

LUXURYSOCIETYREPORT

The Digital Agenda

A State-of-the-Industry Briefing on E-Commerce & Online Marketing



DECEMBER 2010

The Digital Agenda

A State-of-the-Industry Briefing on E-Commerce & Online Marketing

Letter from the Editor

Gone are the days when luxury brands regarded the digital world with that heady combination of scepticism, incomprehension and occasionally even contempt. In just a few short years, a new era has dawned, one marked by the acknowledgement that the ever-evolving innovations and potentially lucrative opportunities presented by digital channels could prove to be a decisive factor in a luxury brand's success.

It has been the rise of the digital consumer – those who spend more and more time on their computers and mobile devices and who are also clearly willing to buy luxury goods and services online and who even discuss their favourite brands through social media – which has finally convinced most luxury marketers. In the meantime, brands have gained a deeper understanding and appreciation for the opportunities and risks offered by digital media, thanks to experts they integrated in their teams or specialists with whom they collaborated.

In fact, 2010 has almost been a tipping point for the luxury industry. It seems more determined than ever before to take advantage of these exciting technologies which are changing the way almost all products and services are marketed and sold. Virtual fashion shows, digital flagship stores, 3D advertising campaigns, augmented reality applications, iPad magazines, Facebook live-streams and Twitter-based customer service are just a few examples of the long list of digital innovations that luxury brands have pioneered this year.

However, putting the enthusiasm of many of these firms to one side, have all luxury purveyors come on board? Are they indeed adopting the right digital marketing tools and techniques? How is digital media impacting business? Where should companies invest? And what can we expect next? In order to understand how the luxury industry is facing up to the digital revolution and what luxury executives have to say, we surveyed our members, talked to digital experts and interviewed CEOs.

This report presents the answers and insightful comments of more than 500 respondents – working in both small companies and multinational conglomerates. It also reveals the views of expert practitioners and strategists and, finally, offers a directory of service providers specialised in digital marketing and e-commerce for luxury brands.

I invite you to join the conversation on LuxurySociety.com as we continue to debate and discuss these critical topics online.

Philippe Barnet
President

LS Report: The Digital Agenda

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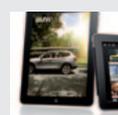
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I. Luxury executives have been late to acknowledge digital media but are now prepared to seize opportunities

Almost 80% of luxury executives believe that the industry has been late to embrace digital media; however they have contradictory views on the relevancy of this wait-and-see strategy.

44% agree that embracing digital required time and thought, citing ROI, customer responsiveness and lack of understanding as key reasons to wait. 34% concede that companies misunderstood the customer and underestimated the benefits to their brand; they also believe that luxury missed the opportunity to affirm its leadership and commitment to innovation.

As digital has quickly matured and become widely adopted by consumers, luxury marketers have allocated resources to digital departments to take advantage of new media and compensate their late arrival. As a result, more than 75% of luxury executives are now confident that their company is prepared to seize opportunities in the digital arena.

Q: Which statement most accurately describes your opinion about digital media and the luxury industry?

A: The luxury industry has been late to embrace digital media but was right to take its time



A: The luxury industry has been late to embrace digital media and should have moved faster



A: The luxury industry has not been particularly late in embracing digital media



A: The luxury industry has not been late at all and has pioneered digital media at an early stage



Q: My company is prepared to seize opportunities in the digital area.





LS MEMBER INSIGHTS

"Luxury industry should not be an early mover on digital, but rather a "good mover"."

LS survey respondent

"Digital media changes every day. Luxury industry should tread carefully in the digital space and ensure control of the consumer experience. If a luxury brand doesn't have compelling content and/or engagement initiatives where they ensure brand consistency with consumers, in my opinion, they are better off not executing digital."

LS survey respondent

2. Facebook, email, SEO and branded content are the most used marketing tools after company websites

Not surprisingly, more than 95% of luxury executives are using a brand or company website to inform and attract consumers. A Facebook page has been implemented by more than 7 out of 10 respondents, which is slightly higher than those using email marketing. SEO and branded content are also very popular for their ability to drive qualified traffic at a lower cost than advertising.

Q: Does your company use the following digital tools?

A: Company website



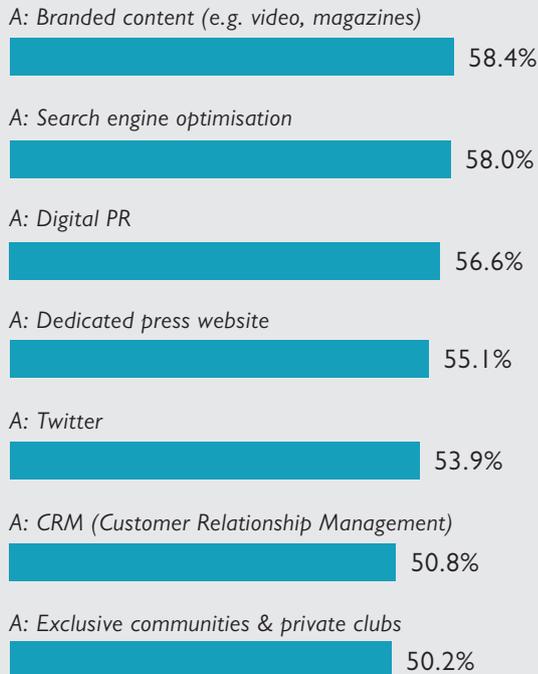
A: Facebook



A: Email marketing



Q: Does your company use the following digital tools?



LS MEMBER INSIGHTS

“Having a website, an e-newsletter, a presence on Facebook and an understanding of search are the foundations of online branding. Any brand taking digital seriously needs to take it to the next level. This means adopting brand channels – YouTube, Flickr, Twitter, iTunes or a blog for example. Of these, YouTube, Twitter and a blog offer the most scope for brand building (the lack of customisation makes Flickr and iTunes limited options for luxury brands). By utilising one or more of these channels, brands can showcase branded content and quickly stimulate positive conversations around it, building relationships and giving digital consumers a reason to share your brand across the social web.”

Jim Boulton, Deputy Managing Director, Story Worldwide

“Facebook have 1/12th of the world’s population on their books and in the UK Google is used by ninety per cent of the population. Neither discriminates for social status. Luxury brands in all sectors are increasingly using search and social media to support large scale brand activity with compelling results.”

Justin Hayward, Managing Director, Make It Rain

3. Building brand awareness, providing product information, sharing heritage and engaging with customers are luxury brands' top priorities

Almost all respondents have been seduced by the global, real-time and cost-effective nature of the internet and are using it primarily to strengthen brand awareness (92%), inform consumers about their products and services (90%) and share their company's history, values and expertise (88%).

Whilst ensuring that the availability of relevant and up-to-date information is crucial for luxury-focused businesses, companies are also taking advantage of the interactive and conversational attributes of digital media to develop long-term relationships with customers. 85% of luxury executives are using digital media to engage and connect with new and existing customers, 69% to improve customer service and 67% to gather feedback.

Digital media is also an effective channel to generate sales: 74% of respondents are using it to sell their products or services online and 64% to drive traffic and sales at point-of-sale.

Q: Does your company use digital media for each of the following business objectives?

A: Improve brand awareness



A: Provide product information



A: Share company's history, values and expertise



A: Engage and connect with new and existing customers



A: Sell products or services



A: Improve customer service



Q: Does your company use digital media for each of the following business objectives?

A: Gather feedback from customers



A: Drive traffic to point-of-sale



LS MEMBER INSIGHTS

“The strength of digital, internet, mobile, tablet devices and social media has become a reality in 2010 for luxury brands. Traffic, interaction with your customers and e-business opportunities are amazing. The internet has become essential to luxury marketing today and will become even more important in years to come.”

Frédéric Layani, International CRM/Internet Manager, TAG Heuer

“Digital media is certainly the most qualitative channel (after retail) to showcase our luxury products. Luxury consumers can explore our brands and products online in all their complexity, beauty and cultural dimensions, through all kinds of content and media formats: videos, rich media advertising, e-commerce site, deep information about brands history and heritage, bloggers’ reviews... I strongly believe that digital is a wonderful opportunity for luxury marketers to transform simple consumers into brand-engaged connoisseurs.”

Franck Sagne, Head of Digital Marketing, Moët Hennessy

“It makes the brand appear more accessible. Potential customers can learn about a company and brand that they may not have had the courage to walk into before.”

LS survey respondent

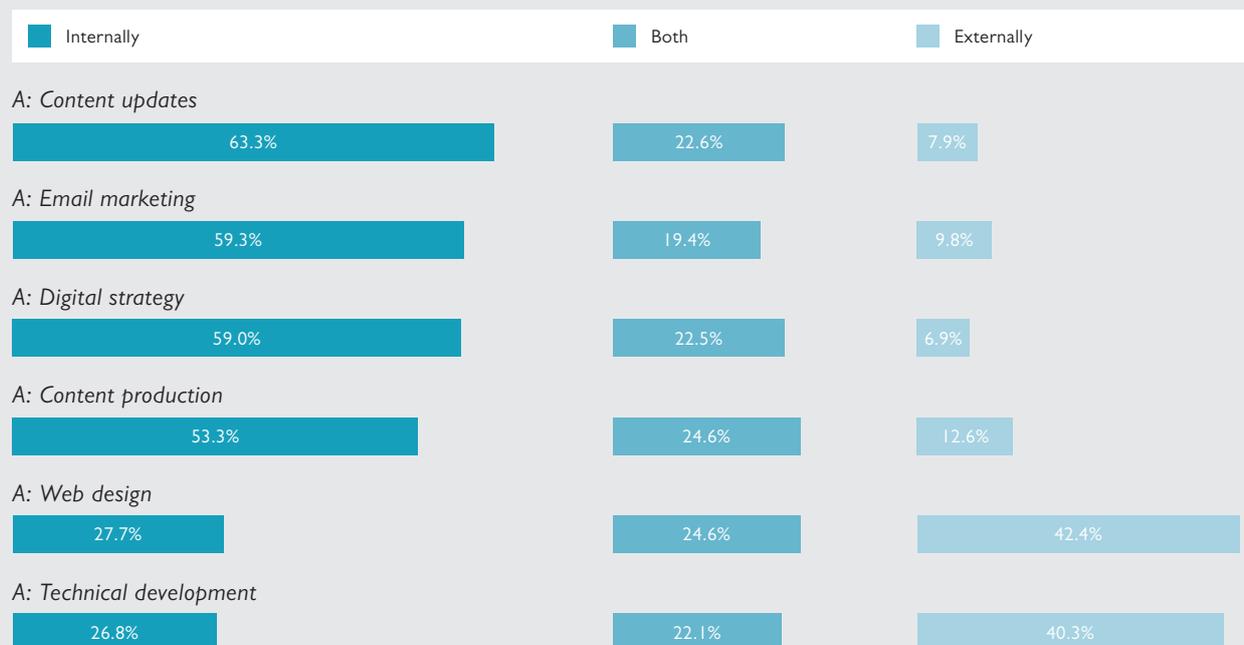
4. Luxury brand executives are retaining control of digital strategy, content and customer relationships whilst outsourcing digital design and technology

Historically, luxury marketers have been protective of their brand image and message; therefore digital marketing presented a new challenge and required more collaboration with third parties.

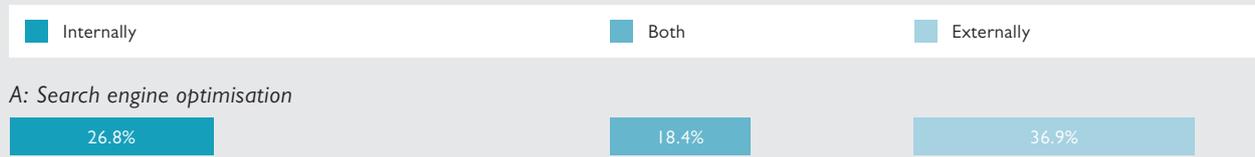
The majority of luxury executives are now internally managing their digital strategy, content production, email marketing and social media operations; thereby reinforcing their control over brand message and relationships with their customers.

The most outsourced digital tasks are web design, SEO, technical developments and domain name management, areas in which they lack expertise and need external support.

Q: How does your company manage the following digital tasks?



Q: How does your company manage the following digital tasks?



LS MEMBER INSIGHTS

“Creativity and customer service have always been key to the luxury field. This is why our companies have progressively internalized the conception and implementation of their digital assets and ecosystems (websites, social media brand pages, mobile applications...). However some digital tasks still need to be outsourced such as web design creation (creative talents are so rare that only a few brands can afford to hire them) and also specialist of SEO, domain name management or video optimization, for example.”

Franck Sagne, Head of Digital Marketing, Moët Hennessy

“All luxury houses, even those with in-house departments and expertise, still require external resources and influences for their strategy, brand image and web design. Every decision they make has critical consequences for the brand, therefore they must ensure they work with the best and most creative talents.”

Jérôme Faillant-Dumas, CEO and Creative Director, L.O.V.E

5. Luxury brand executives are shifting significant spend from traditional media to digital media

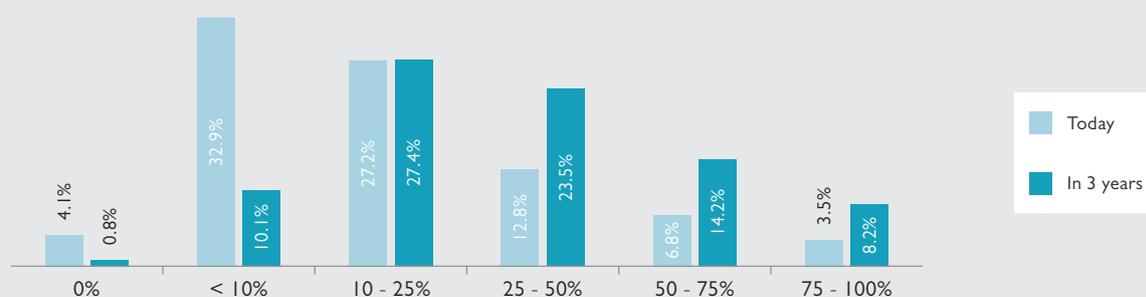
Digital marketing budgets are set to rise in three years time, reflecting executives’ acknowledgement of digital as a cornerstone of marketing strategy.

Only 23% of respondents currently spend more than 25% of their total marketing budgets. In 2013 this figure is expected to almost double, reinforcing a decline in traditional media spend.

Only 4% are still allocating nothing to digital marketing in 2010; however this does not necessarily mean they are inactive, given the prevalence of free tools such as Twitter and Facebook.

Q: Currently, approximately what proportion of the total marketing budget is spent on digital marketing?

In three years time, what proportion of the total marketing budget do you expect will be spent on digital marketing?



LS MEMBER INSIGHTS

"I think this is more of a balancing act than a sudden and irreversible shift."

Jerome Miller Mackay, Marketing & Web Manager, Ettinger

"Digital media is the next big marketing medium. Customers are more frequent to websites than to print or TVs! Spend on digital media is surely going to play a pivotal role in brand management."

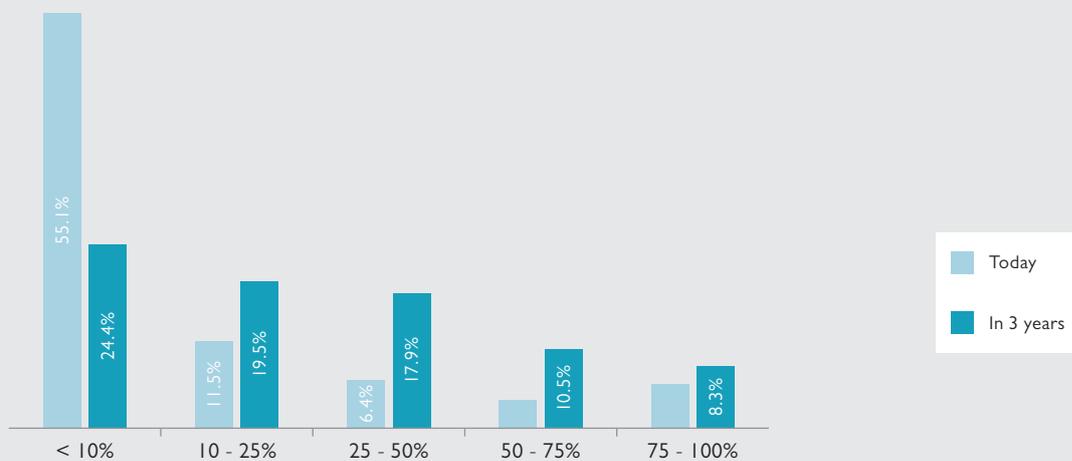
LS survey respondent

6. E-commerce is expected to grow significantly within 3 years

Currently, sales generated by e-commerce (both company owned and externally retailed) represents less than 10% of total sales for 55% of luxury retailers. However, executives expect online revenues to significantly increase in the next 3 years. 56% expect e-commerce to account for more than 10% of total sales at that time and 37% expect it to account for more than 25% of sales.

The prevalence of e-commerce today has made luxury brands determined to take advantage of the growing influence of new media amongst luxury consumers, particularly digital natives. However most luxury retailers are launching US, UK and Europe only stores that fail to tap demand across global markets, ignoring consumers in many important regions of the world, as revealed in the table on the opposite page.

Q: Currently, what percentage of your sales are from e-commerce (own website or other websites)? In three years time, what percentage of your sales do you expect to come from e-commerce (own website or other websites)?



LS MEMBER INSIGHTS

“Opening and running an e-commerce site does come at a certain cost. It requires a team of customer service online sales representatives, order preparation resources, e-store managers... Opening an e-store, like a flagship store, requires resources, the big difference definitively comes from the fact that the square meter is cheaper & the location easier to find!”

Patricia Saiagh, Digital Marketing Director, Boucheron

Major brands e-commerce availability

As reflected in the comparative table, luxury houses are primarily shipping to America and Europe through their e-commerce sites, with Japan not far behind. Africa, Russia, Central Asia and the Middle East are largely ignored by online retailers, as India and China slowly begin to be considered.

	USA 	UK 	EU 	JP 	CN 	KR 	AU 	
ALEXANDER MCQUEEN	✓	✓						WWW.ALEXANDERMCKEEN.CO.UK
BALENCIAGA	✓	✓						WWW.BALENCIAGA.COM
BOTTEGA VENETA	✓	✓		✓				WWW.BOTTEGAVENETA.COM
BOUCHERON PARIS	✓	✓	✓					WWW.BOUCHERON.COM
BURBERRY	✓	✓	✓					WWW.BURBERRY.COM
<i>Cartier</i>	✓	✓	✓	✓				WWW.CARTIER.COM
	✓							US.CHRISTIANLOUBOUTIN.COM
	✓			✓				WWW.COACH.COM
DVF	✓	✓	✓	✓	✓	✓	✓	WWW.DVF.COM
Dior		✓	✓					WWW.DIOR.COM
DOLCE & GABBANA	✓	✓	✓	✓			✓	STORE.DOLCEGABBANA.COM
DONNA KARAN NEW YORK	✓							WWW.DONNAKARAN.COM
	✓	✓	✓	✓	✓			WWW.DUNHILL.COM
EMILIO PUCCI	✓	✓	✓	✓	✓		✓	WWW.EMILIOPUCCI.COM

	USA 	UK 	EU 	JP 	CN 	KR 	AU 	
GUCCI	✓	✓	✓					WWW.GUCCI.COM
	✓	✓	✓	✓	✓	✓	✓	WWW.HERMERS.COM
HUGO BOSS	✓	✓	✓					STORE-US.HUGOBOSS.COM
JILSANDER	✓	✓	✓	✓				STORE.JILSANDER.COM
JIMMY CHOO	✓	✓	✓	✓	✓	✓	✓	WWW.JIMMYCHOO.COM
KENZO	✓	✓	✓					E-BOUTIQUE.KENZO.COM
LANVIN	✓							WWW.LANVIN.COM/E-LANVIN
		✓	✓					E-SHOP.LOEWE.COM
LOUIS VUITTON	✓	✓	✓	✓	✓		✓	WWW.LOUISVUITTON.COM
MARC JACOBS	✓							WWW.MARCJACOBS.COM
	✓							WWW.OSCARDELARENTA.COM
PRADA	✓	✓	✓	✓				WWW.PRADA.COM
RALPH LAUREN	✓	✓						WWW.RALPHLAUREN.COM
sergio rossi	✓							WWW.SERGIOROSS.COM
STELLA MCCARTNEY	✓	✓						WWW.STELLAMCCARTNEY.COM
SWAROVSKI	✓	✓	✓	✓			✓	WWW.SWAROVSKI.COM
TIFFANY & CO.	✓	✓	✓	✓	✓	✓	✓	WWW.TIFFANY.COM
YVES SAINT LAURENT	✓							WWW.YSL.COM

Shipping destinations have been provided by authorised luxury brand representatives or sourced from customer service contact points. Shipping destinations are only current at the time of report publication.

7. When selecting advertising outlets online, luxury executives recommend exclusive environments and niche communities

When it comes to paid advertising, brands are looking for customers, not followers, and need to reach affluent consumers in the most effective online locations.

They recommend advertising on luxury-specific mediums and business networks over social media sites like Facebook and Twitter, even if they already are leveraging the free community features.

87% of respondents recommend online luxury lifestyle magazines, 85% exclusive communities and clubs, 78% business networks and 74% financial news websites. Online advertising networks are not their first choice because of the potential lack of control over where the advertising appears.

Finally, luxury executives recommend selecting sites with audited traffic results, to ensure a genuine return on investment.

Q: To what degree would you recommend the following media when targeting affluent consumers with advertising?

A: Online luxury/lifestyle magazines



A: Exclusive communities & private clubs



A: Business networks



A: Business & financial news websites





LS MEMBER INSIGHTS

"Some websites seem the perfect fit but produce no results, whereas a less "sexy" website can have a very captive and long-standing audience who just lap up content immediately and convert easily."

Jerome Miller Mackay, Marketing & Web Manager, Ettinger

"Targeting luxury focused communities is perfect for creating high quality awareness and delivering specifically catered services to these niche communities."

Patricia Saiagh, Digital Marketing Director, Boucheron

"Digital allows companies today to be more informed and nimble than ever before. By utilizing the power of online communities luxury brands can directly test different products and styles in real time with their audiences. Such insights are impactful to today's business strategies."

Nima Abbasi, Founding Partner, Syndicate Media Group

8. Publishing is fragmenting and migrating online, but luxury executives are under-utilizing digital media to achieve their PR objectives

Despite the fact that consumers turn more and more to digital media for product reviews and information and that online publications are gaining ever increasing popularity and influence, only half of respondents indicated their companies are using dedicated digital PR.

Businesses that do not develop a dedicated digital PR strategy are under exploiting the enthusiasm and readership of new styles of publishers such as bloggers, often considered independent and authoritative voices.

Among the 57% that are currently leveraging this new opportunity, only 43% are managing it internally, often collaborating with bloggers and community managers, to import digital expertise. The remainder are outsourcing or collaborating with agencies and consultants, who understand how to approach these new influencers.

Q: Does your company use digital PR?

A: Yes



A: Not yet, but planning to



LS MEMBER INSIGHTS

“Definitely, and this is clearly due to the fact that PR & Web are managed separately (no coordination/combination/collaboration). Moreover, most of PR people have not understood how crucial it is to move forward on digital to establish brand e-reputation, improve SEO thanks to more optimized content and a corporate semantic approach. Digital offers a great potential for coverage...we cannot miss these opportunities anymore, especially knowing that more than 80% of people go on the web to make research before proceeding to any purchase!”

Stéphanie Bretonnière, International Communication and Public Relations Manager, Baume et Mercier

“The luxury industry has always been very conservative in its communication approach. The main players still often use the Internet as if it were a print media; a bit like when people used the first computers as if they were glorified typewriters. There is absolutely no doubt that communicating through the Internet is not only much cheaper than traditional print media, it also allows more importantly a brand to build its own community of fans and converse with them. It is therefore in my opinion a major error to outsource your first privileged direct communication channel to an agency or consultant.”

Maximilian Büsser, Owner & C.C.O., MB&F

9. Luxury brand executives are creating and curating digital content to earn attention and free media coverage from consumers, fans and followers

Luxury brands have all the elements to tell compelling stories: elaborate products, famous celebrities, exclusive events, sophisticated campaigns, artist collaborations and often a unique craftsmanship.

In digital media brands have found a new opportunity to express themselves and communicate their news and heritage and to distribute this content at no cost using sites such as Facebook, Twitter and YouTube.

While 58% of luxury executives are already using bespoke branded content, such as films and e-zines, a further 23% plan to use it in the future as more and more websites facilitate shareability of their content.

Q: Does your company use branded content (e.g. video, magazines)?

A: Yes



A: Not yet, but planning to



LS MEMBER INSIGHTS

“Yes, the idea is really to be worthy of the audience’s attention and win them over, thus creating opportunity for positive discussion and installing the brand in the subconscious of these new brand ambassadors. Brand content is rapidly consumed, and must ceaselessly be renewed with the same high quality to continue to captivate this audience.”

Patricia Saiagh, Digital Marketing Director, Boucheron

“The beauty of digital content is that it is not tied to a certain format or platform, interaction is key, but more so relevance. People will still disregard content that is of no use to them, but now have a great opportunity to share that content that they really like. Brands who do not allow some sort of sharing are missing out on their (potential) customer’s enthusiasm to share good content.”

Jerome Miller Mackay, Marketing & Web Manager, Ettinger

10. Today's luxury consumers are mobile, but luxury brands have been slow to capitalise on mobile marketing and commerce

Luxury executives are underexploiting mobile technologies. Only 35% have implemented solutions to respond to expectations of smartphone and tablet users.

Mobile is gaining momentum within the luxury industry; however, without mobile-enabled websites and relevant applications, retailers are missing sales and opportunities to connect and inform.

The range of opportunities presented by mobile technology is diverse and unique and can specifically address the need for luxury brands to innovate in the ways they communicate with and sell to existing and potential customers.

37% of luxury brand executives understand this necessity and declare that their company intends to use this technology in the future.

Q: Does your company use Mobile Internet technology (e.g. mobile app or website, tablet app)?

A: Yes

 35.2%

A: Not yet, but planning to

 37.0%



LS MEMBER INSIGHTS

“Mobile options such as geo-localisation, direct call or augmented reality, to name a few, are key to a successful application. But it’s still only a base to grow on, successful mobile marketing leverages the idea of exclusivity. Exclusive news, videos, offers, services... It’s a unique opportunity to create and entertain the closest relationship one can have with its favorite brands.”

Jérôme Allien, CEO, Boom Mobile

“The main goal of luxury M-commerce is not to necessarily create a conversion rate, but rather to offer the same quality and variety of client services throughout all devices that can access Internet.”

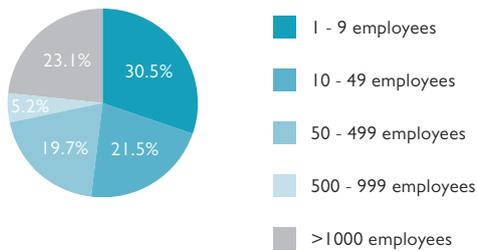
Patricia Saiagh, Digital Marketing Director, Boucheron

Survey Methodology

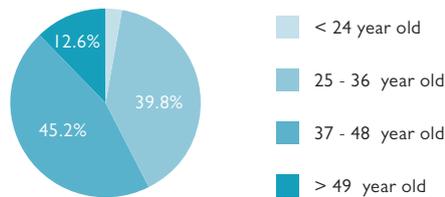
During the period of 10 September to 7 December 2010, the 15,000-strong Luxury Society community was surveyed by online invitation. While the cumulative responses don't reflect the views of a random sample of luxury professionals, they are reflective of the views of the more than 500 Luxury Society members who chose to participate in the survey and share their views.

n=514

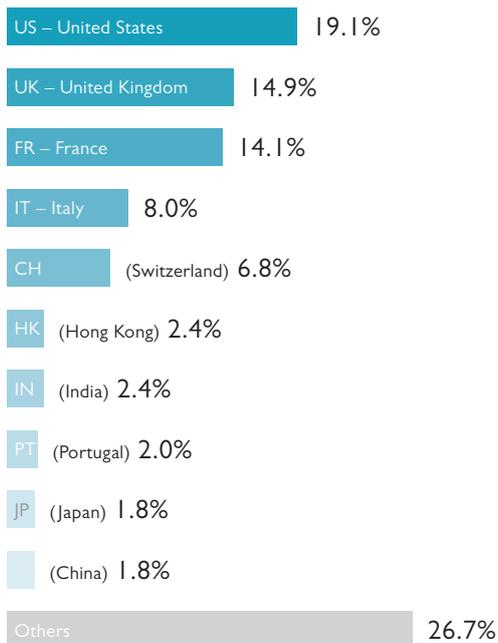
Representation by company size



Representation by age



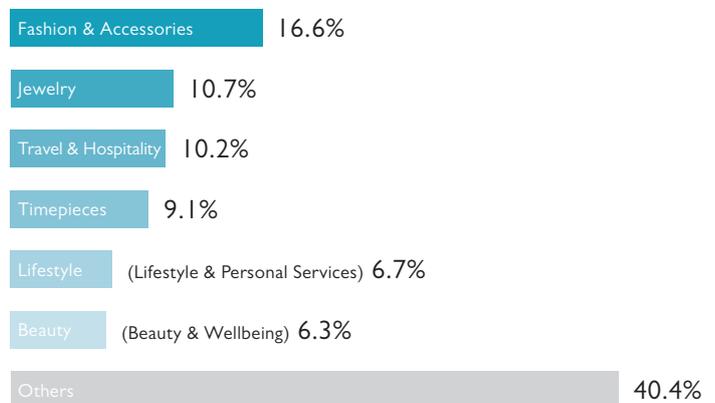
Representation by country



Representation by gender



Representation by industry



Intelligence

Luxury Leaders

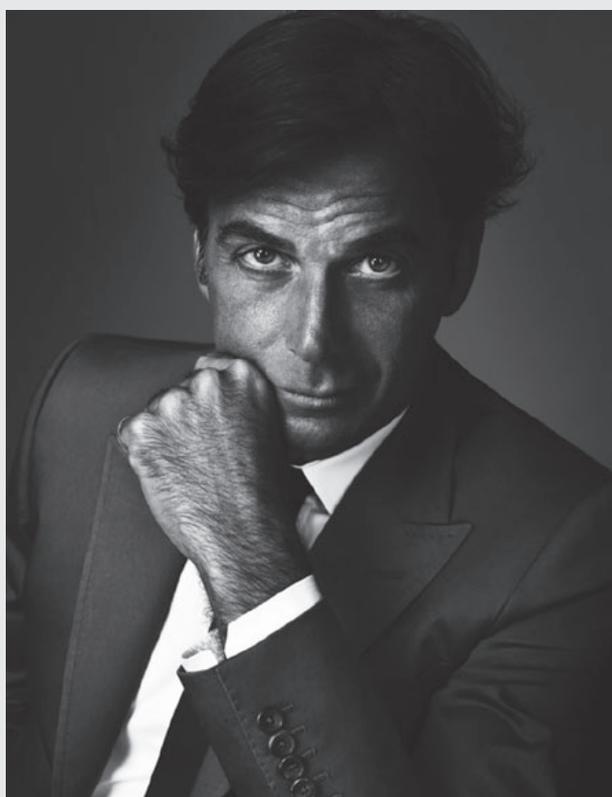
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Crafting an Intensively Attentive Online Environment

On the eve of Gucci's 90th anniversary as a luxury retailer, the firm's CEO, Patrizio di Marco, describes why digital innovation is more than just a matter of relevance and modernity.



Patrizio di Marco, President and CEO, Gucci

“The digital flagship is destined to become our highest volume store in the world”

Besides being one of the most active luxury brands in the social media space – with nearly 3.2 million Facebook fans and a host of online initiatives including the live streaming of its catwalk shows and smart phone applications – Gucci is also the first luxury brand to launch a digital flagship.

“Gucci was in fact a pioneer when it launched its US e-commerce site in 2002 and we [still] believe that new media and new technologies represent a valuable complementary communication and business channel.”

According to Di Marco, Gucci's new online retail destination takes advantage of the most innovative technologies available today, integrating rich content, shopping and social networking to provide the site's monthly 2.5 million unique visitors with an aesthetic and customer-oriented experience that replicates the one customers have when immersed in one of the brand's signature flagship stores in Rome, New York, London or Shanghai.

From a strategic perspective, Gucci's recent aggressive foray into digital media channels is a concerted effort to drive the digital flagship to outperform all brick-and-mortar store sales.

“The digital flagship is destined to become our highest volume store in the world, and should be the final destination for any search on the net: whether you are seeking out Gucci through a search engine, or are one of our 3.2 million Facebook fans, or are one of the over 840,000 people who have downloaded our Gucci App or are one of our 32,000 Twitter followers.”

While traditional luxury marketing focused on the protected environment of exclusive networks and publications, Gucci has been at the forefront of the movement which challenges the status quo by utilizing the web to expose the brand. In September of 2010, for instance, the brand invited its fans to virtually join the womenswear fashion show and even

showcased the commentary and digital content of fans on a global site alongside the show's live stream.

“One of the reasons Gucci has been successful in reaching new customers is because of the attention we have paid...”

The brand has also integrated social media into the heart of the online shopping experience. A live Twitter feed, an interface with the Gucci official Facebook fan page and product page link to ready-to-wear items straight off the catwalk, allows visitors to truly engage with the brand.

Di Marco, together with Frida Giannini, Gucci's creative director, have championed social networks as an integral part of the new site, suggesting they are a natural extension of the fashion shopping experience in the real world which is often shared and enjoyed with friends as well.

With such an active role in digital media, Gucci is not only using these channels as a very direct and content-rich form of outreach to tap into a broader audience but also to uncover metrics and insight on the site's visitors in order to become a more attentive luxury brand – something which is difficult to do with customers entering brick-and-mortar stores.

“[Digital] is allowing us to develop more personal and constant relationships with current and prospective consumers. We are also able to understand the desires and attitudes of our customers more quickly and easily through the information that is available to us, which is helping us to be more responsive. Ultimately, our aim is to offer the same values and experience to an online customer or visitor as we do in our stores.”

– Agata Seidel

Chanting a Mantra of Substance & Transparency

Laurent Vernhes, co-founder and CEO of the luxury travel booking site TabletHotels.com, reveals how his company is profiting from user-generated content for like-minded individuals.

Editorial content and social commerce are two important factors that will be driving the future of luxury, says Tablet Hotels' Laurent Vernhes, chief executive of the luxury travel booking site cum social network.

Tablet Hotels caters to connecting audiences for whom luxury travel is about finding distinctive experiences. The brand operates based on two criteria: unique editorial content that guides the quality of each destination and reviews from its customers.

“Our customer's average age is 40 years, and the average purchase price is for 2.5 days at \$900. For our customers, luxury is about lifestyle. We leverage the lifestyle aspect as an

important aspect of our brand because this is what connects and ties our audience together.”

“For instance, after a trip, users are asked to review the hotel which they booked with us and their opinion is shared with our network, this keeps like-minded users connected and the authenticity between the brand and its clients. Customers know they can rely on a trusted network of like-minded people.”

What makes the Tablet Hotels model unique is that the site is optimized with social media to enhance the lifestyle experience. It conducts contests with users making submissions for the best travel story or photograph which are then featured on the site.



Laurent Vernhes, co-founder and CEO, Tablet Hotels

“Transparency of the internet led to rate comparison; this means marketing today to luxury clientele is about true values and the substance of the product”

“Luxury clientele either are or think of themselves as sophisticated; they like to connect with other like-minded people who also reflect these same attributes. We find that our clientele has a lot of unique experiences to share that only strengthen our brand.”

“The way we see it is: we can display content based on the key element to show who these people are. The more information users can see [about] who is behind the content and reviews, the more of a connection for the brand people build. We have a database of 800,000 people, the brand at our level is still small enough that people self filter and that there is a lot of consistency with the content. As we grow we are making sure we are not losing track of the consistency for people to have a chance to define themselves.”

According to Vernhes, today’s consumer has access to an insurmountable knowledge about brands and this transparency no longer supports the marketing of the kind of fantasy stories usually associated with luxury marketing. The result is that luxury brands today have to seek to provide real substance.

“In marketing, it is tempting to try to control things. Social media adds another layer of transparency because it creates venues for communication that are completely out of control – everybody can see what’s going on. But we have found success in this transparency.”

“The biggest influence of the internet over the hotel rooms is rate comparison. Customers who check rates on Tablet also check rates on Expedia or whatever other site. Transparency of the internet led to rate comparison; this means marketing today to luxury clientele is about true values and the substance of the product. We utilize that substance through the feedback and content that we create on our site.”

Tablet Hotels does not invest in paid media but rather has built the brand through word of mouth and relied on its proposition of transparency instead to achieve success. Despite an economy that has still not fully recovered, the company forecasts that it will receive over \$80 million in gross bookings in 2010.

“Besides search engine marketing, word of mouth is our number one source for new customers. We learned that our clients had a lot of insights to share, so we integrated this into our brand model, today our customer’s feedback is what represents the brand and this trust and value impacts sales positively.”

– Agata Seidel

Social Media and Luxury Brands: A New Era

Stephane Galienni, founder and director of digital media experts Balistik*Art, explains the leading digital marketing technologies and how they relate to luxury brands.

2010 was a turning point for luxury brands in their conquest of the digital world. With the new opportunities provided by social media - where the conversation takes place - and by the blogosphere - where opinions are voiced about brands - a major shift has occurred. From a society of communication, we have moved to a society of recommendation.

Today we are experiencing a mobile and social Internet, ruled by the notion of "every time, everywhere" in which the C-to-C conversation becomes permanent and real-time and is held in a written mode. A French proverb says: "Words are fleeting, writings remain" and Google is always there to remind us of this. Social media can become uncontrollable for prestigious houses, as was recently experienced by Guerlain.

To ignore what is happening in social media is like delegating the brand's power of expression to the first passerby. Digital strategy in luxury is not about a marketing operation using a 2.0 "Swiss army knife" with its array of gadgets. It is a true anticipation of the future communication challenges for the luxury industry.

Twitter, how to reflect timelessness in real time

Early 2009, no luxury house was to be found on Twitter. Today, they almost all have their Twitter feed, with the difficulty of reflecting their rich heritage in 140 characters. Why is writing the story of an esteemed brand in real time so complicated? Literary inspirations and creative storytelling can enrich the live feed of a luxury house. Imagine the experience of discovering an unfolding story around the Hermès "Echappée belle" ad campaign, or regular telegraphs sent by a Vuitton traveller.

Facebook, luxury masstige

Facebook, with its 580 million members around the world, is a further godsend to luxury masstige and in particular for fragrance and small leather goods. The dream becomes accessible to all with one click, from fan page to e-commerce.

The hundreds of thousands of fans who join the pages of luxury brands are voluntary and motivated, but unlike the customers who enter a store, there is often no one to say: "Hello, can I help you?"

Social Relationship Management, or SRM, is an initial response to social media strategies, because luxury is primarily a matter of customer service. Social Relationship Managers can provide a daily service similar to that of a butler or concierge, listening and providing personal advice for each of its customers or fans.

Front Row Bloggers

It is now common practice to have bloggers in the front row of fashion shows, as they are the first to tweet live and quick to post articles on a new collection. Bloggers are content creators, passionate and technically savvy, capable of getting the word out on Google faster than online magazines. The paradox of embargoed press releases and information leakage on the blogosphere is a new issue of communication timing in a digital environment. PR departments have to rethink their methods so that they can address different audiences simultaneously by developing a form of transversal storytelling.

What is next? If social media was the trend in 2010, in particular with the spectacular acceleration of Facebook, 2011 will be the year of the mobile web. The QR code technology, for example, opens new opportunities for luxury advertising as it provides content to mobile users from a billboard or a point of sale. With a pocket internet connection and geolocation-based services, the media is closer than ever to the end user and offers a fabulous new perspective on brand content.

– Stephane Galienni

Why Mobile Holds the Key to the Future

Just like the e-commerce and blog sceptics before them, those who doubt the importance of m-commerce and mobile marketing will be exposed as short-sighted.



Contrary to popular belief, mobile is not just a new medium that will win attention. Instead, it represents a continued trust in a brand and its values which translate to a new channel for marketing and commerce. And as more consumers transfer their online shopping habits to mobile devices, this means the biggest beneficiaries will be those luxury brands which consumers trust across all channels – mobile included.

“Affluent and wealthy consumers are embracing mobile functionality and mobile applications,” said Milton Pedraza, CEO of the Luxury Institute in New York. “Right now they’re doing it for things that are a little mundane, but also for important things like financial services and financial information, and they have downloaded luxury brands’ apps.”

“Younger consumers have downloaded more than older consumers, but as devices get easier to use and as more people buy mobile devices with better screens, I think you’ll see mobile becoming a far more important device – even more important than the PC in terms of interacting with consumers,” he said. “It’s going to become a mobile world and luxury brands need to be really prepared.”

Finding the fit

All indications point to more luxury brands starting to advertise on mobile ahead of a fully-fledged mobile commerce presence over the next couple of years.

Prestige players such as Polo Ralph Lauren and Toyota’s Lexus have made waves and moved the needle. Each has taken an early initiative in targeting



Neiman Marcus's Christmas Book, Lexus advertising page on Esquire and R.L. Gang, the Ralph Lauren's storybook for its children line

consumers with mobile advertising and each by integrating interactive components.

For example, Lexus placed a full-page rich-media ad in the launch edition of male lifestyle magazine *Esquire's* iPad application. The unit prompted users to manipulate a digital graphic using their fingers to launch a 30-second video shot for the brand's national "Drive Precision" campaign. Consumers could then find out more information about Lexus' IS line of sedans and locate nearby dealerships to schedule an appointment.

Ralph Lauren, which was awarded 2010 Luxury Marketer of the Year, launched a shoppable storybook called "R.L. Gang" that promoted its children's fashion line. The company placed a banner ad in *The New York Times'* Editors Choice iPad application that drove awareness of, and traffic to, the initiative.

The storybook ran a plot narrated by entertainer Harry Connick Jr. that featured characters wearing Ralph Lauren items. Users could click the characters to shop the items online or on their iPads. The feature was viewed 131,000 times across channels, generating more than 100 million impressions worldwide, and drove a 250% increase in sales over the corresponding period in 2009.

Other luxury brands such as the automaker Bentley and watch manufacturer IWC Schaffhausen have

converted their branded magazines into interactive applications. Mercedes-Benz even integrated the iPad into its point-of-sale system, enabling dealers to conduct transactions on the showroom floor using the mobile technology.

Retail detail

Another example of a luxury brand looking to navigate the new marketing ecosystem by integrating mobile into its sales strategy is the storied US luxury department store chain Neiman Marcus.

"Even if you do have a great contact strategy, it doesn't matter if your customer is disappointed with your lack of multichannel integration," said Gerald Barnes, president and CEO of Neiman Marcus Direct, at the Luxury Interactive conference in New York in June. "Multichannel integration is key to prove that we're customer-centric, 21st-century luxury retailers."

"When you think about the customer, the customer just really expects you to get the merchandise from wherever the merchandise comes from," he said. "You need to be able to move back and forth between your own channels."

The retailer fully mobilized its entire product catalogue this summer, making it available on a mobile commerce site compatible with any web-enabled handheld device.

“Our strategy is to enable our customer to shop with us anywhere she wants to, any time she wants to, from any place she wants to,” said Ginger Reeder, vice president of corporate communications at Neiman Marcus. “To that end, NeimanMarcus.com is on a mobile-friendly site and we are seeing increased usage.”

Additionally, the brand has launched two mobile applications: NM Editions for the iPad and NM Gift for the iPhone. NM Editions creates a unified platform for viewing all of Neiman Marcus’ publications such as its annual Christmas Book that was released in early fall. Consumers can select and buy items from the catalogues within the application, which is available for free in Apple’s App Store.

The NM Gifts application lets consumers browse and buy from Neiman Marcus’ full selection of holiday gifts. It also integrates the iPhone’s accelerometer technology to create a more interactive shopping experience, letting consumers shake their devices to generate gift suggestions at random.

“Multichannel integration is key to prove that we’re customer-centric, 21st-century luxury retailers”

“When you look at the way [luxury retailers] reach and connect with consumers today, the old model where consumers are loyal to one channel of distribution has gone by the wayside,” said Pam Danziger, president of US-based firm Unity Marketing. “Marketers need to be reinforcing relationships across all channels, because that’s how consumers are shopping.”

CRAFTING A MOBILE STRATEGY FOR LUXURY BRANDS

- Study audience habits – buying and media consumption patterns
- Is the product or service suited to mobile marketing or mobile commerce?
- Discuss channel conflict issues internally
- What have you done on the traditional web?
- Will the luxury experience and brand values translate well to mobile?
- Marketing or sales, or both – make objective clear
- Mobile is a medium comprising many channels, but it also serves well as a traffic driver to retail or online experiences
- Dedicate the resources – HR, budgets, time and patience

LUXURY MARKETING WITH A MOBILE MINDSET

- Establish a mobile-friendly website, even if it’s a simple landing page and a couple of other pages reflecting the brand values and core information
- Apply for a common short code to begin SMS marketing that ties in with the brand’s overall loyalty marketing efforts
- Run targeted mobile advertising on reputed publisher sites and across mobile ad networks with banner ads, rich media units and video
- Mobile search optimization – work with companies like Google, Microsoft and Yahoo
- Deep pockets? Build a fully-fledged mobile site and application with shopping and transactional capability
- Use retail stores and catalogues to drive mobile database build-up
- Employ SMS to opted-in consumers to push traffic to stores
- Promote short code signup and application downloads in print, television, mail, online and catalogue ads
- Repurpose material on mobile to extend the luxury experience

“Neiman has done a whole lot of work in understanding this cross-channel mix and bringing the channels together into a unified marketing strategy,” she said.

Just check in

While success stories abound of luxury brands effectively tapping mobile’s potential for driving conversions, the actual development process can be tricky.

“I think the challenges are, specifically, when you first build a mobile site or application, it’s the first time you have done something,” said Christoph Oberli, vice president of e-commerce at the Mandarin Oriental. “You basically don’t know what you don’t know, and the learning experience can be a challenge.”

Mandarin Oriental had to address such concerns early in the development process for its slate of mobile properties, which includes a website and an iPhone app, as well as a forthcoming iPad app. One challenge the company faced was in understanding what its target consumers wanted out of a mobile offering.

“You really need to understand your customer if you want to build a mobile presence – and even more so because it’s such a small screen,” Oberli said. “When you’re in such close proximity to your customer, you need to really understand the customer and what it is they want to do on a mobile site and build around that. That’s a prerequisite more than a challenge.”

The Mandarin Oriental PC website has the most content and images, whereas the mobile site is a spare experience that focuses on maximizing utility and minimizing clutter by providing only relevant information for individual travellers. Meanwhile, the application includes information dedicated to bringing destinations surrounding the brand’s hotels and serves more as a travel guide than the other platforms, while also enabling bookings.

“Our mobile site was a big push first, and led to a lot of visits and a decent amount of bookings,” Oberli said. “The application was built in a later stage and was more of an engaging tool.”

“All three of our platforms – the website, the mobile site and the app – are trying to form online touch

points for our customers, and have slightly different purposes,” he said. “In other words, there is some consistent content across all three platforms, then some very specific items for each platform.”

Another challenge is development.

“We’re a small company, so we don’t have in-house development teams,” Oberli said. “With virtually everything we do, we work with a third party. The beauty of that is, as a luxury brand, you need to build the absolute best. Whatever you do has to be top quality everywhere.”

“In our case, we have worked with solid partners who built apps and mobile sites before, so we could alleviate some of that danger [of inexperience],” he said.

What now?

The luxury industry, at large, faces a few challenges in terms of mobile engagement. The first is that many luxury brands are still working to understand how to execute e-commerce strategies. Marc Jacobs and Donna Karan have only launched e-commerce-enabled websites in 2010. For such brands, mobile will be a catch-up game.

What’s more, many other luxury brands are reticent to adopt mobile commerce strategies for fear that they might lose some of their prestige and mystique by making items available on a sales channel even further removed from the traditional showroom experience than e-commerce is. Consumers, however, are shopping across channels. And mobile is becoming a bigger piece of the equation.

“Mobile enables luxury brands to reach consumers at each step in the marketing funnel – awareness, trial, persuasion and loyalty,” said Mickey Alam Khan, editor in chief of *Luxury Daily*⁽¹⁾. “The consumer is already on mobile – don’t fall too far behind.”

– Peter Finocchiaro

(1) *Luxury Daily* (www.luxurydaily.com) is a trade publication covering luxury marketing and retail

When the Improbable Is Also Profitable

Oscar de la Renta's CEO, Alex Bolen, explains why e-commerce works for the most unlikely of products and how social media serves the fashion brand's designers and merchandisers.



Alex Bolen, CEO, Oscar de la Renta

“Our customer has taught us that there are moments where she will want to spend hours in a store shopping and there are moments where it’s a quick impulsive purchase”

Because today's luxury goods consumers are present across numerous channels, being there for them wherever they may be is a crucial aspect of business to get right, says Alex Bolen, Oscar de la Renta's chief executive – and the man responsible for the fashion brand's foray into e-commerce and social media.

“Our presence online has suggested to me that consumers are very quickly adjusting their behaviour to new modes of shopping and we need to really be out at the forefront of it. We have had many surprise anecdotes from having our brand online, anything from a \$50,000 chinchilla coat sale through our website to completing a sale for a bridal dress via Twitter.”

For many luxury fashion brands, e-commerce has still not yet eclipsed the performance of physical stores but a very significant consumer appetite is present.

“When we first began thinking about e-commerce three to four years ago I was very sceptical that our brand would not fare well as, at that time, we were not particularly optimized in products that don't have size requirements. Our bread and butter product is a \$4 - 5,000 cocktail dress which is very fit intensive, in fact the perfectly fitted garment is an important part of our brand and this is something that seemed to me didn't jive well with an online shopping experience.”

“I was wrong about that. Surprisingly we have had a very good reaction to our fit intensive products online. What we found in retrospect is that customers will order two different sizes and keep one of them.”

“Our customer has taught us that there are moments where she will want to spend hours in a store shopping and there are moments where it's a quick impulsive purchase – as a luxury brand it's important to us that we are present wherever our customer is.”

According to Bolen, e-commerce currently drives only 10% of the luxury fashion brand but it is growing very quickly. In a relatively short period of time, he forecasts Oscardelarenta.com to become the brand's most prolific door.

One of the ways that the brand is extending its outreach to drive customers back to the site is through social media. Oscar de la Renta has taken a very creative approach to emerging media platforms such as creating a unique online personality for the brand on Twitter called OscarPRgirl. The brand uses Twitter as a channel to provide unique insight into the world of Oscar de la Renta and to engage with entirely new audiences as well supporting the interests of existing ones.

“We want to broaden our array of services to our customers as much as possible and services include consuming content. Everyone who goes to Oscardelarenta.com is a potential shopper – maybe they are a shopper today maybe they are a shopper in six months. As a brand we need to figure out a way to engage them and we need to offer services for wherever that person may stand on the potential customer spectrum.”

“As a brand, we want to augment the initiatives online started by OscarPRgirl and speak more about what we are doing by explaining what our brand is about in more than just 140

characters. This means we want to extend our communications to areas such as rich video content and audio content.”

For a luxury brand like Oscar de la Renta, social media is proving to be much more than just a PR tool but one that is feeding business insights about the brand back to the company.

“For Oscar de la Renta, social media has provided us with information on what our customers think, what they need, what they want and what they expect of us. From our jewellery offerings, accessories, scarves, etc. we have made many merchandising choices [and] many design choices based on feedback we got online.”

“I am a big believer that you have to listen to your customers, and the online world has given us a new way to listen to our customers and we have learned to position ourselves based on what we hear.”

– Agata Seidel

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The Blurring Boundaries of Branded Content

Gone are the days when luxury marketing was defined by the process.

A seismic shift is being felt in marketing circles today. The two foundations which once anchored marketers in the luxury industry – the product and the brand – are now being thrust forward like tectonic plates on a collision course with a red-hot mercurial element called ‘content’.

Just as Web 2.0 is transforming publishers into retailers by embedding e-commerce into the pages of online magazines, the digital era has also triggered an explosive innovation in the other direction. Luxury e-tailers like Net-a-Porter have long produced editorial content in order to buttress the vending component of the business, but now luxury brands themselves are becoming content providers too.



Net-a-Porter Homepage

Some of this new digital content complements the brands' goods and services while other content is peripheral or seemingly unrelated to their core offering. But however such content may be positioned, its promise is to present consumers in-the-know with exclusive entertainment and information which enhances their brand experience online.

Platforms to Create, Curate & Commission

Dolce & Gabbana's recently launched Swide.com is one example which combines several categories of content. It publishes magazine-like articles about products and people unconnected to Dolce & Gabbana but which are likely to interest their consumer such as a review of the new Range Rover model Belle Evoque and an interview with a renowned champagne expert. There is also content subtly connected to the brand's products like a photo gallery of ideas for Christmas gift wrapping or carefully curated Youtube videos of celebrities who inhabit the designers' universe. The latter case is of particular interest.

When Swide.com's authors featured a news story in November about Rihanna's appearance on the David Letterman show, for instance, a fleeting reference to the fact that the pop star was wearing a Dolce & Gabbana dress only appeared in the caption of the video. Another article about the release of a book by Monica Bellucci is a wink and nod to the brand's loyal followers, many of whom probably noticed that the Italian actress is also the model for the ad campaign of the co-branded product Martini Gold by Dolce & Gabbana.

Original multi-media content is similarly commissioned to bolster the firm's many other business initiatives like an interview with Diego di Luisa, a boxer for the Italian boxing team that Dolce & Gabbana sponsors, and videos featuring 'must-have' items from Yigal Azrouel and other up-and-coming designer collections which are sold at Spiga2, the new multibrand boutique in Milan – owned by Dolce & Gabbana.

However, Dolce & Gabbana's content model is very different to that of other luxury brands. LVMH's

landmark launch of Nowness.com earlier this year provided one of the most liberated templates for such a platform with its exceptionally discreet branding and its reputation for editorial freedom. Chanel’s behind the scenes blog, Chanel News (chanel-news.chanel.com) and Thomas Pink’s Pink TV channel are examples of a more pragmatic content approach to increasing customer loyalty.

“And that’s just the tip of the iceberg,” says Patrizio Miceli, CEO of Al Dente, the Paris-based branding and communication agency whose clients include Groupe Richemont, Gucci Group, Chanel, Dior Couture, Estée Lauder and Longchamp. “Brands have become the new media – their own media. They’re flirting with film, snuggling up with the art world and this connection is generating a whole new type of content. It’s an artistic production which conveys the image and values of the brand, even when disconnected from a product.”

Miceli says that it was within this context that Al Dente created a contemporary art blog for Le Royal Monceau Raffles Hotel in Paris, called artforbreakfast.com.



Artforbreakfast.com homepage

“With its own art concierge, gallery and art book shop, the legendary five star hotel – whose recent renaissance was engineered by Alexandre Allard and Philippe Starck – is aiming to become a mecca of contemporary creation. With this in mind, it needed

a medium to reveal not only the artistic happenings within the hotel, but also those happening in the French capital at large and, through this, to impose its vision,” she adds.

Kamel Ouadi, who serves as both the digital EVP for Nowness.com and global digital media director Louis Vuitton, has suggested that one motivation behind LVMH’s decision to use content was that Nowness gives LVMH’s portfolio of brands a space to promote aspects of their brand stories which wouldn’t be suitable to feature on the brands’ dedicated websites.

Talking to *BoardsMag.com* around the time of the Nowness launch, Ouadi said: “Luxury is a culture, so you have to be in the know, to get backstage, behind the scenes. I think it will provide unexpected stories that are fresh, pure, emotional and beautiful... It’s the right space to connect with luxury, the best of the best of the industry.”

An Essential Part of the Marketing Mix

In terms of positive brand equity, the incentives for offering good digital content are obvious enough but to view content as an add-on is misguided, as one marketing expert suggested a few months ago when he identified branded content as an essential part of the ‘pull’ side of marketing’s ‘push-pull’ system.

“Today marketers are using content as a means of engaging with consumers,” wrote Michael Barnett of *Marketing Weekly*. “It is no longer enough to push the product towards the market; the product has to pull the market in through channels such as social media.”

Coach’s campaign, The Poppy Project, was a recent example of this with a game that not only promoted a particular range of products through Facebook but also took a step in the direction of user-generated content by enabling users to grow poppies on their own blogs.

At a time when marketing messages have become interactive instead of broadcasted and when the future of advertising is about being integrated rather than interruptive, consumers have come to expect brands of all kinds to create content of their own.

It is this fact which has prompted leading figures in luxury's digital space to make such bold statements as the one that Burberry's chief creative officer Christopher Bailey famously uttered during London Fashion Week in September. "We are now as much a media-content company as we are a design company because it's all part of the overall experience," he said.

According to digital marketing specialists operating in the luxury industry, there are several other benefits that branded content can offer.

"Brand content also gives brands a new opportunity to control their image in a positive way," says Al Dente's Miceli. "The current diversity of media available – Facebook fan pages, blogs, dedicated sites, Youtube – allows them to deal directly with their audience and provide content corresponding with their interests and aspirations."

Shenan Reed of Morpheus Media, believes that there are at least two segments of the luxury market for which branded content can be customized for maximize impact or which can be especially popular – the UHNWI and Generation Y.

"Gen Y's are content-focused, rather than brand-focused. So the way for forward-thinking brands to reach them is to become digital and content-focused, too," says the co-founder of the New York agency whose client list includes Bergdorf Goodman, Vichy and Michael Kors. When targeting exceptionally wealthy 'ultra high net worth individual', Reed suggests that exclusive, tailor-made branded content can help them "feel that marketers are giving them an experience that's 'separate' or 'above' the rest."

For Jim Boulton, a London-based partner at Story Worldwide, an international 'content agency' working with brands like Agent Provocateur and Lexus, content is also a matter of good value for money.

"By providing regularly updated content, a brand increases the number of re-visits and also increases dwell time, which in turn improves conversion. So regularly updated content means improved search results, more links, more visitors, more customers and the incremental cost diminishing to almost zero," he says.

A Labyrinth of Applications & Devices

Because of the growing diversity of outlets for digital content such as PCs, tablets, mobile phones and still others, Morpheus Media's Reed is adamant that each content experience needs to be specifically designed for the device it is used on; maximize the particular assets of that device; and have a clear purpose.

"Luxury marketers need to captivate at any and every single touch point. When you can do that, users look forward to the next incarnation of the brand and are far more open and receptive. A number of marketers make the mistake of taking one type of interaction, believing they can repurpose it on another platform," she says.

"[However] luxury marketers can create 'spreadable' content, if they're focused on the purpose of the content and are clear about the audience it's created for," explains Reed, advising brands to consider creating a "trans-media experience" which can transcend individual platforms yet still be specific to each device in some ways.



BMW & Mercedes Benz iPad magazines

In the auto sector in particular, the iPad has become the favourite outlet to reinterpret existing branded customer magazines. BMW, Mercedes-Benz, Jaguar and Bentley are among the many luxury automakers

which have each recently released or updated rich media versions of their flagship publications for the tablet device. Although some have done so better than others, their iPad apps all offer the potential to expand a brand's content offering beyond the printed magazine and beyond a glorified digital catalogue.

Hoteliers and hospitality operators, by contrast, have been more focused recently on the iPhone and other mobile devices for consumer-facing content off the hotel premises. While many luxury hotel apps, like the Mandarin Oriental's, are still little more than extensions of the core hospitality services of booking reservations, making itineraries and checking-in, others like Fairmont Hotels & Resorts's are being designed with destination guides and other extra content.

Branded content is more than just the added convenience of being able to access existing content remotely or in a new medium. It is the proposition of a bonus to the user or consumer which passes on valuable knowledge, interesting experiences or entertainment. This type of content is most often created with mobile devices in mind – as some of the popular examples recently released by fine jewellery and luxury timepiece brands demonstrate.



Tiffany & Co's iPhone application

One such content feature in Tiffany & Co's m-commerce app is an accurate ring sizer, which claims to be the first mobile tool of its kind from a jeweller and lets users determine their size by scanning the size of a ring that they already have as it is placed on the iPhone's screen. Similarly, in Jaeger-LeCoultre's app, interspersed between a gallery of 60 or so watch models, there is a dictionary of horology (watchmaking terms) and virtual watchmaking classes to help users understand more about these specialty products.

“Brand content also gives brands a new opportunity to control their image in a positive way”

Patrizio Miceli, CEO, AI Dente

Another type of mobile app which can be considered content has been dubbed ‘advertainment’ – such as games – although many of those launched by luxury brands so far have been widely criticised as either primitive, boring or as poorly disguised advertising.

Content's Many Challenges & Caveats

In the rush to enter the smartphone and tablet markets, many of these self-styled content apps failed because they didn't have enough substance. In other words, they were launched on the market just for the sake of it or ‘because everyone else was doing it’. Others disappointed users because the app developers were either not well matched with the luxury brand or the app's particular objectives. Developers who might be good at optimising m-commerce into an app, for instance, may not be the most talented at captivating a finicky audience with a game app.

And there is another challenging HR aspect to branded digital content for companies like luxury brands which are not selling digital content as their core product. No single department or individual is clearly in charge of branded content because it is still in the early stages of its evolution and because it requires an overlapping subset of skills from several business divisions. Just as the social media role has yet to be definitively delegated to one department, staff who oversee branded content also fall somewhere between PR, marketing, advertising and newly forming digital divisions.

The overwhelming reasons for failure, however, are quite simply that branded content has been poorly

“It’s also extremely important that the brand be integrated into the content without becoming the story”

Shenan Reed, Managing Director, Morpheus Media

conceived or poorly executed or both. Insight into such failures can be garnered by looking outside the luxury industry, where many FMCG brands have had longer to experiment with various content models.

Three years ago, American beer brand Budweiser established Bud.tv, an online television channel broadcasting original drama, comedy and sport programming. Despite heavy early investment in many major Hollywood actors, TV talent and the buying of prime time advertising slots during sporting events, visitor numbers to Budweiser’s branded content site were an unmitigated disaster – prompting the firm to pull the plug less than two years after its launch.

Marketing Weekly’s Barnett suggested that the site’s demise was blamed on, “a complex age-verification system and an inability to produce the volume of content required with the resources available.” It is interesting to note that at least one of the obstacles might have been avoided through better development.

There are several other common mistakes luxury brands can make, according to Morpheus Media’s Reed. Often, she says, they fail to make their content shareable beyond the biggest social media sites of Twitter, MySpace, Facebook and Youtube. “There are a host of others too for a variety of groups and special interests,” she points out.

Reed also says some luxury brands are overly cautious or precious about digital content. “Be Brave. Then be braver,” she counsels. “Agencies are only as creative

as their clients are brave. [But] not everything needs to be slickly produced because simple ideas from the outside can be the most impactful.”

“It’s also extremely important that the brand be integrated into the content without becoming the story. Consumers don’t want brands thrown in their face but get the message when the brand is part of the content’s storyline.”

Organically Conceived & Subtly Inspired

Borrowing another case study from the mass market, Reed suggests that some of the best examples happen somewhat organically. If this is indeed the case, then meticulous strategy and execution are only two pieces in the puzzle. One of the most valuable things for luxury brands to do then may be as simple as nurturing strong relationships and keeping a running dialogue with the relevant arbiters and creators in areas of culture which brands have identified as a good match.

“One of my favourite cases is ‘Walk Across America’ – a group of people were going to make a short film about someone walking across the entire country. Then Levi’s got wind of it”, Reed explains. “They told the filmmakers that Levi’s would fund it if the person walking wore Levi’s throughout the shoot. But rather than make the short film be an entire Levi’s commercial, they did it right. The only branding done is the last ten seconds...Levi’s got to repurpose it, but first they let it create a natural discussion. They respected the content while supporting an artist and his vision.”

Although branded content may seem like yet another wild and unfamiliar frontier for luxury brands to conquer, the concept has in fact been around in other business sectors for many decades. In many ways, the only thing new about it is the digital medium it inhabits.

“Remember those early brands in the food industry that put recipes on the back of their products?” urges Al Dente’s Miceli. “The goal was simple. Give the clients that extra content and forge a special relationship with them all while extending the brand identity beyond the product itself.”

– Robb Young

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real time industry news

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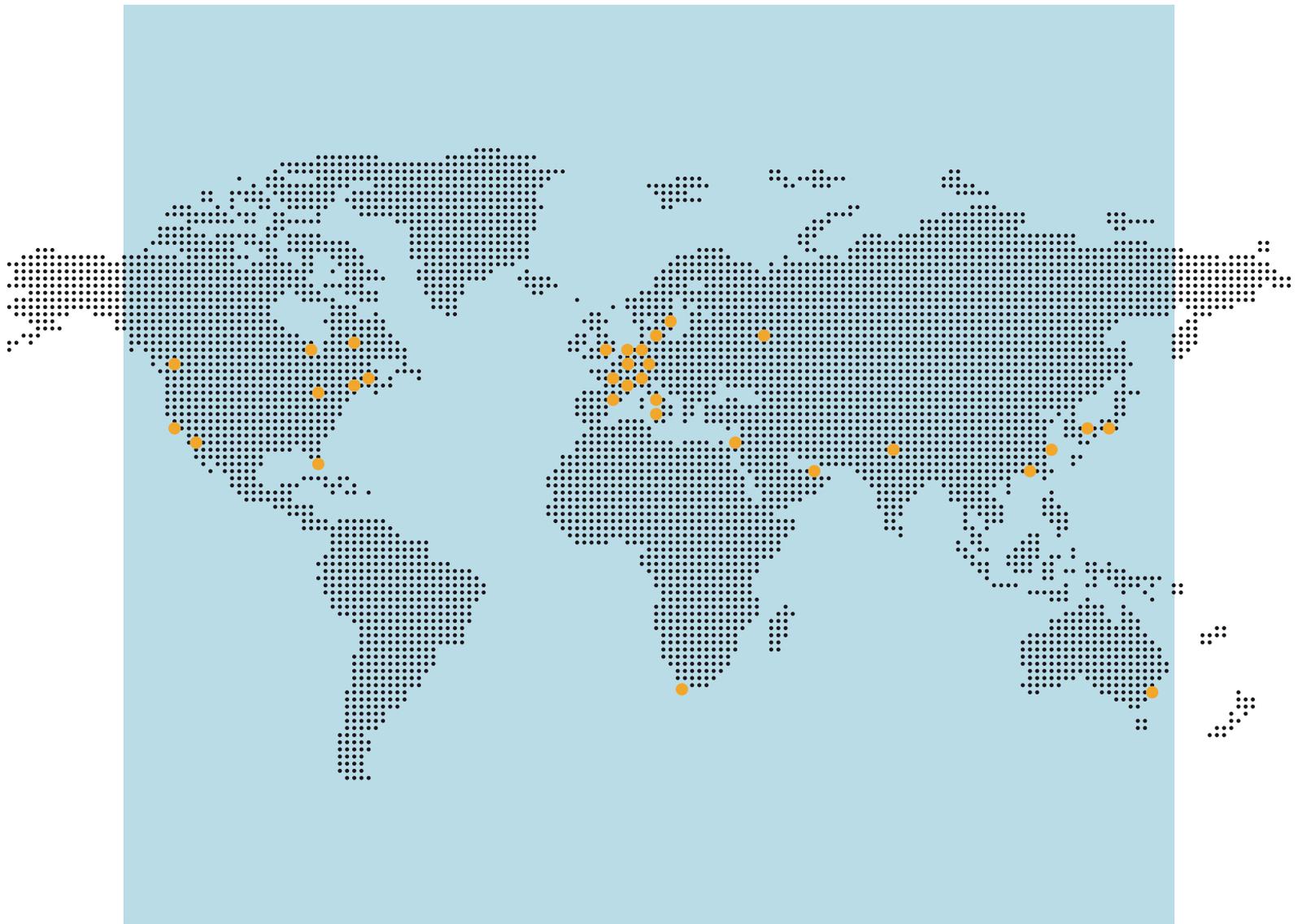
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Directory



“Fashion goes out of style,
luxury is timeless”

Geoffroy Masuy



Never ending Brands

.abstrakt



OVERVIEW

.since 1998, the digital agency .abstrakt proposes creative, innovative and efficient web services.

.as one of the last independent historic actors in the on-line development market, we have retained the passion and creativity which greatly contributed to the agency's development and success.

.known as one of the leaders in flash creation, we focus on the quality of our projects and our customer satisfaction.

.alternative to the « big players », we are able to select from our network the best partners for each project.

.real partner in 360° approach of the Internet world, .abstrakt accompanies luxury houses and big companies in strategical advice and deployment of their digital strategy.

AREAS OF EXPERTISE:

- 3D
- Art direction
- Brand identity
- Communication
- Design
- Digital media
- Ecommerce
- Graphic design
- Innovation consulting
- Marketing consulting
- Online marketing
- Web design
- Web development

DETAILS

Date of creation: 1998

Permanent staff: 30 employees

MANAGEMENT



KLEIN Jocelyn
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Business Manager & Coowner
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CORBEX Matthieu
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DUQUETTE Thomas
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info@abstrakt.fr
www.abstrakt.fr

Worldwide screen network in private jet terminals and private clinics



ADVANCED AIR SUPPORT, PARIS



JET AVIATION, SINGAPORE



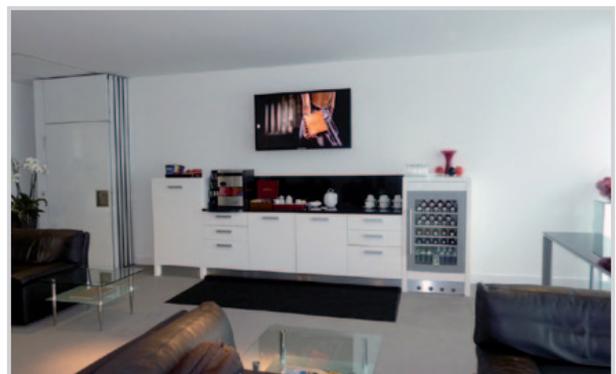
TAG AVIATION, GENEVA



EXECUJET, ZURICH



JET AVIATION, DUBAI



TAG AVIATION, LONDON

345 SCREENS, 25 COUNTRIES, 125 CITIES AND 3,2 MILLION CAPTIVE AUDIENCE IN 2011

ADLUX™ | *broadcasting luxury*™



OVERVIEW

What would you do to reach the Ultra-Elite – the ½ percent of people who represent almost 50% of the nation's wealth? ADLUX™ has made that possible for the right partners, who carry the right message and represent the right brands.

What is the best advertising campaign? The answer for this question is simple – a campaign that targets at least 95% of the target audience and utilizes the best visual presentation.

ADLUX™ today is active in 3 main sectors: Private Aviation, Private Clinics and Branded iPADS. The main approach is digital – we using large, soundless, high-definition screens, iPADS and other high-tech devices for perfect realization of luxury brands promotional campaigns. Our captive audiences are 100% of passengers and owners of private jets, as well as visitors of private clinics. We offer 100% ROI.

Private jet aviation terminals – FBO's (Fixed Based Operators) VIP lounges

ADLUX™ today operates over 200 screens in over 160 FBO's worldwide: Europe, Asia, Middle East, Russia, South Africa, USA and Canada and aiming to reach over 250 FBO's by the end of 2011. We install large, soundless screens in lounges and VIP rooms. All screens are broadcast attractive informational and publicity programs. Monthly target group reach out over 500 000 passengers and owners of private jets. Major cities such as Geneva, Zurich, Paris, London, etc. are covered almost 100% by our network. The phsycological aspect of the traveller (Nomade) is widely accepted as a perfect time for transfer the message.

Private clinics – Switzerland, Italy, Germany, Austria, Russia, France

Following major success in private aviation sector, ADLUX™ expands its activity to the additional premium markets such as Private Clinics. After research about movements of our existing target group (passengers of private jets) we realize that one of the most desired destination – to/from Private Clinics. ADLUX™ successfully achieved its presence with private clinics and today we can offer to our clients even higher number of captive audience, in the best mental state for promotion. Swiss based groups of clinics such as Clinique Genolier, Clinique La Prairie, Clinique des Grangettes and others welcome our network and even more. Currently we operate 45 screens in 10 Private Clinics with over 400 000 visitors yearly.

Branded iPADS – on board of private jets, in FBO terminals and in private clinics

ADLUX™ continues to expand its network to the most premium locations worldwide as well as using the most modern digital supports for promotion. iPADS becomes a very demanded luxury accessory. ADLUX™ takes the advantage of successful support and combines it with its experience in luxury sectors. ADLUX™ offers to use iPad branding on 2 main phases: 1) Static: Case branding, iPad body branding, Screensaver and Background Branding, Movie trailers. 2) Dynamic: Creation or implementation of existing application on homepage. Branding of Safari homepage.

DETAILS

Date of creation: 2007
Permanent staff: 5 employees
Worldwide presence:
Geneva (HQ), Paris, London,
Munich, Moscow, USA

MANAGEMENT



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Katrin Kunnap
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A close-up photograph of a hand with bright red nail polish holding a black rotary telephone receiver. The hand is positioned in the center-right of the frame, with the thumb and index finger gripping the handle. The receiver is held at an angle, showing its circular face with a grid of small holes. The background is a plain, light-colored surface, possibly a desk or table, with soft shadows cast by the hand and the phone. The overall lighting is soft and even, highlighting the texture of the hand and the metallic finish of the phone.

—
al dente
cooks up
new
media
campaigns
—

So if you're craving for one...
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al dente

OVERVIEW

Al dente isn't an Italian restaurant, although we do love cooking splendid pasta sauces for our clients.

Al dente optimises the visibility and reputation of luxury brands.

With a highly skilled understanding of the luxury domain and new media, Al dente creates innovative campaigns while seizing the newest communication opportunities. Experts in developing brands and products, Al dente devise, create and diffuse the right message to an international network of influencers.

Being al dente is being just right. The right moment, the right place, the right target, the right positioning, the right message...

Being al dente is having that *je ne sais quoi* that has you craving for more.

MENU

MUSO

Inhaling and absorbing the latest trends. Identifying targets, new behaviours and understanding them. Enlightening and advising brands on markets in a state of constant motion.

New Media trend reports – High end customers and trend leaders survey – Creative focus groups

BRANDING

Positioning a brand, a product, finding a name, a visual identity and telling its story.

Strategic Planning - Naming- Storytelling – Artistic direction – Editorial advice

NEW CAMPAIGNS

An original and participatory campaigns spread over all new media respecting luxury codes and brand's DNA.

Creating conversations between the brand and its clients, the product and the opinion leaders.

Campaign creation - Digital & viral strategy - Innovation opportunities - E-media planning

REFERENCES

CHANEL, ESTÉE LAUDER GROUP, GUCCI GROUP, DIOR, INTERPARFUMS, L'ORÉAL, LONGCHAMP, JULIETTE HAS A GUN, ROSEBUZZ, WAD, LAGARDÈRE ACTIVE, GALLERIES LAFAYETTE, LE ROYAL MONCEAU...



AL DENTE

BRANDING & COMMUNICATION

DETAILS

Date of creation: 2004

Worldwide presence:

Paris, New York

MANAGEMENT



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Balistik*Art

BALISTIK*ART

OVERVIEW

Balistik*Art is a communications agency which accompanies luxury and premium brands in their digital strategies.

With an international scope, our core competency is to understand and anticipate the evolution of online communities in order to deliver the right message at the right time, using the right communication channels. We adapt your brand message into an effective and creative concept that implicates bloggers and social media at wide. Storytelling is at the heart of every campaign.

Over the years, Balistik*Art has developed strong relations with opinion leaders and bloggers in the fields of luxury, fashion, beauty, fragrance, lifestyle, design and culture, throughout the United States, Europe, South America and Asia.

In our Community Management, we listen to what is being said about your brand on Blogs, Facebook, Twitter, and forums and take this into account before engaging in the conversation.

We believe in public relations that follow the rules of respect, courtesy and personal liberty of the individual behind the screen.

SERVICES

- Global web surveillance and E-reputation
- Digital strategy and Art direction
- Online PR and Community Management (Blogs, Facebook, Twitter, Foursquare)
- Brand content (websites, blogs, films, widgets, advertainment, co-creation with bloggers...)
- Communitarian and Themed Events organization

AWARDS

- ▶ 2009 Grand Prix Stratégies du Luxe - « Global Communication »
International Buzz Campaign for Dior's « The Lady Noire Affair »
- ▶ 2010 IAB Awards (Interactive Advertising Bureau) - « Digital Innovation »
Jury's Special Mention
International Buzz Campaign for Thierry Mugler's « Womanity »

REFERENCES

DIOR, MARTELL, MARC JACOBS, GUERLAIN, LANCÔME, THIERRY MUGLER PARFUMS, JEAN PAUL GAULTIER PARFUMS, GIORGIO ARMANI BEAUTY, YVES SAINT-LAURENT PARFUMS, HELENA RUBINSTEIN

DETAILS

Date of creation: 2007

Permanent staff: 10 employees

MANAGEMENT



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Katja Graisse
PR Manager
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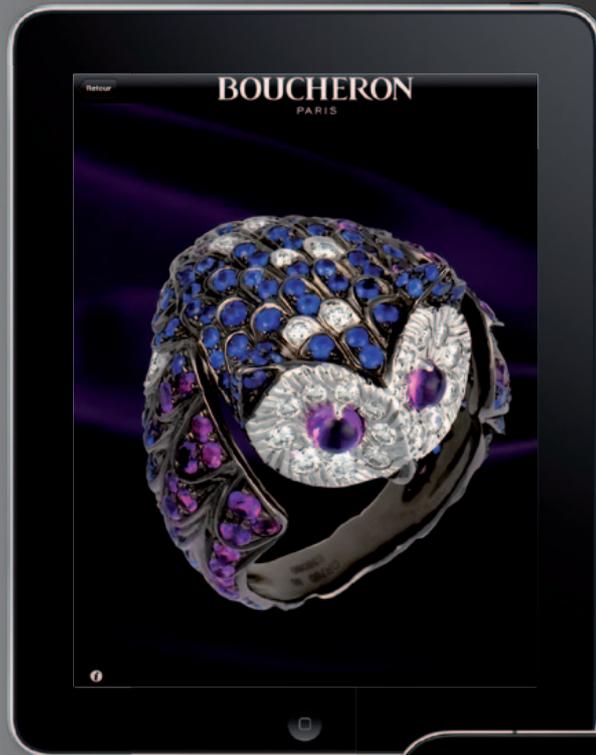
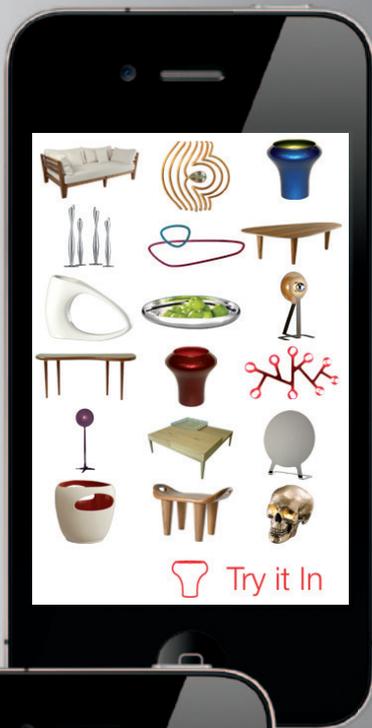


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CHANEL J12



IWC



Girard-Perregaux



Cramer

Boom Mobile SA



OVERVIEW

Boom mobile SA is a communication agency dedicated to mobile devices. We create mobile applications for brands.

Our expertise goes from strategy to deployment. A combination of technical knowledge and communication experience with 15 years of development on small portable screens (eg. palms) and 15 years of traditional and interactive communication.

iPhone & iPad apps specialists, we also develop on all platforms, such as Symbian, Android and Blackberry.

Boom mobile SA also offers know-how and advice about mobile communication. In the era of “cross media” it’s essential to use the mobile medium in total coherence with other types of media.

Our approach

- sharing expertise with our clients
- co-developing the strategy with the brand
- reinforcing the connection between the brand and the client
- evolution based on facts - statistics are key to successful development

REFERENCES

- ARTRAVEL
- BAUME & MERCIER
- BOUCHERON
- CHANEL
- CHAUMET
- DEWITT
- DIOR
- CICR (Comité International de la Croix-Rouge)
- EXPRESS ROULARTA
(Côté Sud /Est/Ouest, Côté Maison...)
- FÉDÉRATIONS DES OSTÉOPATHES DE FRANCE
ET DE SUISSE
- FRED
- GIRARD-PERREGAUX
- IWC
- JAEGER-LECOULTRE
- LEGEND RACER / GOLAY SPIERER
- PIAGET
- RINGIER - EDELWEISS MAGAZINE, L'ILLUSTRÉ
- SIDACTION
- SOON MAGAZINE
- UBS
- VACHERON CONSTANTIN

DETAILS

Date of creation: 2007

Permanent staff: 6 employees

MANAGEMENT



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*88% of the internet users consider that it is judicious to find in a same website the current collections of a brand with its standard prices and its previous collections with reduced prices. Survey carried out by OpinionWay realized on the 7th and 12th of May 2010 among 1032 persons from 18 to 65 years old, having bought something online during the last 12 months.

EspaceMax



OVERVIEW

Pioneer in the organization of private and factual sales in the Catherine Max showroom, our company has adapted its know-how to the sales on Internet by creating in 2005 the espacemax.com website.

Espacemax.com offers all year current collections and private sales of brands of ready-to-wear clothing and accessories for Men, Women and Children, of jewelry, of watches, of toys, of decoration, and of delicatessen etc.

Concerning the current collections, products are presented by neighborhood: a revolution for the e-commerce and a real added value for the customer who enjoys buying as a Parisian:

Saint Germain des Prés, Marais, Faubourg Saint-Honoré... Nursery school or Flavours and Decoration.

Prices corresponds to the traditional distribution : espacemax.com positions itself as a multi-brand distributor that is to say an online Department Store, in the same way as your other retailers.

Concerning the private sales, the website proposes an average of three new sales per day. Whatever it is about famous designers or new trendy brands, we enable brands to sell their surplus stock in a qualitative way.

With a unique know-how for the sale of upscale products with promotional and full prices shop, espacemax.com becomes the first Luxurious and Fashionable Department Store online.

Concerning the **Catherine Max showroom**, it provides the possibility to sell the surplus stock in an elegant and more confidential way.

In a space of 1500 m² near the Trocadéro, sales are renewed every week, allowing you to remain discreet and the members to constantly have access to new products.

We can also organize your private sale in your shop or the place of your choice.

Some figures:

Espacemax.com: 3 million members, 1 million unique visitors, 3 to 4 private sales per day, an integrated photo studio.

Showroom Catherine Max: 30 000 members, 1 mono or multi-brands sale every week

DETAILS

Date of creation: 1993

Permanent staff: 80 employees

MANAGEMENT



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WE NORMALLY DON'T DO ADS

—but for you we'll make an exception.

1) BECAUSE YOU ARE READING THIS REPORT.

And presumably because you think it will offer you useful insights. That means we have shared interests.

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And thus face many of the challenges we love to solve. How to market in a recession. How to make use of digital and emerging media while behaving like a luxury brand. How to stretch media spends and leverage PR, earned media, search and social.

3) SO ARE WE.

We focus on luxury consumer brands and represent a diverse range of global companies looking to flourish through innovative marketing and business solutions deeply rooted in a digital world.

4) WE MAKE PEOPLE SPEND TIME WITH YOUR BRAND.

We specialize in strategically branded content and have developed critically acclaimed programs within architecture, art, design, comedy, fashion, film, games, music, technology and television.

5) AND JUST LIKE YOU, MOST PEOPLE DON'T LIKE ADS.

So we will stop here, and know that if you are looking to grow your business through marketing, our paths are bound to cross.

Read more at www.greatworks.com/luxurysociety

GREAT
WORKS

GREAT WORKS



OVERVIEW

Great Works is one of the world's leading creative branding agencies. The agency offers global, full-service, marketing and communications solutions from offices in Stockholm, Barcelona, New York, Shanghai and Tokyo. The agency was founded in Stockholm in 2002, and is consistently one of the most creatively awarded agencies in the world. Since 2007 it is part of the TYO Group, listed on JASDAQ.

Focusing on luxury consumer brands, the agency represent a diverse range of clients and help global companies flourish through innovative marketing and business solutions deeply rooted in a digital world. The agency specializes in strategically branded content creation and has developed, produced and implemented critically acclaimed programs within architecture, art, design, comedy, fashion, film, games, music, technology and television.

Great Works also has a unique, completely integrated media offering, which combines paid media, content partnerships, social media, search, and PR. The agency seamlessly integrates its media offering with its strategy, creative, and production, delivering superior business and marketing results. The PR department is a team of new media PR professionals with impeccable press relationships, both online and offline, in varying fields of interest.

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DETAILS

Date of creation: 2002
Permanent staff: 112 employees
Worldwide presence:
New York, Stockholm, Barcelona,
Tokyo, Shanghai

MANAGEMENT



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www.greatworks.com

SEEING IS BELIEVING... AUGMENTED RETAIL IS THE FUTURE OF RETAIL



TRY ON PRODUCTS ONLINE IN REAL TIME... BRING IN-STORE ONLINE AND ONLINE IN-STORE WITH HOLITION.

In a world where customers are increasingly tech-savvy, brands are being challenged to become ever more innovative in their approach to digital communication.

Holition is leading retail into the realms of exciting new technology. Our approach to Augmented Reality grew out of a market gap. Now it's a market driver, let us show you how.

AUGMENTED RETAIL IS THE FUTURE OF RETAIL..



Holition

HOLITION
AUGMENTED RETAIL

OVERVIEW

Holition is the leading provider of advanced creative 3D interactive marketing and retail solutions to brands across the premium goods sector. Formed as a venture start-up to explore and expand the role that technological innovation can play in communicating with today's new digital consumer, Holition is a synthesis of luxury marketers, retail specialists and cutting edge leaders in 3D technology.

Holition provides brands with a set of new, highly innovative and creative digital tools that can support and enhance more traditional channels. Holition's technology solutions engage consumers both on-line and in-store, and can be used to communicate, attract, educate, sell, drive efficiency or leverage the power of social media to dramatically increase digital profile.

Holition's strength stems from the breadth of its extensive luxury background, combined with a desire to investigate how an industry emerging from traditional marketing and merchandising channels, can start to leverage the power of digital marketing, social media and web 2.0 and beyond.

Based in London Holition operates globally, deploying advanced augmented reality applications around the world that feature a wide range of products from rings to handbags, eyewear to footwear and even clothing. Holition's applications can be used both on-line within a brands digital flagship, or through in-store installations or even non-traditional locations such as airports or stations. We also provide clients with full 3D filming and production that delivers exceptional holographic, stereoscopic or auto-stereoscopic 3D films and which can provide brands with live 3D feeds into stores, external shop-front windows and other sophisticated visual merchandising solutions.

Holition has created global reach projects with brands from within LVMH, Swatch Group, Richemont, Gucci Group and PPR, including specific projects with Boucheron, Tag Heuer, De Beers, Tissot, BMW and Audi. Our global reach extends to fully serviced installations at premium department stores including Selfridges in London, Isetan in Tokyo, and Bloomingdales in New York.

REFERENCES

- LVMH
- SWATCH GROUP
- RICHEMONT
- GUCCI GROUP
- BOUCHERON
- TAG HEUER
- DE BEERS
- TISSOT
- BMW
- AUDI

DETAILS

Date of creation: 2009
Permanent staff: 15 employees

MANAGEMENT



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SOLARIMPULSE

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3d & visual effects studio

Le Truc



OVERVIEW

Le Truc is a 3D film and post-production company based in Geneva. It was founded three years ago by three young CG artists desirous to make their mark in the world of digital imaging.

Their background is a combination of highly-specialized training that has been honed by experience and their domains of expertise lie in the fields of Horology, Industry and Advertising.

Composed of a team of artists, graphic designers, engineers and film-makers, *Le Truc* would like to demonstrate and promote the use of computer-generated imagery throughout the process of product development and brand endorsement.

Whether used for devising the product concept, its illustration or enhancement, 3D imaging has an important role to play in the scaling of economy. The agency collaborates with brands, participating in the technical development of a product. *Le Truc* affords the brands the advantage of value creation for a product that is not yet in prototype form.

This value is then communicated through its diffusion across the different mediums used by the brand owners (eg. boutiques, catalogues, events, internet). What is more, publicity channels are constantly evolving and so, this allows for a flexible support-base facilitating the shift towards newer modes of advertising (relief screens, interactive screens etc.).

Le Truc agency values the qualities symbolic of «Made in Switzerland» which it seeks to convey in its films and images, thereby aspiring to honour the excellence of its prestigious clients. «*We could never deliver an image or film unless its quality corresponded to that of our client's brand. The finished product must be irreproachable.*»

It's a standard that has allowed *Le Truc* to build solid relations with clients such as *Vacheron Constantin*, *Tag-heuer*, *Audemars Piguet*, *Officine Panerai* and *Nespresso*. This principle has also seen their services required by advertising agencies of renown including *Saatchi & Saatchi*, *McCann Erickson* and *Euro RSCG*.

Today, *Le Truc* aspires to become an incontrovertible reference in the world of CGI, and is looking to expand its range to other industries including aviation, biotechnology, manufacturing and cinema.

REFERENCES

OFFICINE PANERAI, PIAGET, VACHERON CONSTANTIN, TAG HEUER, PROCTER AND GAMBLE, BACARDI MARTINI, OCEANCO, SAATCHI AND SAATCHI, McCANN AND ERICKSON, EURO RSCG, TSR, AUDEMARS PIGUET, BABYZEN SA, WATCH- AVENUE.COM, TAG AVIATION SA

DETAILS

Date of creation: 2007

Permanent staff: 12 employees

MANAGEMENT



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L.O.V.E – iL.O.V.E – L.O.V.E Editions



OVERVIEW

2 Questions to Jérôme Faillant-Dumas, the founder of L.O.V.E

What is your mission? My experience at Chanel and Yves Saint Laurent, and then as Artistic Consultant for Christian Dior Perfumes brand image, showed me that management of luxury goods companies are the ones who know their own brand image better than anyone else, and they know where they want to take it. It is up to us to understand the roots of the brand and its history, in order to find its legitimate positioning. We must follow as the brand evolves, in terms of quality and image, to give it an everlasting artistic vision.

What kind of an agency is L.O.V.E? Not a typical agency. The people at L.O.V.E. combine experience and know-how, fuelled by passion. Our organisation is flexible and open to worldwide markets, with a reasonable number of clients, which allows us to remain available for close cooperation and a tailored approach.

FIELDS OF EXPERTISE

L.O.V.E: Communication Consulting, Creative Strategy, Visual Identity, Advertising Campaigns, Objects, Perfume Bottles and Packaging, Publishing, Brochures, Merchandising, Windows, Display, Production, Architecture and POS Design.

iL.O.V.E: *Internet* - advice, creation, and development of Internet sites. *Mobile Marketing* - development of iPhone & iPad applications centered around your specifications. *Mailing Marketing* - emailing campaigns. *Social Marketing* - definition of potential uses and implementation of social media platforms.

L.O.V.E Editions: A small team dedicated to both interior design and the collection of furniture and objects. Through this collection, we want to share our singular vision of aesthetics and space. A modern sensitivity with a certain nostalgia, unusual associations of shapes and materials, ancestral techniques used for avant-garde materials... These are the stamps of our philosophy.

REFERENCES

ANDERSON AND SHEPPARD, ARMANI, CACHAREL, CAROLINA HERRERA, CERRUTI, CHAUMET, CHAMPAGNE LAURENT-PERRIER, CHOPARD, DANIEL SWAROVSKI, DAVIDOFF ACCESSOIRES, ESTATES & WINES / CHANDON, HENNESSY, LANCÔME, MOËT & CHANDON, NINA RICCI, PACO RABANNE, PARFUMS CHRISTIAN DIOR, YVES SAINT LAURENT BEAUTÉ...

DETAILS

Date of creation: 1997

Permanent staff: 15 employees

MANAGEMENT



Jérôme Faillant-Dumas
CEO and Creative Director
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Mademoiselle Noï

Mlle. Noï

OVERVIEW

Mlle Noï is a free spirited communication agency specialized in premium brands. Small and reactive Mlle Noï thinks across disciplines. From a single strong creative concept she explores all territories : from print, film advertising and publishing to set design, events marketing, buzz marketing, packaging, graphic and object design.

DETAILS

Founded: 2008
Permanent staff: 20 employees

REFERENCES

FRAGRANCES

- CAROLINA HERRERA
- NINA RICCI
- PACO RABANNE
- MANGO
- CACHAREL
- ISSEY MIYAKE
- ESPRIT

FASHION

- AUBADE
- CAROLINA HERRERA
- PACO RABANNE

WINE AND SPIRITS

- KRUG
- COINTREAU
- COEUR DE COGNAC
- XO

BRAND CONSULTING

- L'OREAL DIVISION PRODUITS DE LUXE
- COTY
- BEAUTE PRESTIGE INTERNATIONAL
- PUIG

DESIGN- ARCHITECTURE

- RDAI
- GALERIE BSL

MLLE NOI'S LABELS

- VALÉRIES
- ONCLE JOHN

MANAGEMENT

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Your experts for Social Media, Digital Consultancy,
SEO, Paid Search & Online PR



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Mike Fantis

Operations Director
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Make It Rain



OVERVIEW

Make It Rain is a boutique search and social agency. It delivers best-of-breed search marketing and social media campaigns that outperform competitors and drive measurable results for its premium brand clients.

Based in London, Make It Rain has over 15 years' combined expertise in designing and delivering bespoke global campaigns that maximise return on client investment across paid search, search engine optimisation and social media.

Make It Rain's focus on delivering the highest level of expertise and customer service has attracted numerous premium brands to its portfolio, including Burgess, the superyacht industry leader, Shaun Leane, Jewellery Designer of the Year and David Lloyd Leisure, the number one premium online health and leisure brand.

Clients Say:

"Our online strategy has to deliver results sensitively for our business and luxury brand and we believe Make It Rain is the most specialised agency at working with high end brands to deliver this on our behalf."

Shaun Leane, UK Jewellery Designer of the Year 2010

"Our brand attracts a select group of international clients that are increasingly searching online for specific, luxury goods and services. It's critical that they are able to locate us quickly and easily within their search category."

"We have great chemistry with the team at Make It Rain and are impressed by their understanding and integrated approach to online marketing, we're really pleased with the results."

Lucy Thornton, Burgess

DETAILS

Founded : 2008

MANAGEMENT



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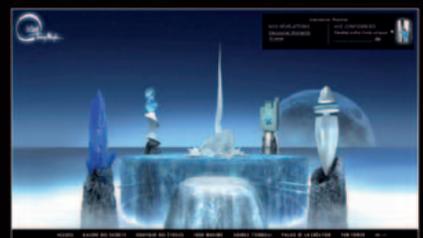


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Being inventive & efficient on experience & engagement, on & offline, here & everywhere, generating fans for our clients & being the biggest fan of our client, megalò & company is the very seriously creative & enlightening company.



megalo & company

megalo&company
CREATIVE NATIVE

OVERVIEW

megalo & company provides creative & efficient communication strategies, with more than 30% of its activity for luxury & cosmetics brands. Our independant agency is now present in Annecy - its birthplace in the French Alps -, Paris and Shanghai (jan. 2011).

megalo & company is the result of a merger between megalo(s), a digital marketing agency, born in 1998 and CRM Company Group, a relationship marketing agency, born in 2001.

The agency regroupes 140 talented employees, who share with passion the same will to be highly creative, the same values of an excellence in their work, the same commitment to results.

Vision

Technology is now an inevitable part of our lives. It changed our behavior, and our acts and is making us living in a world of interactions. Thus, the promise of relationship can now be delivered : meaningful and real-time relationship, brand-to-people relationships but also people-to-people through brands.

In this world of permanent mutations, we have been building our services activities to be able to enlighten our clients, to help them make the appropriate change from a visibility strategy to an customer engagement strategy.

Our first conviction is to start from the relevant idea. Innovative ideas for the right brand image, for the best customer journey, for the most memorable emotional experience, for the best efficiency in propagation.

Ideas to irradiate.

Ideas to transform.

An agency of the digital era, engineered to think big for its clients.

A creative native agency.

Services

Communication strategy & strategic planning, Design & Branding, Digital experience, Launch campaigns, PR & Social media, Brand content & e-influence, Mobile strategies and development, eCommerce, Analytics & ROI, Mediatization, International coordination (EUR, US, ASIA), Quality-driven relationships (Loyalty programs, Community management, Brand Content), Cross-media opérations (TV, Print, Street, PR, Online).

REFERENCES

BULGARI, HERMÈS, GUERLAIN, LACOSTE, SHISEIDO, BMW, FAUCHON, THIERRY MUGLER, L'ORÉAL, CACHAREL, DIESEL, DKNY, JEAN-PAUL GAULTIER, AZZARO, HELENA RUBINSTEIN, DAUM, PARFUMS CHRISTIAN DIOR, RALPH LAUREN, LOUIS VUITTON...

DETAILS

Date of creation: 1998

Permanent staff: 140 employees

MANAGEMENT



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M I L L É S I M A

Manhattan - Bordeaux - Saint-Tropez



Fine Wine Merchant
since 1983



Catalogue



Stores



Iphone - Blackberry - Samsung



Websites

www.millesima.com

Join us on Facebook, Twitter and YouTube



Millesima SA



OVERVIEW

Millesima, founded in 1983 by Patrick Bernard, has become Europe's leading fine wine merchant not only thanks to its expertise and reliability but also its catalogue, websites and Mobile Applications.

An exceptional range of over 2 500 000 bottles slowly ageing in our Bordeaux cellars. Our list embraces Crus Classés and Crus Bourgeois wines of all Bordeaux vintages over the past 15 years, enabling you to easily find the château and the vintage you are seeking. We also list the best estates in the Rhone Valley, Burgundy, Alsace and Champagne. The most complete range of en-primeur wines, counting over 300 wines proposed each year.

Millésima buys its wines exclusively from each estate; our bottles have then been kept in only two cellars, the Châteaux's and ours. Patrick Bernard and his team taste the wines several times a year to ensure all wines selected are in excellent condition and meet Millésima's quality standards. Our cellar guarantees optimum conditions for storing wines and should you ever be in Bordeaux, we would be delighted to welcome you at any time.

Over the past 20 years, we have made over 250,000 deliveries to more than 58,000 satisfied customers across 99 countries... Customer advisors, trained at the Bordeaux Institute of Oenology, advise customers by telephone, in the caller's mother tongue.

We are also the very first company to have obtained a retail sales license for wine and spirits in the New-York State for its subsidiary Millesima USA LLC, which has opened a brand new cellar in the heart of Manhattan by the end of 2006, on the 2nd avenue on the corner of the 72nd, in the centre of the "Upper East Side". Millesima USA is under the leadership of Roger Bohmrich MW, one of America's first Master of Wine and the only one to manage a retail operation in New York.

We have recently designed a website specifically in order to offer the Hong Kong customers the possibility of acquiring directly the sought after en-primeur Bordeaux 2009 vintage,

Back to France, Millésima has opened back in summer 2009 a cellar in the very sought after and affluent area of "La Pinède", along the road leading to St Tropez.

Since 2004, Millesima invested to arrange its cellar to welcome visitors and to propose the best way to discover Bordeaux Crus Classés. If you look for a taste of something different, gourmet fine wine and food tasting packages for incentive and conference organisers, held in the beautiful French wine capital of Bordeaux, may be just the thing.

Just looking for a space with a guaranteed Wow factor? Millésima's cellars can accommodate groups of between 30 and 450 people in its amazing cellars (110sq m to 500sqm), depending on the event. All events are tailored to suit individual budget, time-frame and group profiles. Prices and terms available on request.

DETAILS

Date of creation: 1983

Permanent staff: 36 employees

MANAGEMENT



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MORPHEUSMEDIA



Be Brave. Then be braver. Agencies can only be as creative as their clients are brave. The digital revolution has transformed all the rules. Digital content is everywhere which makes change happen faster than ever.

The variety and depth of content revolutionizes all marketing dynamics, especially when it comes to luxury marketing. There's more content diversification on the Internet than in any other medium at any other time. Luxury brands need to ask themselves "will the content we create today engage future consumers tomorrow".

Morpheus Media helps it's clients get and stay agile and flexible while keeping one eye on the future.

- Shenan Reed, Morpheus Media

ACCOUNTABLE
CREATIVE
MARKETING
STRATEGIES

WWW.MORPHEUSMEDIA.COM
FACEBOOK.COM/MORPHEUSMEDIA
TWITTER.COM/MORPHEUSMEDIA
MORPHEUSMEDIA.TUMBLR.COM

Morpheus Media



OVERVIEW

Morpheus Media is a full-service provider of strategic interactive marketing solutions to the world's top luxury brands and Fortune 500 companies. With over 10 years of digital luxury experience, we are expert at navigating the very fine line between marketing online for maximum impact and appropriate brand guardianship. We have helped propel the world of luxury into the digital medium by understanding our clients' goals, concerns and challenges while educating and enlightening them to the exciting opportunities available to reach their customers online.

Representative clients include LVMH, Net-A-Porter, Bottega Veneta, L'Oreal, Neiman Marcus, Bergdorf Goodman, The New York Times and The Economist. Our services include display, paid search, affiliate marketing, SEO, social media, online project management and strategic consulting. If your brand touches the digital world, we can guide you in best practices and provide you with optimal returns.

DETAILS

Date of creation: 2001
 Permanent staff: 75 employees
 Headquarters: NYC

MANAGEMENT



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REFERENCES

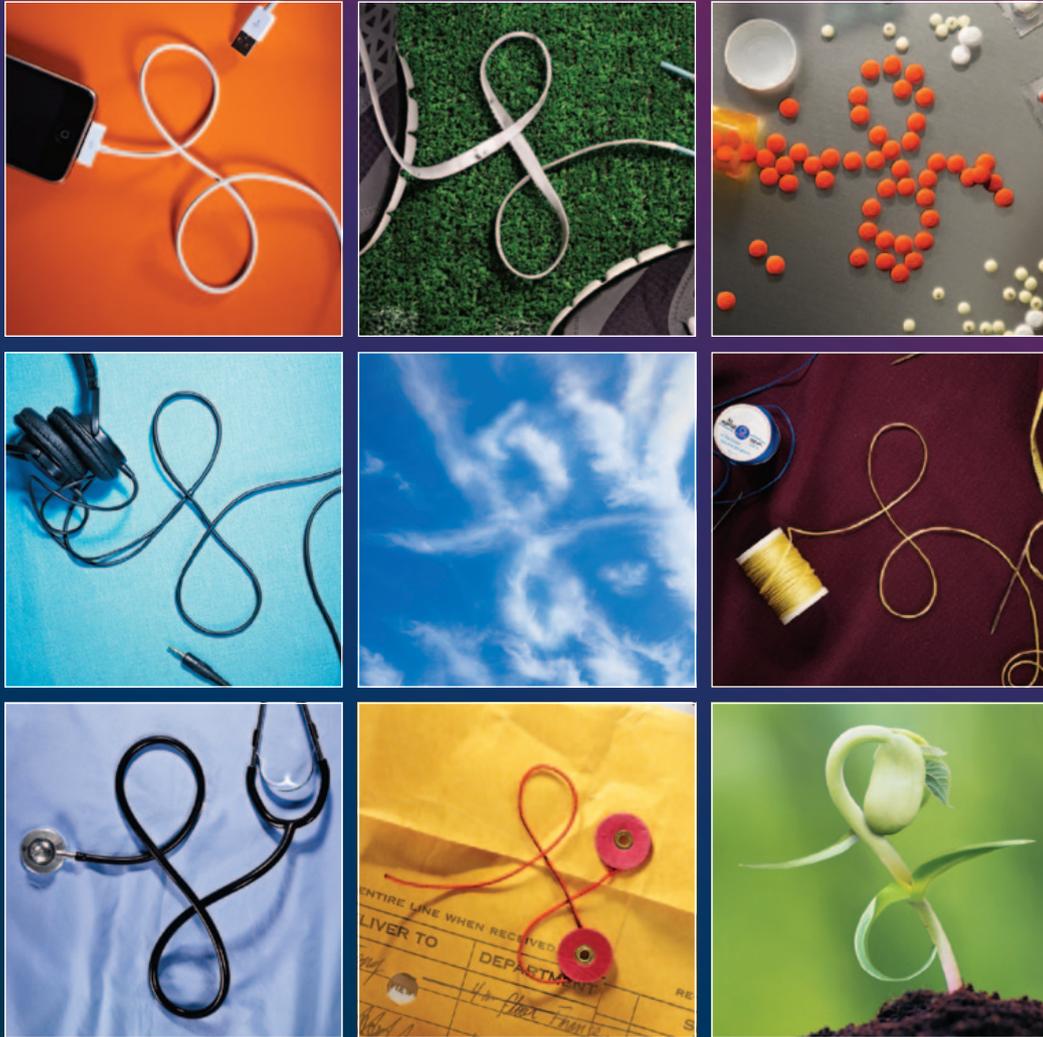
- LVMH
- NET-A-PORTER
- BOTTEGA VENETA
- L'OREAL
- NEIMAN MARCUS
- BERGDORF GOODMAN
- THE NEW YORK TIMES
- THE ECONOMIST

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Creative storytellers for the conversation economy.

Beyond Boundaries.



The new communications and engagement group that ranks among the top three global PR and events networks.

www.mslgroup.com



MSL Group



OVERVIEW

MSLGROUP is the Publicis Groupe's flagship specialty communications, PR and events network.

We are one of the world's top 5 PR and events networks and are made up of more than 2,500 people across 22 countries. Together, we cover virtually every discipline required for our clients to creatively engage with their audiences 27/7. We do this across a wide range of speciality practice areas: Reputation management, Consumer communications, Healthcare, Financial communications, Public affairs, Employee engagement, Events and Social media.

As a network with strong roots in France, continental Europe and the U.S., and a rapidly growing Asian voice, MSLGROUP is unlike many others in the field of PR and Events management. Some might see these as conflicting influences – we simply see the resulting diversity, versatility and flexibility that are core markers in our DNA. The ultimate benefits of our multicultural heritage? We're an agile network that embraces change and diversity.

Established in 2009, MSLGROUP was born into the conversation economy – today's real-time marketplace of communities where people are willing to engage with brands and companies in deeper ways and in more places than ever before – as long as those brands and companies offer substantial value and relevance in exchange for people's time and attention.

At MSLGROUP we believe there exists a unique opportunity to combine the storytelling and narrative discipline of the communication arts with the creative, production and cross-channels attributes of digital marketing and advertising to engage people with brands. By tapping into our creativity, engaging people and communities in conversation and delivering real value, we seek to be our clients' most trusted advisor, helping them to evolve their organisations into world-class relationship development and response engines that will become the hallmarks of the modern communications and advertising industries in today's conversation economy.

DETAILS

Date of creation: 2009
Permanent staff: 2500 employees
Worldwide presence:

MANAGEMENT



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Pascal Beucler
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CONCEPT

CORPORATE IDENTITY



PRODUCT DESIGN

ORIGINAL PHOTOGRAPHY



STRATEGY

WEBSITE DESIGN

CONTENT CREATION



NAPKIN

Napkin London Ltd

NAPKIN
LONDON

OVERVIEW

Napkin London is a strategic creative consultancy founded by three partners who believe that the special nature of luxury brands demands a tight-knit operation of skilled specialists fully involved in each project. We are consequently able to deliver transformational work through every form of conventional or digital media

Most recently we have been the creative inspiration behind the revolutionary Fabergé website (www.faberge.com).

Working as Fabergé's Chief Marketing Officer at the time, Napkin director Fabrice Paget, invented the original product presentation and the critical one-to-one customer interface of the website. Insight and analysis into the needs of the HNWI clients buying £150,00+ pieces of high-jewellery led to the implementation of the website's customised technological development across two continents.

In a further demonstration of our 'full service' capabilities, Director of Design John Cameron created Fabergé's corporate identity and fellow director Tom Dobbie shot the striking "hypermicro" visuals and cinema-quality video content.

Today, we continue to help CEOs, CMOs and Creative Directors globally to develop visionary brand presence, using corporate identity, product design, marketing, communication material and management consultancy.

Our obsessive attention to detail drives us to exacting implementation, which we can deliver in the traditional role as an outside agency, or by being embedded within a client's creative, marketing or digital communication team.

Napkin London remains privately owned by its founding partners.

DETAILS

Date of creation: 2006

Permanent staff: 7 employees

MANAGEMENT



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Tom Dobbie
Director of Photography
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REFERENCES

- DE BEERS JEWELLERS
- FABERGÉ
- FARROW & BALL
- HARRY WINSTON
- LINDE WERDELIN
- NERI KARRA
- OMEGA
- VISTAJET

CONTACT

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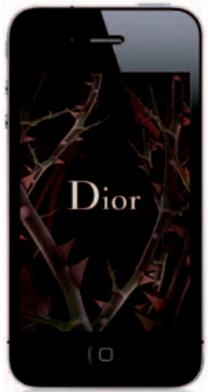
HELMUT LANG



PROJECT / E-COMMERCE / SOCIAL MEDIA / BRANDED CONTENT // HELMUT LANG



GLOBAL PRINT CAMPAIGN // CHRISTOFLE



PROJECT / DIGITAL CAMPAIGN BOIS DE ROSE // DIOR

PNY·5854

// PARIS 75011 / 5 FONTAINE AU ROI // NEW YORK 10019 / 724 5TH AVENUE

PNY5854

OVERVIEW

Mission : Redefining the idea of brand expérience

PNY5854 conceptualizes, produces, and implements creative brand communication strategies across every platform.

Dedicated to the consumer experience, PNY5854 builds consistent brand environments and emotional connections.

With interdisciplinary studios in Paris and New York, PNY5854 provides a global outlook on creative problem solving.

1.0 Media Visibility

While social and citizen media expand in influence and reach, we can't ignore or neglect the prominence, credibility, and authority of traditional media.

// PNY5854 creates high-end campaigns both graphically and strategically.

2.0 Digital activation

The consumer has a need for participation. He needs to create his own content, have his own opinion, and share it with his peers. Brands must involve him into the communication process.

// PNY5854 masters digital communication and its most up-to-date tools.

E. Emotional connection

We consider that a brand exists not only through the product or service it offers but also through the experience it provides to the consumer.

// PNY5854 innovates in bringing life to the core values of the brand.

// Branding / Advertising

Visual identity

Print - Press / Outdoor

Videos - TV / Cinema

// Interactive

Web development

Online ads

Viral marketing

Social marketing

Content development

Community management

Mobile marketing

// Brand experience

Store design / Interior design / Architecture

Sensorial marketing - Music / Fragrance

Events conception and planning

PNY·5854

DETAILS

Date of creation: 2010

Worldwide presence:

Paris, New York

MANAGEMENT



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BRANDING • MARKETING • DESIGN • ADVERTISING • BRAND STRATEGY • BRAND IDENTITY
BRAND POSITIONING • QUALITATIVE RESEARCH • MARKETING COLLATERAL
E-COMMERCE • SOCIAL MEDIA • BRAND PARTNERSHIPS

to the wealthiest .1% of the population

POINT ONE PERCENT



OVERVIEW

As our name suggests we are a branding, marketing and strategy consulting firm that focuses on understanding the wealthiest .1% of the population – how this consumer thinks, how they live and how to reach them from a 360-degree approach.

To that end, we have created a unique and focused research panel comprised of 450 individuals, all of whom live in the wealthiest .1% of the population. These individuals provide bespoke qualitative conversations for our clients, which are translated into insights to help enhance the perception of their brand – ultimately, to be aspirational and held in the highest regard.

While our clients all wish to communicate with affluent and coveted consumers, our solutions vary greatly depending on their goals. Our scope of expertise extends from research to planning and execution, including:

- qualitative research
- brand positioning and identity
- brand reinvention
- market and product expansion
- growth initiatives and fundraising
- advertising: tv, print and online
- collateral: direct mail, invitations and brochures
- e-commerce strategy and development
- social media strategy and execution
- event planning and execution
- brand partnerships

REFERENCES

- HARRY WINSTON
- CHRISTIE'S
- ROCKEFELLER FINANCIAL
- EQUINOX
- RELATED COMPANIES
- GODIVA
- TAFFIN
- ROLEX
- WILLIAMS-SONOMA
- IPPOLITA
- JOHNIE WALKER BLUE LABEL
- BARNEYS NEW YORK
- GID
- FLEXJET
- TIFFANY & Co.
- PAUL STUART
- WORTH COLLECTION
- PURITY VODKA
- NAU

DETAILS

Date of creation: February 2002

Legal form: Point One Percent, LLC

Permanent staff: 12 employees

MANAGEMENT



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Katie Mager
Art Director

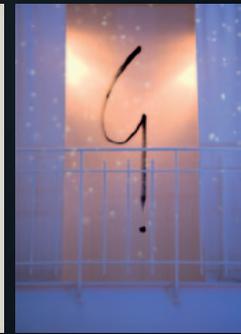
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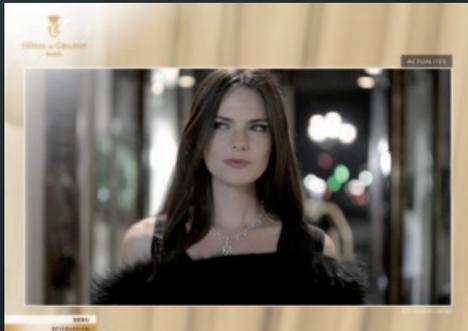
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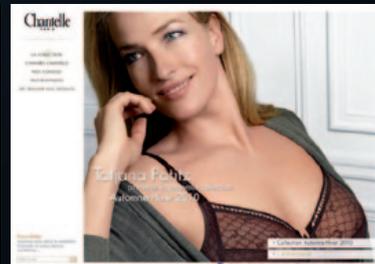
TMC - Conférence de rentrée



Waterman Agnès b.



Parker Global Experience



reflexgroup

www.reflexgroup.com

paris - rabat - newyork - sydney - geneva - london - shanghai

Reflexgroup

OVERVIEW

Energies...

20 years of creativity, innovation and passion... Reflex has successfully evolved over the years thanks to its pioneer spirit. This spirit has always taken Reflex forward into new areas and new geographies.

...and synergies

Advertising, print, digital, films, press relations, events... Reflex brings together skills and talents. This multidisciplinary approach is perfect for delivering a relevant, consistent and versatile communication.

Around the world

With offices in Paris, New York, Shanghai, London, Rabat, Sydney and Geneva, Reflex now operates all around the world with a team of around 100 collaborators.

MODUS OPERANDI

Listen, listen... and listen!

As the old saying goes "with two ears and one mouth, we are designed to listen twice as much as we speak". By listening to you, we gain in-depth knowledge of your needs, your brand's DNA and what it stands for.

Think far, act fast.

Our tactic: never to be found where expected. "Good is not enough anymore". Today's world is overwhelmed with information; anticipating trends has become the only way to be visible.

God is in the details

From concept to words and images... Attention to detail is second nature. We consider ourselves contemporary craftsmen, and tailor your communication to your specific requirements.

REFERENCES

ARJOWIGGINS CREATIVE PAPERS • BULGARI • CHAUMET • DIESEL • WATERMAN • PARKER • MICHEL PERRY • KIEHL'S • GALERIES LAFAYETTE • LE LABO FRAGRANCES • SAMSONITE • MAYBELLINE • THE WEBSTER MIAMI • SHANG XIA • CHÂTEAU HAUT-BRION • LOUIS XIII • DOM PÉRIGNON • MOËT & CHANDON • BACARDI-MARTINI • JACK DANIEL'S • VALRHONA • CORSIGLIA • KAVIARI • HÔTEL DE CRILLON • PLAZA ATHÉNÉE • THE WESTIN PARIS • HÔTEL MÉTROPOLE MONTE-CARLO • SOFITEL • COMITÉ MARTINIQUEAIS DU TOURISME • ATOUT FRANCE • TABLET HOTELS • PAVILLON FRANCE • CONSULAT DE FRANCE - SHANGHAI • L'ORÉAL LUXE • AREVA • SUEZ ENVIRONNEMENT • FIRMENICH • CANAL+ • GROUPE TF1 • LES PUBLICATIONS CONDÉ NAST • ELLE • VOGUE HOMME • DYNASTAR • O'NEILL • MASERATI • PEUGEOT-CITRÖEN • DUCATI

reflexgroup

DETAILS

Date of creation: 1988

Permanent staff: 100 employees

Network: Independent

Worldwide presence:

Paris, New York, Shanghai, Rabat, Sydney, Geneva, London

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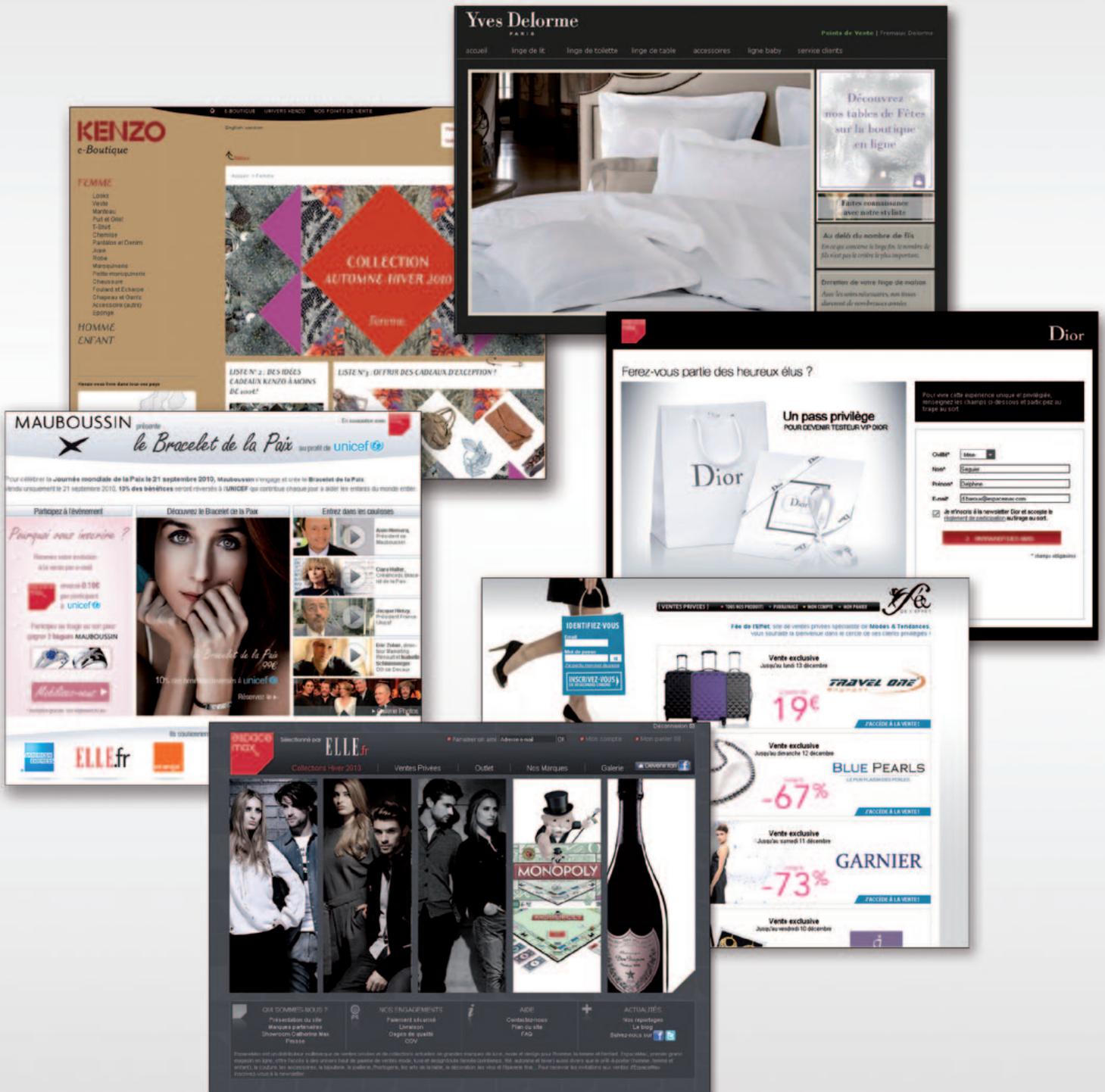
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A full e-business solution and services to key partners

Our on line store activity experience enables us to provide the best online store solution and management



Selective Web



OVERVIEW

Selective Web company was created by the EspaceMax Group in 2009 to meet the demand of luxury brands to entrust the establishment and operations of their e-business site.

Our expertness and knowledge in the Luxury Industry enable us to propose a full e-business solution and services to our key partners. Our e-business methodology enables us to implement the best online store solution for you with dedicated and experienced web designers, online stores and e-marketing strategies teams.

Through our main activity, we have developed a strong experience in selling luxury: ready to wear, accessories, jewels and watches products.

We created and we are currently managing the following websites: yvedelorme.fr, feedeffect.com... And we organized operations for Mauboussin, Dior...

DETAILS

Date of creation: 2009

Permanent staff: 5 employees

MANAGEMENT



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ADVERTISING IN THE
POST-ADVERTISING AGE.

Storyworldwide.com

ALL GREAT BRANDS ARE BUILT ON STORIES.

Who's telling yours?



Story Worldwide



OVERVIEW

Story Worldwide is a content marketing agency that creates branded content to bring brands and their customers together. From Bang & Olufsen's first global ecommerce solution in 1999 to websites, films, social media and customer magazines for Agent Provocateur, De Beers, Fabergé, Jo Malone, Lexus, Vera Wang and more, luxury brands trust us to deepen brand engagement and advocacy with content that their audience will actively seek out and pass on.

We work through media and, with over a decade in digital marketing and near 20 years in creating magazines, we are the only New Media Age Top 100 agency with an editorial department. We also run the Digital Marketing Masterclasses for the Chartered Institute of Marketing.

At Story, we believe that by providing quality branded content without an expectation of an immediate return, luxury brands can encourage incredible brand advocacy and increased customer value. In order to achieve this, content needs to tell the brand story in an intelligent way, it needs to be tied to the product and communicate brand values, it needs to be entertaining or informative and it needs to evolve as the brand-consumer relationship develops.

On the social web, not only do you have to be interesting to your audience, you also need to be interested in your audience, which requires new skill sets, new ways of communicating and a willingness to collaborate and co-create. A piece of branded content doesn't only therefore need to be interesting in its own right, it needs to stimulate a positive response. By generously creating branded content that consumers actually want to engage with, and by making this content two-way and part of a joined up marketing narrative, transactions are turned into relationships and remarkable levels of loyalty and advocacy result.

Story understands online and we understand luxury. We connect brands to customers by telling engaging and entertaining stories that audiences actually want to hear. Imagine that.

REFERENCES

- AGENT PROVOCATEUR
- BANG & OLUFSEN
- CKIN2U
- CLINIQUE
- CRÈME DE LA MER
- DE BEERS
- DUCHY ORIGINALS
- FABERGÉ
- HARRODS
- HUMANIC
- ILLORI
- JO MALONE
- LEXUS
- LULU GUINNESS
- SILVER CROSS
- VERA WANG

DETAILS

Date of creation: 1988
 Permanent staff: 170 employees
 Worldwide presence:
 London, New York, Seattle, South
 Norwalk, Nagoya, Hong Kong

MANAGEMENT



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Digitalize your brand



Nina Ricci
ninaricci.com



Chloé
chloe.com



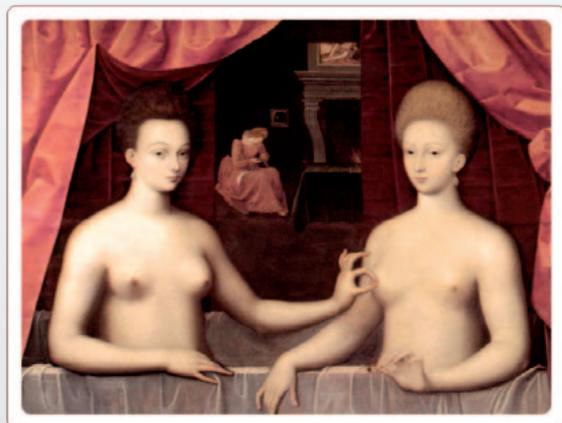
Perrier-Jouët
perrier-jouet.com



Diptyque
diptyque-paris.com



French Tourism Board 13
snapshotsofprovence.com



Le Louvre
louvre.fr (under development)

UZIK



OVERVIEW

Uzik is a full service digital agency, providing interactive solutions to the fashion, luxury and entertainment industries. Founded in 2000 by three engineers from Ecole Polytechnique, the agency was born from a true passion for digital media and a quest for excellence.

Today Uzik is a major digital player and develops bespoke interactive content and solutions, to provide tangible results and return on investment for its clients. By attentively following the latest technological innovations and consumer trends, our team of designers and developers devote specific focus to the usability and fluidity of the interfaces we conceive.

Online Branding, Web-design and Digital Marketing

From the definition of key strategies, to the planning, design and development of the project, to the ultimate measure of results, we offer an end-to-end solution to our clients. At ease with Java, PHP, XML, Flash Remoting and ASP technologies, we are capable of developing a wide range of online platforms, including high traffic portals, community websites, online catalogues, e-commerce applications and immersive online experiences.

Luxury Expertise

The ongoing interaction with luxury key players, such as Perrier-Jouët, Nina Ricci, Diptyque and Alain Ducasse, has allowed us to fully understand the subtleties and nuances of luxury marketing and successfully translate their brand values and essence into award-winning websites, e-commerce platforms and digital PR campaigns.

DETAILS

Date of creation: 2001

Permanent staff: 32 employees

MANAGEMENT



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REFERENCES

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- AUBERGE DE L'ILL
- CHLOÉ
- DIPTYQUE
- GIVENCHY
- L'ÉCLAIREUR
- LVMH
- NINA RICCI
- PERRIER-JOUËT
- R'PURE
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Digital, Mobile & Advertising Agencies

A global listing of agencies and consultants specialising in digital strategy, mobile applications, branded content, social media, digital PR, e-commerce and online advertising across many sectors of the luxury industry.

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1 company

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> Americas

48 companies

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178 companies

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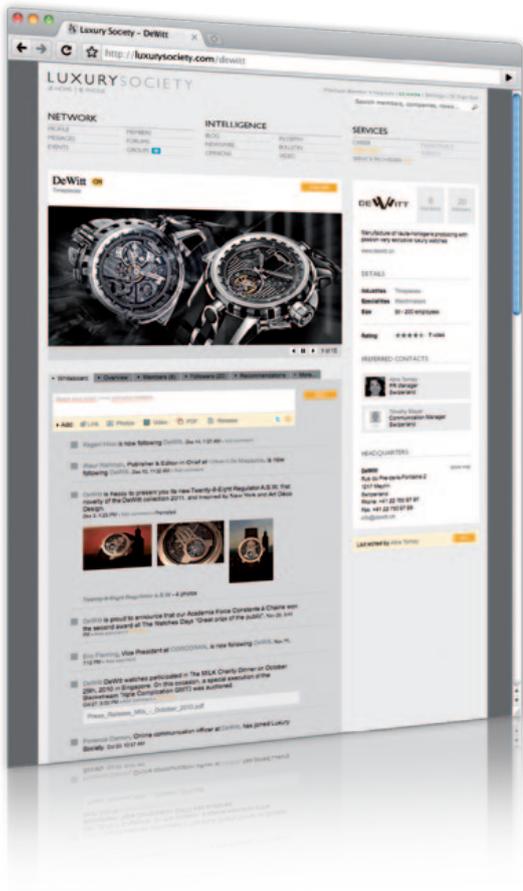
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