the exclusivity of true luxury - 2 customer segments: Michael Kors Collection offering US$ 3000 dresses & Michael by Michael Kors with US$175 dresses - The question is “stands for everything for everybody, everywhere” or “stands for nothing for anybody – everywhere”? - Highly popular and accessible	2
Traditional retail footprint	- 700+ stores - Stores expansion part of the strategy - Expansion of global presence: acquisitions of licensees + new stores opening 📍 Europe, China	9

*calculation based on the study Grippo, M., Lucarelli, G., Solca, L. (2016). *Digital Competitive Map : Jan 2016 – The Race is Speeding Up*. ContactLab & Exane BNP Paribas (see Appendix 10)

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BURBERRY

since 1856

Company: Burberry Group PLC

Brand shares % FY'14: 2.4% | YoY growth 13/14: 4.4% | '10-'14 CAGR: 8%

		estimated score
Experience	- **Burberry Flagship** 📍 Regent Street, **London** – largest Burberry brand experience worldwide - Flagship stores – mix of craftsmanship & digital innovation 📍 Tokyo 📍 Seoul 📍 Shanghai 📍 Beijing 📍 New York 📍 Los Angeles 📍 Chicago 📍 Paris - Evening of fashion, music and Britishness 📍 Griffith Observatory, Los Angeles - 'Thomas's café' 📍 London - 🎶 Burberry Acoustic – Burberry Apple Music Channel: collaborations with British artists	7.5
Ability to communicate & shop across channels	- Facebook, Twitter, Instagram, Pinterest, YouTube, Foursquare, Google+ - Campaign for Mr. Burberry fragrance on Snapchat available for 24hours – unlock content by scanning snapcodes for the next stories - Burberry World Live 📍 Burberry Regent Street, London – part even space, part innovation hub, part store - "Art of the Trench" 📍 Los Angeles - "Bespoke Trench Coat – monogram your heritage trench coat online - Fashion shows online - Collections for sale directly after shows - Aggressive plans to enhance online-to-offline operations - Website statement on strategy: "retail includes targeting omni-channel excellence" - '16/'17 – re-launch of Burberry.com *According to ContactLab & Exane BNP Paribas study (2016),* - ✔ship to USA, Europe, Japan, Australia, Mainland China & via TMALL, Korea, HK, Russia, UAE ✖ not to Brazil, India, UAE - 'e-commerce embracer' – sell everything online *(excluding children & special categories)* - Systematic disclosure of 'Made in' on website, partial disclosure of production in Heritage Countries - Web languages: English, Mainland Chinese, Japanese, French, Italian, German, Korean, Spanish, Russian, Chinese HK/Taiwan, Portuguese - Emails languages: English, Mainland Chinese, Japanese, French, Italian, German, Korean, Spanish, Russian, Chinese HK/Taiwan, Portuguese - Display Visualization: no flash plug in required, adapted mobile website, min. desktop width 1024px - Products presentation: video with worn products for selected items, model measures, pics from different angles, zoom - Product selection support: wish list, no recently viewed, no shop by look, no shop by occasion, size guide	8.1*

	- Personal service: Consultant web, advisor/dedicated specialist, chat online, style advisor by phone assistance and email assistance, appointment booking (beauty) and make to order monogramming (soft accessories) - Online shopping experience: video (mouseover) in homepage without slowing down purchasing process, high evidence of e-boutique, price evidence, e-commerce mobile, PayPal - Delivery: Free shipping (standard), next day express delivery, next day, no Saturday delivery - Store finder: medium visibility - Cross-channel service: no in-store availability, collect in store, return in-store + refund, online order in store, product exchange in-store - Email proficiency: mobile responsive, frequent M/F segmentation - “Share” buttons - No App	
Quality	- Internal supply chain - Use of high quality and sustainable raw materials - Relocation of existing manufacturing in 2019 📍 Leeds – more efficient, sustainable ways of production + increased potential	9
Trendy/Modern & Authentic/Classic designs	- Christopher Bailey – key for revival of the brand - “Young, old” company – “look at the past while embracing the future” - Brand known for its British heritage, classic trench coats and digital innovation - Very old classics turned into one of the best voices on trends, fashion, beauty and music - Unification of ‘Prorsum’, ‘London’ and ‘Brit’ labels for one label: Burberry	9
Sustainability	- Three core principle since 1856 ‘Protect, Explore, Inspire’ - Burberry Foundation since 2008 – independent charitable foundation: Creative Thinking Programme to encourage young people “to realize their full potential through the power of their creativity” - New grants to ARK Schools and Tomorrow’s People organizations - Focus on labor and human rights, energy and water use, waste management and transport emissions in supply chain - Founding partner of Sustainable Fiber Alliance – Use of sustainable cashmere - Local supplier in Peru & CottonConnect – sustainable cotton - Certificated leather (LWG/ICEC/ISO) - Energy reduction in process and physical facilities	8
Exclusivity	- Used to become ubiquitous ⇩ *but* Not just a “beloved old British company” anymore – great global luxury brand highly innovative - Fight and engagement against counterfeit issues	7.5

Traditional retail footprint	- 400+ stores - Reducing or reviewing retail footprint in China and Honk Kong - 15 stores opening planned - Close franchises to open mainline stores	5.5

*calculation based on the study Grippo, M., Lucarelli, G., Solca, L. (2016). *Digital Competitive Map : Jan 2016 – The Race is Speeding Up*. ContactLab & Exane BNP Paribas (see Appendix 10)

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HERMÈS

since 1837

Company: Hermès International SA

Brand shares % FY'14: 1.8% | YoY growth 13/14: 7.8% | '10-'14 CAGR: 11.9%

		estimated score
Experience	- The Saut Hermès – three-day show jumping event 📍Grand Palais, Paris - Hermès game "TieBreak" – immersing customers in the brand experience - Renovation, upgrade, conversion of stores into **Flagship stores** or openings 📍**Paris** by RDAI: swimming pool building transformed, wood pavilion 📍 Cannes 📍 Sardinia 📍 London 📍 Miami 📍 China, HK 📍 Moscow: brand's second largest European store 📍 Mumbai: exhibition inside 📍 Shanghai: horse exhibition inside 📍Séoul "La Maison Hermès Dosan Park" – shop, café 'Madang", contemporary art exhibition room, offices, workshops, garden 📍etc. - Opening of store with lavish dinner for top clients 📍Washington	8.75
Ability to communicate & shop across channels	- Facebook, Twitter, Instagram, YouTube, Google+ - E-commerce presence to amplify playful or fanciful side of the brand - Interactive website – many videos to communicate craftsmanship - Transmission of creative content across channels (products, illustrations, videos) - "Lamaisondescarrés.com" *According to ContactLab & Exane BNP Paribas study (2016),* - ✔ ship to USA, Europe, Japan, Australia ✖ not to Mainland China, Korea, HK, Russia, Brazil, India, UAE - 'e-commerce embracer' – sell everything online *(excluding children & special categories)* - Rare disclosure of 'Made in' on website, n.a. disclosure of production in Heritage Countries (very high once declared) - Web languages: English, Mainland Chinese, Japanese, French, Italian, German, Korean, Spanish, Russian, Chinese HK/Taiwan, Portuguese - Emails languages: English, Mainland Chinese, Japanese, French, Italian, German, Korean, Spanish, Russian, Portuguese	5.75*

	- Display Visualization: no flash plug in required, adapted mobile website, min. desktop width 970px - Products presentation: video with worn products for selected items, no model measures, pics from different angles, zoom - Product selection support: wish list, no recently viewed, shop by look, no shop by occasion, size guide - Personal service: Internet shopping specialist web, no chat online, style advisor by phone assistance and email assistance, no appointment booking, no make to order online - Online shopping experience: video in homepage without slowing down purchasing process – no, high evidence of e-boutique, price evidence, e-commerce mobile, no PayPal - Delivery: No free shipping (standard), 2days express delivery, overnight delivery (before 2pm), priority overnight (after 2pm), Saturday delivery - Store finder: high visibility - Cross-channel service: no in-store availability, collect in-store, no return in-store, no online order in-store, product exchange online & in-store - Email proficiency: no mobile responsive, no M/F segmentation - “Share” buttons except ‘forward e-mail’ - 3 Apple and Androids apps, no Windows App, not signaled on website	
Quality	- First brand most worth its high price (with Chanel) (Luxury Institute’s quoted by King, 2016) - Slow manufacturing process with best textile - Leading principle: fierce commitment to refinement and quality - Great quality, repairable for life - Owner of 40 out of 49 production sites - Production📍 mainly France + Switzerland, US, Australia, UK, Italy - Tight distribution – only through own channels - Legal action against counterfeits and non official sellers	10
Trendy/Modern & Authentic/Classic designs	- Partnership with Apple – iWatch - New creative director Nadège Vanhee-Cybulski – innovative ideas and looks - Maintain link to saddle-making history - Relevant while remaining true to traditions	8
Sustainability & Ethics	- Report mentions: consumption of water and energy management, respect the land, optimization of consumption of raw materials, preservation of biodiversity, limited impact on climate - Member of Livelihoods Fund (carbon offset projects) - Formation of local sustainable committee - Program launched in 2002 to preserve water - Animal skins certified ethical and responding to environmental standards – *but still using animal skins, Armani has stopped for instance …*	7
Exclusivity	- « Impossibly exclusive » & « widely available »	10

	- One of the most desirable brands worldwide - First most exclusive fashion brand amongst wealthiest Chinese women (Promise Consulting quoted by Jourdan, 2015)	
Traditional retail footprint	- 300+ stores - Expansion planned for 2016 – *rather flagships cf. 'experience'*	4

*calculation based on the study Grippo, M., Lucarelli, G., Solca, L. (2016). *Digital Competitive Map : Jan 2016 – The Race is Speeding Up*. ContactLab & Exane BNP Paribas (see Appendix 10)

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Appendix 10 – Figures and calculations for the "ability to communicate and shop across channels" score

DIGITAL COMPETITIVE MAP	Strategic Reach Axis			Digital Customer Experience		
Brand	SS15 Score	FW15 Score	Delta %	SS15 Score	FW15 Score	Delta %
Burberry	60	62	3%	107	126	18%
Ralph Lauren	48	46	-4%	112	130	16%
Louis Vuitton	35	35	0%	124	137	10%
Gucci	44	44	0%	128	127	-1%
Tory Burch	40	38	-5%	105	124	18%
Tiffany	39	41	5%	113	114	1%
Cartier	35	37	6%	112	110	-2%
Brunello Cucinelli	48	48	0%	79	95	20%
Balenciaga	48	49	1%	94	92	-2%
Tod's	42	46	10%	89	94	6%
Zegna	34	34	0%	98	105	7%
Coach	30	32	7%	93	106	14%
Fendi	24	30	25%	81	107	32%
Hermès	33	41	24%	87	96	10%
Loro Piana	29	43	48%	88	93	6%
Valentino	47	50	6%	71	83	17%
Armani	48	50	4%	82	82	0%
Dior	32	34	6%	74	97	31%
Saint Laurent	37	44	19%	76	87	14%
Michael Kors	26	28	8%	93	101	9%
Bottega Veneta	40	40	0%	83	85	2%
Moncler	41	37	-10%	65	87	34%
Hugo Boss	27	33	22%	96	89	-7%
Ferragamo	38	40	5%	67	73	9%
Dolce&Gabbana	34	32	-6%	68	81	19%
Chanel	22	22	0%	75	90	20%
Bulgari	28	28	0%	83	81	-2%
Givenchy	23	23	0%	75	81	8%
Prada	15	25	67%	71	78	10%
Céline	12	12	0%	37	38	3%
Max		70			170	

TOP 4

FIGURE 16 - DIGITAL COMPETITIVE MAP FW15 VS. SS15: SCORES

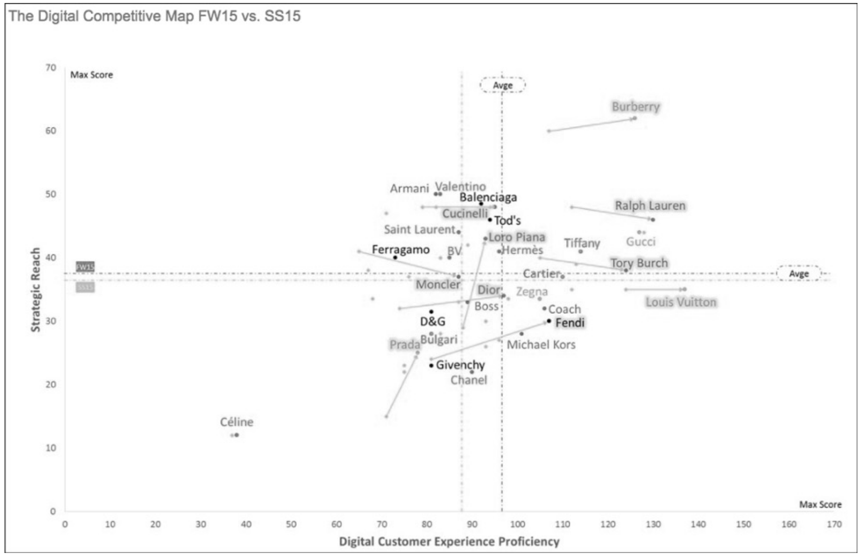

FIGURE 17 - DIGITAL COMPETITIVE MAP FW15 VS. SS15

Louis Vuitton	[(35/7) + (137/17)] / 2	6,529
Ralph Lauren	[(46/7) + (130/17)] / 2	7,109
Gucci	[(44/7) + (127/17)] / 2	6,878
Michael Kors	[(28/7) + (101/17)] / 2	4,971
Burberry	[(62/7) + (126/17)] / 2	8,134
Hermès	[(41/7) + (96/17)] / 2	5,752

FIGURE 18 - CALCULATIONS FOR THE SIX FASHION BRANDS

source: Grippo, M., Lucarelli, G., Solca, L. (2016). *Digital Competitive Map : Jan 2016 – The Race is Speeding Up.* ContactLab & Exane BNP Paribas.

Appendix 11 – Questionnaires

As part of my master thesis, thank you in advance for your help.

scope of the subject: fashion luxury brands offering ready-to-wear, shoes and soft accessories

Responses provided by Claudia Cavero from Peru,
working at/as a fashion merchandising and supplier for Marc Jacobs and Polo Ralph Lauren in New York.

Date 12/07/16

What are the 3 top priorities on the strategic agenda of fashion luxury brands in 2016?

1. Customer experience/service
2. Creativity and innovation (ex. E-commerce for innovative luxury businesses to expand)
3. Monthly Sales

What are the best experiences of luxury brands you have experienced or heard about?

Having access to the product itself but also and above of all to the brand, its history and innovation.
Having the chance to be part of the Marc Jacobs buying and merchandising team, I get to experience all the aspects of the business, not only business oriented but also the creative side like taking part in the creation of a product or collection and all the way to when the product is displayed in the store – it is an exceptional feeling and experience. I personally love the whole buying experience in luxury brands, not only because as a buyer you get an exceptional service but because as soon as you buy the product, you become part of this team, you don't necessarily need to work at the luxury brand to be part of it. That is what I have learned and experienced in my time of work with luxury brands.

Fashion luxury e-tailing – utopia or reality? Why?

Personally, if I had to decide and think critically, up to the future, I would say a reality. E-commerce is growing by the day and nowadays, even luxury brands tend to adapt to this form of sale. Customers don't go to stores to buy products as often as they did before, offering them the chance to buy online and if they don't like it or fit in the product then they can return it. It is not only a sign of comfort from the luxury brand towards the customer but also a sign of innovation towards the future, business-oriented thinking.

As part of my master thesis, thank you in advance for your help ☺

scope of the subject: fashion luxury brands offering ready-to-wear, shoes and soft accessories

Responses provided by Memei Trongkamolthum from Thailand,
working at/as Mercer Clutch (online platform http://www.mercerclutch.com)
+ recently completed studies of strategic design management at Parsons School of Design in New York.

Date 29/07/16

WHAT ARE THE 3 TOP PRIORITIES ON THE STRATEGIC AGENDA OF FASHION LUXURY BRANDS IN 2016?

Unique and strong stories and concept. **Everything has to be connected**.
It's all about branding and marketing. The clearer it is, the better.
Service! What you can offer to **differentiate** yourself.
Quality of the products.
Buyers' emotions are the main purchasing factor.

WHAT ARE THE BEST EXPERIENCES OF LUXURY BRANDS YOU HAVE EXPERIENCED OR HEARD ABOUT?

The difference between luxury brands and lower-tier ones are **quality** and **services**. People **don't only buy products,** but they buy status, power and the **feeling of being indulged**. So all the services that please them from getting to the store, or finding products, trying them on, to after services. Above all, **relationship is the most important**, staff's manners, friendliness and after care.

FASHION LUXURY E-TAILING – UTOPIA OR REALITY? WHY?

From my experience, e-tailing is more like a supplement. For luxury goods, it is **important to have store experience or physical experience**. So **maybe both** utopia and reality.