



Luxury Playbook 2024 Building Resilience Through Creativity

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About FINN LUXE

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With 1,400+ colleagues across 34 offices in the US, Europe and Asia, we offer integrated communications solutions across lifestyle sectors. We serve clients through a powerful combination of hands-on partnership, highly specialized expertise, and a values-driven culture that champions integrity, collaboration, and innovation.

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FINN Partners' Global Intelligence is the agency's dedicated research and intelligence group, providing a full array of primary research and big data analysis instruments to inform creative platforms, plan marketing and communications campaigns and measure effectiveness.

We partner closely with our clients and FINN colleagues to answer complex questions about your audiences, brand, competitors, and performance that will unlock new opportunities to drive growth.

For more information, contact intelligence@finnpartners.com.

About Mintel

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About The Luxury Playbook

The luxury segment has traditionally distinguished itself through a singular focus on excellence in quality, design and service. In recent years, consumers have come to resonate increasingly with another type of excellence: cultural creativity.

Driven by growing purchasing power across diverse markets and the proliferation of touch points, the appetite for creative excellence presents new opportunities and challenges in branding, storytelling and marketing. The Luxury Playbook provides an overview of these opportunities and challenges for the year to come, with a view to help brands build resilience in the face of growing market headwinds.

This report was developed in collaboration with leading market intelligence agency Mintel. All Mintel data featured in this report was sourced from its reports from 2021 to 2024.

Generative AI was used as part of the research and development process. All facts and figures were cross-checked and verified by FINN staff.

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Lead Analyst: Joy Livera, Senior Researcher



Across the globe,
our partners have served
category leaders across
premium & luxury
segments

We help premium & luxury brands
translate their visions across markets,
transform business insights into
creative engagement campaigns,
and navigate reputational challenges
in complex social and geopolitical
landscapes.

**CORPORATE
REPUTATION**



**FASHION &
BEAUTY**



**WATCH &
JEWELRY**



AUTOMOTIVE



**TRAVEL &
HOSPITALITY**



**FOOD &
BEVERAGE**



**ART &
CULTURE**



Note: Clients served by FINN Partners, acquired companies, or individual partners

A man is lying on a wooden bench in a sauna, wearing a white towel. The sauna has wooden walls and a tiled floor. The lighting is warm and ambient.

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Global Snapshot

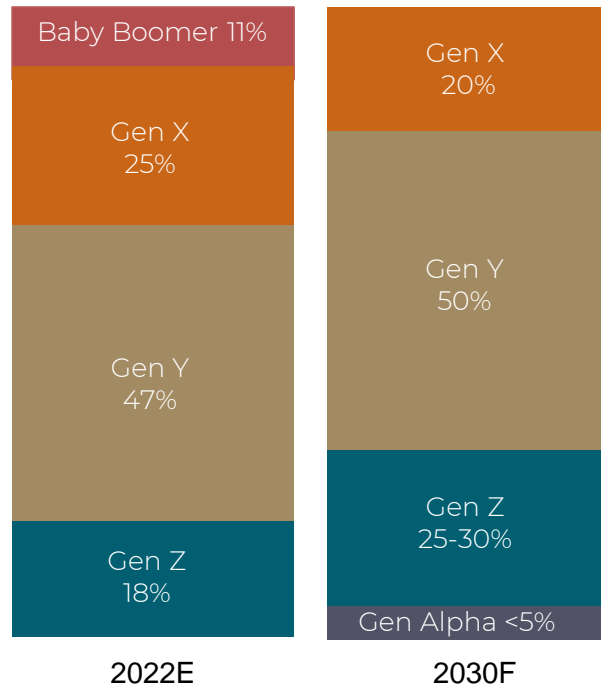
Challenges & Opportunities Today & Tomorrow

The Evolution of Global Luxury Consumption

Across Generations

Gen Z is gaining influence

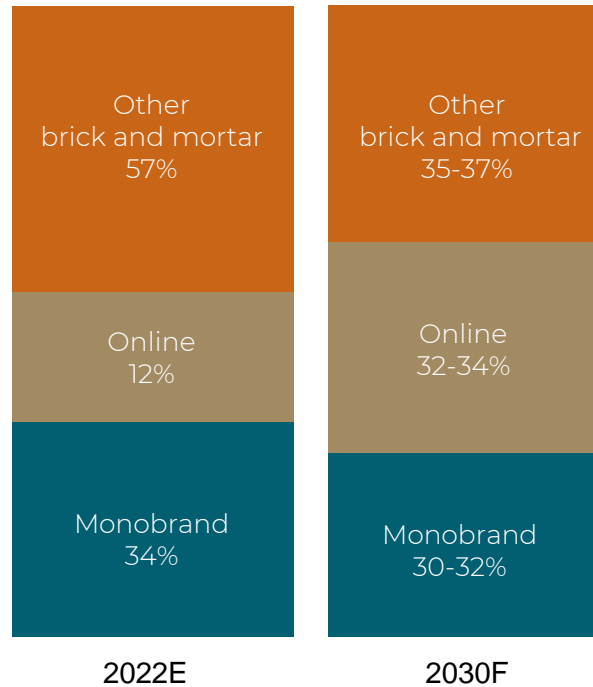
Brands increasingly need to cater to Gen Z's appetite for meaningful experiences and authentic values.



Across Shopping Channels

Online takes center stage

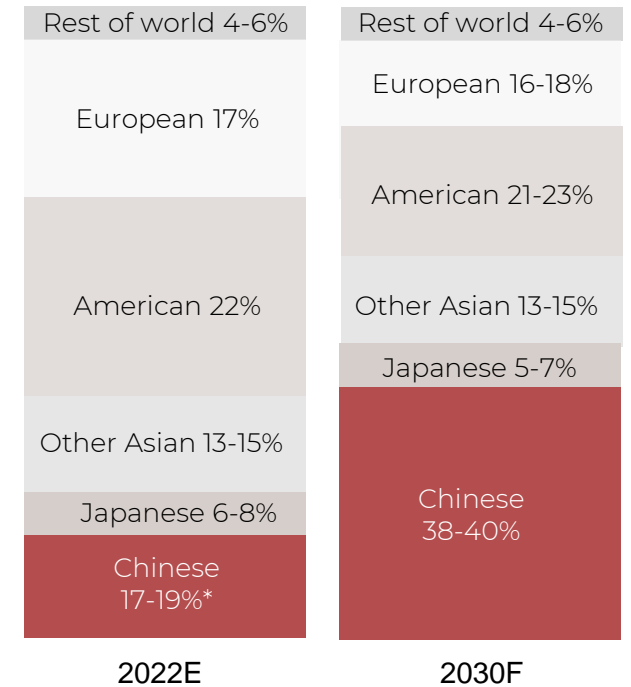
By 2030, online and monobrand channels will account for two-thirds of sales.



Across Nationalities

Chinese consumption soars

By 2030, Chinese consumers are expected to account for 38-40% of the global consumer market.





Luxury in Europe

61%

of UK Gen Z consumers want individuality in their style
– Mintel 2023

Mature Markets

Slower growth demands innovation and differentiation.

Read more (WWD)

Travel Retail

Tourist spending, particularly from Asia, is significant.

Read more (Reuters)

Personalized Customization

Catering to individual preferences and exclusivity resonates with discerning buyers.

Read more (LLM)

Sustainable and Ethical Focus

Growing interest in ethical practices creates new market segments.

Read more (BBC)

Brand View

"Today's luxury customer has different priorities, and their path to purchase has changed. For certain sectors, influencers still play a part, but in the categories we operate, the absolute focus is on building relationships and trust. That can be via experts and doctors, research and reviews or personalised experiences. This customer wants to be informed—they have the money to spend but they don't want to waste it and they crave independent and credible information that allows them to make an informed decision."

Lucy Goff
Founder and CEO
Lyma
Welltech brand





Luxury in Asia

60%



of Chinese luxury consumers expect luxury brands to offer products with incorporated Chinese cultural elements – Mintel 2023

Rising Competition

Local luxury brands and digital-native players pose increased competition.

Read more (Jing Daily)

Localized Preferences

Highly diverse cultures and values demand regional customization in marketing and product offerings.

Read more (Jing Daily)

Experience-driven

Personalized experiences and brand storytelling resonate deeply.

Read more (Jing Daily)

Untapped Markets

Southeast Asia and India offer significant growth potential.

Read more (Vogue Business - Paywall)

Brand View

“While markets in Asia each have unique and complex retail and information ecosystems, we do see common threads in consumer expectations throughout the region.

Among those, consumers want to feel that brands understand and celebrate their culture in an authentic way. Localized activations and storytelling are key to remaining competitive as more and more Asian luxury brands emerge.”

Anne Geronimi
Head of Communications
Bluebell Group Asia
Luxury Brand Distributor





Luxury in the US

64%



of US consumers agree that luxury doesn't have to mean expensive, suggesting a shift towards more accessible luxury experiences – Mintel 2023

Value-Consciousness

Competitive pricing and unique value propositions are essential.
[Read more \(Reuters\)](#)

Casual Culture

Adapting to a more casual dress code requires diverse product offerings.
[Read more \(BOF - paywall\)](#)

Spirit of Innovation

Innovative business models and luxury experiences can thrive.
[Read more \(Fast Company\)](#)

Wellness and Sustainability

Growing interest in ethical and healthy luxury goods and travel options.
[Read more \(CN Traveler\)](#)

Brand View

“Luxury doesn't need to be stuffy. U.S. consumers are spending on luxuries big and little that spark delight and bring joy, whether that be a bespoke safari trip, custom watch or a caviar topped hotdog!

At the same time, consumers are also spending on utilitarian products and services that help make life more seamless, from medical transport memberships to personal concierge support. Peace of mind is also a luxury for today's affluent consumers.”

Catherine Colford
[Partner](#)
[Maverick Creative](#)



Creative Resilience

Pushing Boundaries in Product, Experiences & Values

From fashion to travel, beauty to watches, luxury brands are facing widely different challenges as they grow, enter new markets, or try to adjust to growing economic uncertainties in 2024. Yet they all face a common and growing consumer desire to be surprised, entertained, and to feel good about luxury consumption. This is why we talk of “Creative Resilience”: creativity is no longer an optional (and risky) differentiator, but rather an essential component of luxury brands’ resilience and ability to grow. In this section, we break down key trends and case studies of creative resilience across products, experiences and values.



Product

Diversify your lifestyle relevance.

From pop culture IP merchandising deals to brand cross-over collections, customizable lines or brand-new product categories, product diversification increases the overall lifestyle value of luxury brands and can help widen price points—from entry level accessories to ultra luxury, one-of-a-kind products.



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Product

A Timeline of Luxury Diversification, Led By Fashion & Jewelry Brands

Early Diversification (Pre 2000s)

Beauty, Skincare & Fragrance

This was the earliest and most natural extension for fashion brands, leveraging brand recognition and expertise in aesthetics. Among the earliest brands to launch beauty and fragrance lines were Chanel (1924) and Dior (1950s).

Eyewear & Watches

These categories offered prestige and high profit margins, aligning perfectly with the luxury brand image. Early luxury brands to explore eyewear include Cartier (1983) and Bulgari (1996), while those launching watches included Hermès (1978) and Armani (1997).

Middle Expansion (2000s-2010s)

Homeware

Homeware, furniture, and even stationary expanded brands' presence into consumers' homes, fostering brand loyalty and creating "luxury lifestyles." Early pioneers to launch homeware include Ralph Lauren Home (1983), Fendi Casa (1987), followed later by the likes of Missoni (2004) and Loewe (2017).

Tech & Digital

As technology revolutionized leisure and work, some brands partnered with tech companies to launch luxury laptops and accessories, such as the Ego for Bentley laptop (2008) or Montblanc's own headphones line (2020).

New frontiers (2020s on)

Hospitality F&B Wellness Digital



"For decades, diversification has been an important tool in growing luxury brand equity—from unexpected cross-overs that signal a brand's personality to new offerings that showcase excellence in design, craftsmanship or service. But with ever-younger luxury consumers and growing global competition, diversification has now become an unmissable opportunity for luxury brands to stay relevant and expand their appeal from **expert product creators to trusted lifestyle curators.**"

Gregory Cole
Senior Partner
Luxury, EMEA



Product Diversification: Hospitality Opportunities

Meet Luxury Consumers Where They Stay

Whereas product and experience once vied for consumers' attention and wallets, the rise in demand for experiential luxury has opened the floor for luxury brands and luxury hospitality to join hands and delight their shared consumer base in ever more creative ways.

26%

of US consumers have stayed in a premium / luxury hotel in the past five years (up from 22% as of 2019) - Mintel 2024

Brands X Hotels: Product Meets Experience

In recent years, we have seen more and more collaborations marrying the glitz of luxury brands with the allure of luxury hospitality, finding the sweet spot between product and experience. **Valentino, Fendi, Dolce & Gabbana, Dior, Missoni** and **Burberry** have all rolled out branded moments with luxury resorts such as **The Beverly Hills Hotel, The One & Only Reethi Rah** or **The Four Seasons San Domenico Palace** in Taormina. Going further, Paul Smith, Diane Von Furstenberg, Gucci and Dior have designed exclusive suites at iconic hotels including The Savoy and Claridge's in London and The Regis in New York.

Luxury Brand-Owned Hotels: Experience as a Product

In their efforts to connect with consumers' lifestyles outside of the store, luxury brands have opened their own hotels, including **Bulgari Hotels** in 2004, **Round Hills Hotel & Villas** by Ralph Lauren in 2008, **Palazzo Versace** hotels and Armani Hotels in 2010, **Fendi Private Suites** in 2016, **Hôtel des Horlogers** (by Audemars Piguet) in 2022, **Hotel Vermelho** (by Christian Louboutin), **The Karl Lagerfeld**, and **1, Place Vendôme** (by Chopard) in 2023. Looking to the future, the **Louis Vuitton Hotel** is slated to open in Paris in 2026, while Porsche has high ambitions with 15 **Steigenberger Porsche Design Hotels** in the making.

"Luxury hospitality is not just about extravagance; it's about crafting exquisite experiences that resonate with discerning consumers. Today's luxury brands must blend opulence with authenticity, offering personalized service, unique experiences, and a sense of exclusivity. As a PR agency deeply immersed in the global luxury industry, we understand these nuances and strive to exceed expectations by curating bespoke experiences, leveraging our expertise to create compelling narratives that capture attention of the most influential platforms that ultimately drive that luxury consumer."

Jennifer Hawkins
Managing Partner
Luxury Hospitality, US



Product Diversification: F&B

Opportunities

Give Consumers a Real Taste of the Brand

Building on their expertise in VIP customer service (e.g. “champagne and shop”), brands are increasingly engaging consumers through taste, translating their creative universe into culinary offerings with fully-fledged branded cafés, VIP bars, and restaurants

63%

of UK luxury travelers say that high-quality food and drink would encourage them to choose one holiday destination over another - Mintel 2024

The Most “Instagrammable” Cafés & Restaurants

High-end Italian label **Armani** broke new ground in 1998 when it opened a restaurant on the premises of its boutique on Boulevard St Germain, Paris. Over 25 years later, the brand now runs 20 establishments around the world. In recent years, other brands have followed suit and accelerated their foray into the world of restauration, many calling on preeminent chefs including Alain Ducasse, Mory Sacko and Giancarlo Perbellini to deliver truly world-class dining offerings. Notable brands to have made the leap include **Gucci** (Osteria Da Massimo Bottura), **Chanel** (Beige), **Louis Vuitton** (Le Café V), **Jacquemus** (Citron), **Burberry** (Thomas), **Prada** (Marchesi), **Tiffany** (Blue Box Café in Harrods), **Dior** (Alto in Selfridges), **Ralph Lauren** (The Polo Bar), etc.

The World’s 50 Best Restaurants, A Sign Of The Times?

Within the F&B world itself, recognition of culinary excellence is diversifying. Originally launched in 2002, FINN client The World’s 50 Best Restaurants has become the go-to annual reference for once-in-a-lifetime dining experiences globally. Meeting consumer demand for innovative and multi-faceted lifestyle products, The World’s 50 Best Restaurants awards restaurants through an open voting system from over 1,000 food critics who look at culinary excellence as one of several factors informing the dining experience. The initiative has transformed cities into culinary destinations and created a global platform for robust cross-cultural exchange.

“The lines are blurring between luxury goods and luxury lifestyle. We’re seeing a growing trend of high-end fashion houses and F&B brands partnering to create unique culinary experiences that elevate both the product and the dining occasion.”

Zaria Pinchbeck
Managing Partner
Consumer EMEA



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Product Diversification: Wellness

Opportunities

Make Luxury “Feel Good,” Literally

As the Global Wellness Economy is forecasted to hit \$8.5 trillion by 2027, wellness has become an imperative across many sectors—not only in obvious worlds of beauty, fitness, tourism and sports but in luxury, fashion, technology and real estate. Wellness has become the glue that has brought these worlds together. Moreover, many research studies have established that luxury consumers also value health, wellness, and longevity.

94%

of U.S. consumers want to improve at least one area of wellness, with the top focus on physical wellness - Mintel 2022

From Fashion to Athleisure

As early as the 1980s, Chanel laid the first bricks in the bridge between luxury fashion and sports, incorporating sporty elements like sweaters and jersey fabrics in its collections. The same decade, **Ralph Lauren** launched the "Polo Sport" line, offering a high-end take on classic athletic wear. But it wasn't until the 2010s that the athleisure movement really took off. In recent years, high-end luxury brands **Hermès**, **Gucci**, **Louis Vuitton** and **Prada** have all engaged in the athleisure space with offerings such as HermèsFit gym, Gucci's lake-hiking camp and limited-edition Oura sleep and fitness tracking ring, LV's heart rate monitoring wristwatch, and Prada's outdoor theme activities. **Dior** has also released athleisure products like baseball shirts and boxing shorts, and the Dior Vibe series.

Wellness as the New Luxury

A more recent development, the demand for wellbeing has no doubt been spurred by the challenges brought on by the pandemic. In 2021, **Dior** partnered with luxury hotel chain **Cheval Blanc** to open a Dior-branded spa in their new Paris hotel. The spa consisted of six suites, each decorated to showcase a facet of the House of Dior. In 2024, cosmetics brand **Shiseido** is slated to launch its own skincare brand Shiseido Beauty Wellness in Japan, offering products that will help consumers achieve their own beauty and wellness inside and out.

“Prioritizing well-being has become more than indulgence; it's the cornerstone of a discerning lifestyle. By offering products and experiences that cultivate a sense of well-being, luxury brands not only cater to evolving consumer demands but also elevate the very essence of their offerings.”

Cathy Chon

Managing Partner
Hong Kong
Co-Chair of Global
Wellness Summit 2023



Product Diversification: Digital Opportunities

Digitalize Luxury for the Virtual World

Virtual online spaces and the technologies around them are evolving fast and drawing in more consumers to play, interact, explore, and even invest in luxury digital, intangible goods.

69%

of Chinese consumers who have bought or are interested in luxury products / services say they are willing to buy and use NFT products from luxury brands - Mintel 2023

A World of Virtual Goods Within the Metaverse

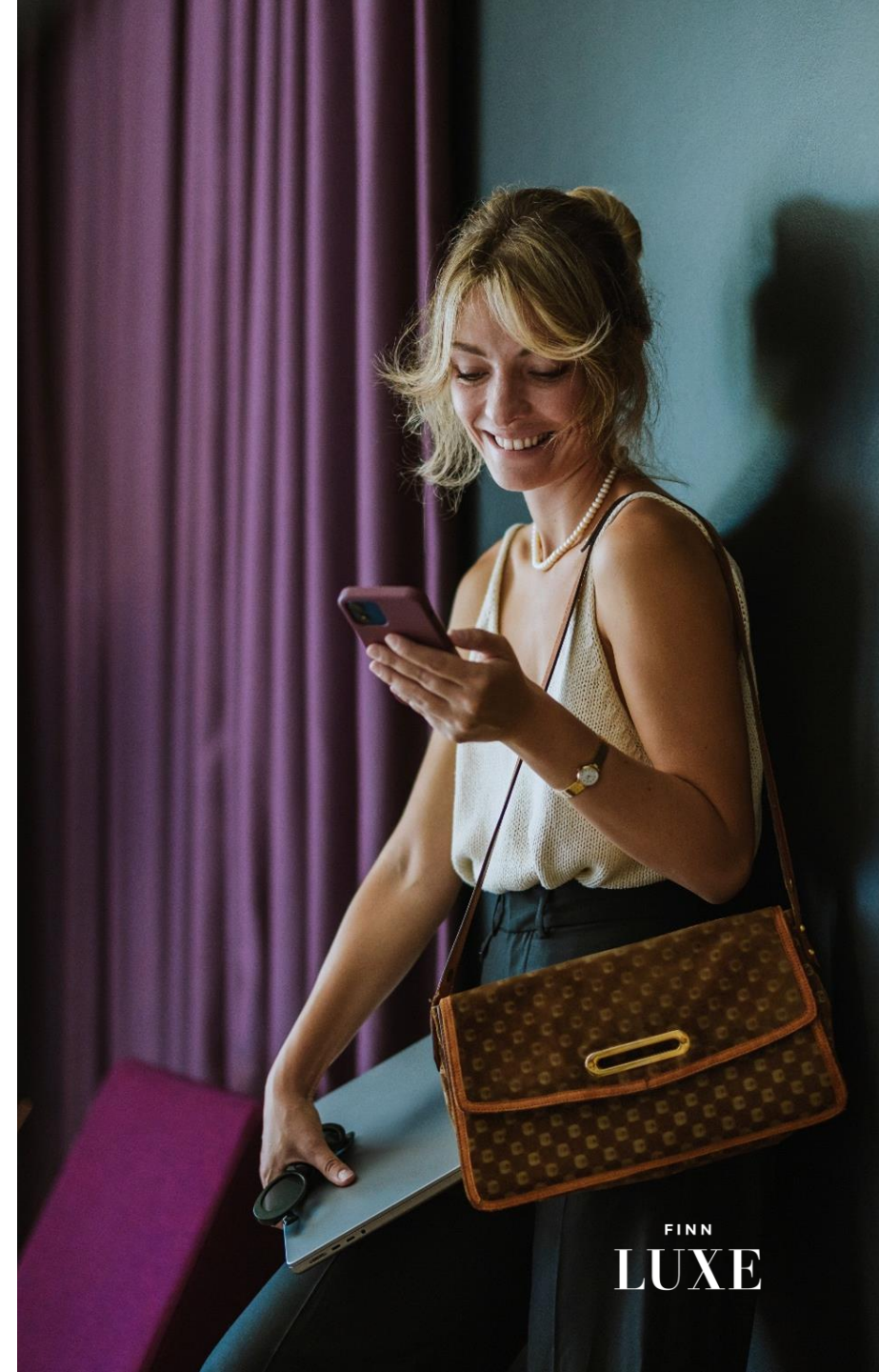
Luxury brands are tapping into this trend by offering customization options, like the Meta Avatars Store, where users can design outfits for their avatars. In 2021, a **Gucci** bag sold for more money on virtual universe Roblox than the actual bag, when it was made available for one hour as part of the brand's two-week long virtual exhibition. More recently, **Dior** rolled out custom driver skins for players of Gran Turismo, and **Burberry** released a clothing line in Minecraft.

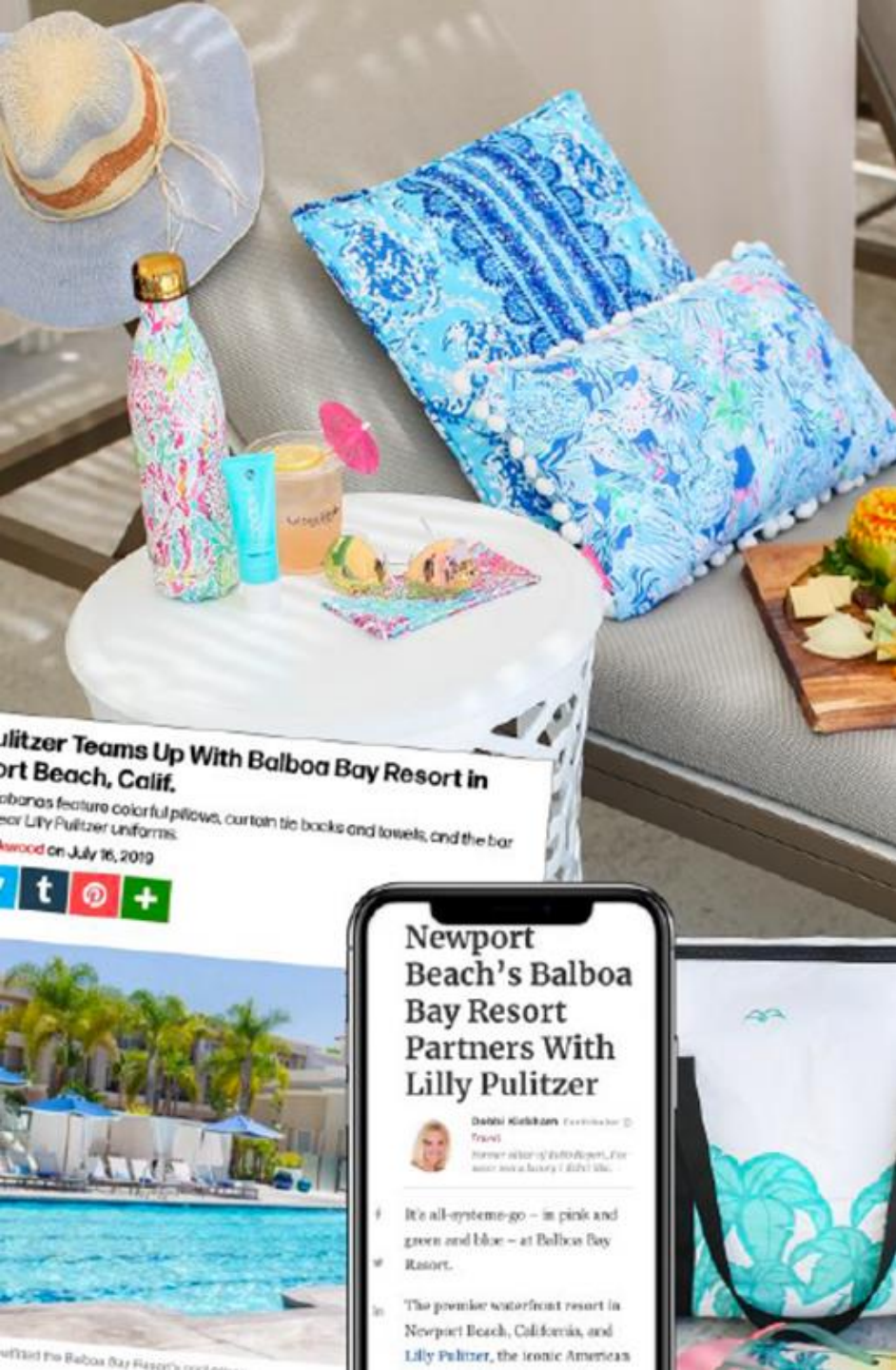
NFT – The Hottest Virtual Product?

From fashion houses like Gucci and Burberry launching **virtual wearables and exclusive experiences** to jewelry brands like Cartier and De Beers offering **unique digital diamonds**, NFTs are transforming how luxury interacts with customers. These tokens provide verifiable ownership of digital assets, creating a sense of exclusivity and scarcity that resonates with luxury consumers. Brands are also using NFTs to unlock exclusive benefits, like access to private events or early-adopter privileges, fostering a closer connection with their communities. However, challenges remain, with questions about **environmental impact** and **long-term value** needing careful consideration.

"There is no bigger canvas for luxury brands to showcase their creativity than the digital world. Across marketing, sales and service, innovating with digital tools is now a core part of the luxury definition, and a key competing ground to stand out in exclusivity, storytelling, and emotional resonance."

Elliot King
Managing Partner
Integrated Marketing Global





FINN Case Study

When Resorts Take a Leaf Out of the Fashion Book

Balboa Bay Resort partnership with Lilly Pulitzer

Balboa Bay Resort, the only full-service waterfront resort in Newport Beach, California, completed a multi-million dollar phased renovation in 2018, but enjoyed little brand recognition in the local community or with national media.

To celebrate the start of summer 2019, Balboa Bay Resort partnered with Lilly Pulitzer, the iconic American resort brand, to outfit the resort's outdoor pool cabanas, daybeds, and staff uniforms in Lilly Pulitzer's quintessential vibrant prints, and rolled out a refreshing Viva La Lilly cocktail, inspired by the Lilly Pulitzer partnership and created by award-winning mixologist, Travis Johnson.

Known for its hand-painted prints, chic resort and beachwear, Lilly Pulitzer transformed Balboa Bay Resort's pool cabanas with colorful pillows, curtain tie backs, and towels from the brand - perfectly combining the creativity of fashion with the comforts of a resort experience. Guests and locals also had the opportunity to experience the fashion brand's latest collection at the on-site pop-up.

The creative partnership garnered coverage in major local and regional outlets, as well as national titles including Travel+ Leisure, Shape Magazine, DuJour, Forbes, and Robb Report, to name a few.

Experiences

Balance commerce *with culture.*

While excellent in-store service experience remains paramount, brands increasingly must also be masters of entertainment. And when it comes to rolling out new experiences, originality is the name of the game to inspire new fans while delighting loyal customers.



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Experiences on a Spectrum

From Commercial to Cultural—Always Creative

Commercial Experiences ←

→ Cultural Experiences

Advertising

- Programmatic
- Print and digital
- OOH
- Special formats

Marketing

- Sales campaigns
- Brand crossovers
- Product pop-ups
- Visual stunts (AR, VR, holograms, video mapping etc)

Service

- In-store human experience
- Online shopping convenience
- Virtual stores

Momentum

- Fashion shows
- Openings (store/hotel)
- Consumer shows

Heritage

- HQ Open doors
- Cultural pop-up
- Museum exhibition
- Long-form content (blogs / interviews / conversations)

Art

- Artist collabs
- Store design
- Gallery show
- Street murals

Music

- Brand albums
- Exclusive concerts

Film

- Micro-series
- Shorts
- Full-length

64%

of UK consumers agree that experiences are more important to them than material possessions - Mintel 2022



"Cultural experiences are the emotional intelligence of luxury marketing. They spark conversation, create shareable moments, and build a deeper connection with customers that go beyond a transaction."

Kyle Farnham
Managing Partner
Consumer Global

Experiences - Art Movers & Shakers

"The luxury industry and art world both establish unique narratives and emotional connections through creativity and design. By collaborating together, they can tap into a powerful source of cross-culture relevance and transcend categorization."

Steve Deluca
Senior Partner
Consumer



Fashion
Prada Mode

Launched in 2018, Prada Mode is an itinerant private club that offers its members curated and exclusive experiences around **contemporary art and culture**. Since its launch, Prada Mode has hosted exhibitions across Miami, Hong Kong, London, Paris, Shanghai, Moscow, Los Angeles, Dubai, Tokyo, and Seoul. In its tenth (and latest) iteration, Prada Mode hosted the exhibition *Plural and Parallel* to coincide with Frieze Seoul in 2023. Curated by Lee Sook-Kyung, the space showcased multiple site-specific installations by esteemed directors Kim Jee-Woon, Yeon Sang-ho, and Jeong Dahee, advancing an ambitious vision of contemporary cinema through each director's idiosyncratic lens.



Hospitality
Rosewood Art Galleries

The Hong Kong-headquartered hotel brand places a strong emphasis on the arts as an integral part of its hospitality experience. Dubbed "London's artiest hotel" by Tatler, **Rosewood London** offers an "Art in Residence" brochure for guests curious about its contemporary pieces and traditional artworks. **Rosewood Bangkok** has its own Art Gallery space where it hosts quarterly rotating exhibitions showcasing local and international artists. **Rosewood Villa Magna** in Madrid boasts a collection of more than 382 works of art by 43 artists, reflecting the unique spirit of the Anglada Palace.



Beauty
Tamburins Artistic Retail

Tamburins, the Korean beauty brand, blurs the lines between cosmetics and artistic expression, **designing its stores to resemble art galleries**, featuring installations that change with each campaign. The brand's product design also reflects this artistic approach—hand creams come on gold chains, perfumes in egg-shaped containers, and their signature Tiger Leaf masks are reminiscent of art with their unique textures. This commitment to art extends even to packaging, often featuring abstract or evocative imagery that aligns with the product's theme. By seamlessly integrating art into their brand identity, Tamburins elevates their products into **unique, collectible art pieces**, fostering a connection with customers who value creative expression alongside beauty.

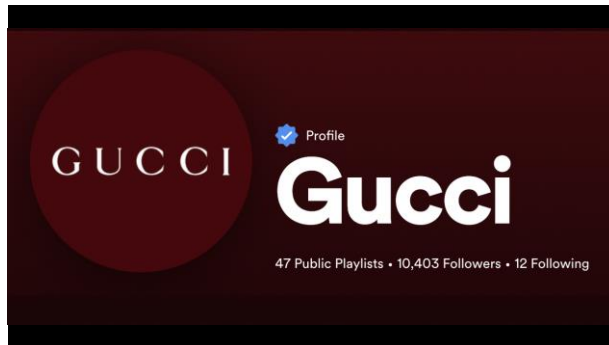
Experiences - Music

Movers & Shakers

“Most brands already make use of music, be it in their stores, in their hotel lobbies, in their social media content or in their product reveals. So, the challenge is not about how to embrace music, but how to curate your music choices into experiences that help you connect with consumers even more.”

Morgane Leonard

Partner
France



Hospitality

W Hotels Showcase Series

From tracks curated by its own music directors to the tunes of local DJs, W hotel lobbies come to life with the sound of each destination, curated under the W Records **music label**. In 2018 and 2019, the trendy luxury hotel brand also hosted its own **luxury music festivals** Wake Up Call@: A W Hotels Music Festival®, featuring the likes of Rita Ora, Disclosure, RÜFÜS DU SOL. In 2023, the brand announced a new experiential offering W PRESENTS, **a live electronic showcase series** featuring headlining artists handpicked by Leah Chisholm (LP Giobbi), Global Director of Music for W Hotels.

Fashion

Gucci On Spotify

For many fashion brands, music is a natural extension of the visual artistry infused in garment collections and the fashion “shows” in which they are unveiled. Gucci is one such brand, using music to engage customers on multiple levels. Its **Spotify playlists** reflect the brand's eclectic and bold spirit, offering an immersive soundscape that extends beyond fashion shows and advertisements. Collaborations with artists like Harry Styles and Florence Welch further Gucci's connection to the music world, while cleverly chosen runway soundtracks add another layer of emotional resonance to its collections.

Jewelry

Cartier Exclusive Concerts

For many years Cartier has been committed to supporting a community of performing musicians. The French jewelry brand regularly hosts **exclusive concerts and events** featuring renowned musicians, from classical soloists to contemporary bands. These intimate gatherings offer a unique opportunity for customers to connect with the brand and the music on a deeper level. In its most recent activation in 2023, Cartier invited two soloists—Korean pianist Sunwook Kim and violinist Clara-Jumi Kang—to give a rare double recital at the launch of the Beautés du Monde High Jewelry collection in the Las Ventas arenas, an emblematic monument for Madrid.

Experiences - Film

Movers & Shakers

“In the realm of crafting captivating storytelling videos, there are no boundaries to creative approach—what truly matters is to connect with audiences through a powerful, authentic, and emotionally engaging narrative.

Whether through documentaries, branded-content films or the vibrant domain of social media, creative filmmaking emerges as one of the most powerful means to enrich the image of each brand.”

Jimmy Chaffin

Managing Partner
Integrated Marketing
Global Director of Video
Executive Producer, Chasing
Whiskey (2021)



Jewelry Chopard

Since 1998, Chopard has been an official partner of the Cannes Film Festival, for which it crafts the Palme d'Or and all the prizes awarded at the end of the competition. The Swiss jewelry Maison also promotes up-and-coming actors with its own Trophée Chopard, and engages its social followers with behind-the-scenes glimpses, interviews, and exclusive content from the festival. In 2023, Chopard further showcased its ties to the movie industry with its latest campaign “**Chopard Loves Cinema,**” a digital series of short clips by Director James Gray, featuring Julia Roberts—the brand’s muse for all its women’s watch and jewelry collections.



Fashion Chanel

From red carpets to the silver screen, Chanel has long intertwined its fashion with the world of cinema. Over the past decade, the brand has **tapped into the artistry of moving pictures to bring its own heritage to life** in a series of short films including *Once Upon a Time...* (2013), *Reincarnation* (2014) and *Once and Forever* (2015), all directed by the late creative director Karl Lagerfeld. Since 2005, Chanel has nurtured a partnership with the Tribeca Film Festival to cultivate, mentor, and support women filmmakers through awards, forums, and a Chanel dinner. The brand is also present each year at the Cannes Film Festival, with a programming highlighting its exclusive production partnership with films such as *Little Girl Blue* and *Jeanne du Barry* (2023).



Fashion Saint Laurent Productions

In 2023, French fashion house Saint Laurent became the first luxury fashion brand to launch its own film production company Saint Laurent Productions, helmed by Artistic Director Anthony Vaccarello. The company premiered its first short film “Strange Way of Life” at the Festival de Cannes, directed by Pedro Almodóvar and starring Ethan Hawke and Pedro Pascal. Vaccarello acted as **associate producer and the film’s costume designer**. Feature films are in development from directors Paolo Sorrentino, David Cronenberg, Abel Ferrara, Wong Kar Wai, Jim Jarmusch, and Gaspar Noé.

Beauty x Tech product



FINN Client Spotlight

When Product Diversification Meets Cultural Moments

Beauty tech product LYMA taps into entertainment culture

Since its launch in 2017, London-based beauty-tech brand LYMA has grown across 70 markets and doubled revenue each year since 2018.

This success is no accident: the brand is perfectly positioned to meet the demands of today's luxury consumer, combining an **innovative product proposition**—home skincare tech—with a laser-sharp strategy to tap into **entertainment culture**, from the Golden Globes to the Baftas, through to the glitzy image of The Hamptons.

While aligning with celebrities is nothing new, LYMA has successfully tapped into consumers' aspirational desires by emulating the strategy of fashion brands on the red carpet: empower celebrities to look their best, just as consumers look to them as models of beauty and self-care.

In other words: showcase the lifestyle relevance of the product, rather than the product itself.

Golden Globes activation



Hamptons activation





Values

Do Good Internally, be Aspirational Externally.

As champions of quality, design, and storytelling, luxury brands are expected to lead the charge on sustainability and social responsibility. While the most impactful work happens behind the scenes, sharing your values and initiatives with consumers is one more way in which you can build emotional resonance.

Values

Luxury with a Heart & Conscience

Reputational ←

→ Aspirational

Ethical

Sustainable

Future_Minded

Not harmful to humans or animals

Low impact and long-lasting

Contributing to industry-wide progress

80%

of Chinese consumers say they are willing to pay a premium for products with sustainability claims - Mintel 2023

The Butterfly Mark, Fair Trade, GRI, the UN Global Compact, The Fashion Pact, B Corp, LEED—there are myriad tools and frameworks to guide luxury goods and hospitality players toward improved standards in ESG. As the industry collectively raises the bar, having clear commitments for people and the planet will become a reputational benchmark rather than an added draw for luxury consumers.

There is however a space—and a need—for brands to engage consumers around future-minded values: like luxury, innovating for the future can be aspirational. And like luxury, values are empowered only when consumers sense authenticity.



"When it comes to communicating on ESG, highlight your impact, engage your audience, and remember values aren't a label to wear—they should be woven into the very fabric of your brand. Be transparent, celebrate progress, and show you're building a future where luxury and responsibility go hand in hand. Speak to your consumers' values, not just their wallets."

Terri Bloore

Senior Partner, Corporate & ESG Purpose & Social Impact for EMEA



Values

Opportunities

Retail activism

By challenging wider cultural mindsets and highlighting the importance of building an inclusive, supportive, and transparent retail culture where people can thrive alongside the environment, brand activism can enable consumers to build meaningful relationships with companies while also impacting their purchasing decisions and where they choose to shop. Making sustainability aspirational by including it as part of an in-store retail experience can also allow brand locations to function as visitor attractions, offering something beyond people's typical purchasing journeys.

Material innovation, material commitment

In the UK, one-third of shoppers say they'll only shop with brands that are 'responsible' and 47% prefer to shop with brands they trust, meaning those that treat staff fairly, source goods ethically, and are considerate of consumer data. As the circular economy picks up momentum and with consumers becoming much savvier when shopping responsibly, redesigning production systems, finding new ways of using materials and natural resources that are planet-positive, and encouraging people to work together on material innovation can bring about meaningful and positive change that will appeal eco-conscious consumers across generations.

Sustainable practices with a story

The meaning of value is shifting from price tag to integrity. Transparency, purpose, and sustainability are key to brand success among new luxury shoppers. To get this message across clearly to customers, brands should have a story about what they are actively doing to not only provide craftsmanship but responsible sourcing. Press-worthy stories like these help to convey brand purpose and counter the idea that reclaimed materials are of a lesser quality. Other ways brands might do this is by promoting resale, pre-owned, and rediscovered jewelry, or by investing in long-term innovation to make the jewelry industry more sustainable and transparent.

Experience - Values

Movers & Shakers



Fragrance Burberry

The brand's 'Goddess' fragrance comes with a refillable bottle as part of a sustainability initiative to reduce packaging waste. The project may also foster brand loyalty among consumers at a time when Gen Zers are jumping from scent to scent, exploring myriad options. Gen Zers [may go through perfumes faster](#), spraying not only on themselves but also on clothes, which means they are buying products more often, trying to make a smart move from an environmental and cost perspective.



Fashion Chloé

Luxury fashion label **Chloé** has partnered with **Vestiaire Collective** in a bid to boost the eco-credentials of luxury fashion. All garments in the collection are made of 100% traceable materials and are equipped with scannable digital IDs that will provide luxury buyers with information about the manufacturing process, sustainable product care, and even offer repair recommendations—addressing issues of hyper-consumption and textile overproduction. Through a partnership with online luxury resale platform Vestiaire Collective, Chloé's clients will also be able to resell their pre-loved items using the scannable digital ID to prove authenticity.



Luggage Harper Collective

Jaden Smith and previous Selfridges merchandising director Sebastian Manes have created the [Harper Collective](#) luggage collection, made partly from reclaimed sea plastics. It's a range of hard-shell rolling cases, and the formula contains 30% sea plastic, 40% post-consumer plastic, and 30% virgin plastic. The project is self-funded by both founders, and their commitment stems from the desire to cultivate an economically effective model to remove plastics from the world's oceans.

"Consumers are increasingly drawn to brands that champion a cause, embrace diversity, and leave a positive footprint on the world. Authenticity and transparency are the new five-star experiences, fostering a deeper connection with luxury travelers and consumers."

Debbie Flynn
Managing Partner
Global Travel Practice Leader



Business

Women take charge in man's world

Research suggests that gender diversity in the boardroom leads to better performance, Jane Hamilton writes

It might be a man's world, but when it comes to organisational effectiveness, it is the future female.
Research from the universities of Glasgow and Leicester shows that having women in senior leadership roles can ensure that companies perform better, as those with more than 30 per cent female executives are more likely to outperform organisations with a lower gender balance.
In tandem, McKinsey, the consultancy, highlights that companies in the top quartile for gender diversity on executive teams are 25 per cent more likely to have above-average profitability than companies in the bottom quartile.
So if extra women equals better profits and performance, what should be done to ensure more females take top jobs?

McKinsey's Women in the Workplace 2023 report found that three in four young women now aspire to senior positions – a radical change in how leadership is viewed by younger generations.
The recent corporate emphasis on diversity, equity and inclusion has significantly shifted the landscape, making what was once exceptional now seem possible. Denise Wilson, chief executive of the FTSE Women Leaders Review, describes developments as a "non-revolutionary change in little more than a decade" with a "much-changed culture at the top of British business, opportunities afforded to the skilled, capable women who otherwise would be waiting in the wings".
The latest FTSE Women Leaders Review shows that women now hold more than a third of all leadership roles in FTSE 350 companies.
However, more still needs to be done. According to Thiravara Paramasivan, a senior analyst at Morningstar DBRS, "Despite all the progress, the top jobs still seem out of reach. Issues including a lack of flexible working, selection process bias and outdated expectations that women will bear the brunt of caring responsibilities have all been blamed."
Change is under way. British companies are being urged to reach a target of 40 per cent female leadership by the end of 2025, with emphasis on the four key roles of chairwoman, senior independent director, chief executive and finance director. At present the FTSE Review figures indicate that women comprise only 20 per cent of chief executives and 24 per cent of chief finance officers.
Emma Fox, chief executive of Berry Bros & Rudd, the luxury wine merchant, believes female C-suite executives bring a fresh perspective. "It is less



Wine firm raises a glass to founder

Case study

I may hear a male name, but Berry Bros & Rudd was founded more than 125 years ago by a woman known as "Widow Bourne".
The wine merchant's modern-day leadership is still female, with the team reporting double-digit sales growth of 11.1 per cent last year.

According to Emma Fox, the chief executive, Lizzy Rudd, the chairwoman, and Barbara Drew, the content officer: "When people realise we are female-led, first they are surprised or even shocked."
"The wine industry is often perceived as being very male-dominated, so

the idea that over 300 years ago we were founded by a woman is a bit of a jump. This is usually swiftly followed by delight."
"Women are excellent collaborators and, in a business that is all about relationships, be those customer, producer or colleague, that is so important."

Six from the best

Elizabeth Kendall, a specialist in Arabic and Islamic Studies, is mistress of Cambridge University's Girton College, founded in 1869 as Britain's first residential institution offering university-level education for women. Here are her tips.

- 1 Allow space for serendipity. Don't merely follow a pre-mapped plan to a pre-mapped future. Sometimes our biggest breakthroughs are unplanned.
- 2 Have your empathy. Read media with which you disagree. Knowing how and why opposing views are formed is more resilient.
- 3 Be sensitive to context and local dynamics. What works well in one organisation or geography may not translate well to another.
- 4 Cultural and linguistic divides. Most are not experienced you are, remember you're a sample of one. If the evidence mounts up against your position, don't dig in.
- 5 Understand your organisation bottom up. Get out and about. Listen, watch and collaborate to generate a clear understanding of your shared purpose.
- 6 Take care not to define yourself by how others view you. Remain gracious and open-minded in the face of criticism, however aggressive. It almost always leads to better outcomes.

Appointment of the week

CEO, Nuffield Foundation

The Nuffield Foundation is seeking a visionary and collaborative leader to join as its chief executive. As an independent charitable trust dedicated to advancing educational opportunity and social wellbeing, the foundation aims to produce expert and trusted research on critical issues such as the economy, justice, welfare and the ethics of artificial intelligence.
As chief executive, you will lead and direct the charity's talented in-house team while serving as a vital link to the trustees, who are committed to achieving greater social justice through their expertise. As the foundation collaborates with research councils, charities, governments and practitioners, candidates must be able to work with diverse stakeholders, and appreciate the value of research in tackling social problems.
Academic experience is not a prerequisite, but intellectual rigour, integrity and exceptional capabilities are essential. The ideal candidate will demonstrate a passion for guiding the Nuffield Foundation's work towards a broad social impact, engaging stakeholders from academia, policymakers, government and business.
For information, see www.appointments@nuffield.org.uk. The closing date for applications is 11.59pm on Sunday, March 31.

Tips from the top

Laura Ashley-Timm, a leadership coach, wrote the management bestseller *The Answer is a Question* and is chief operating officer of Nelson, a performance consultancy. Here she shares her tips for standing out as a female leader in a male-dominated world.

● **Don't compete.** Differentiate. Adopting stereotypically male behaviours risks pitching

● **Build a strong network.** Follow up on introductions promptly and graciously. Having doors opened for you is one thing; having the strength to walk through them is another.

● **Be a good listener.** Active listening is crucial for your team to trust you. If they face a challenge, acknowledge

that you've heard them and are ready to help them solve it.

● **Ask questions.** Help people develop their own problem-solving skills.

● **Take people with you.** This sits well for female leaders because it is less about ego and more about empowering others. You can only really achieve things through and with others.

about seeing management styles in such binary terms but more about championing and valuing those attributes that have traditionally been seen as 'female' – empathy, listening skills, collaboration – which are all crucial in any business," she said.
For the move to succeed, women need to keep entering the workforce and to be promoted. Manpower's 2024 World of Work Outlook for Women claims that "true gender parity is still far from a reality", as for every 100 men promoted from entry level to manager, only 87 women were promoted.
Bina Mehta, chairwoman of KPMG UK, said: "While setting the tone from the top is crucial, so too is attracting and retaining a strong pipeline of talented women from all backgrounds."

Working week

Gender pay gap concern

Despite government figures showing that men earn higher median hourly pay than women in 79 per cent of organisations, four in five men believe that men and women are paid equally, the third annual Women in the Workplace report from Glassdoor's HR platform reports. Additionally, a third of women were not promoted in pay benefits or position in 2023, compared with a quarter of men, the report found.

Want to be Mad Woman?

Women over the age of 45 looking for a way to break into the competitive world of advertising are being given a helping hand. Visible Start is backed by The Unemployment Project, Brixton Fishking School and WPP, the advertising conglomerate. Jane Evans, its co-founder, said the programme would offer "the chance to retrain in high-demand areas and to fill skills gaps that agencies are facing". See visiblestart.com for more information.

Share scheme inequality

Men are twice as likely to be part of a company share scheme than women are. Venid, an equity management platform, says. One in 50 men aged between 35 and 54 are part of a share scheme or profit-sharing, compared with only one in a 100 women. About 16,300 businesses operate HMRC-backed share schemes. Ilyas Nasir, the founder and chief executive of Venid, said: "Our findings reveal an alarming level of equity inequality."

No need to boast, honest

When it comes to job-hunting, women are more honest. A new study from TopCV, a recruiter, has revealed that a quarter of men lie on their job applications as of interviews, compared with 16 per cent of women. Over a third of men inflated their salary information, in contrast with 23 per cent of women. Amanda Augustine, of Top CV, said: "Women are consistently less likely to talk themselves up."

FINN Client Spotlight

Highlighting Female Leadership in the Wine Industry

Berry Bros. & Rudd

Founded in 1698, Berry Bros. & Rudd is Britain's oldest wine and spirits merchant. Family-owned and run, the company still trades from No.3 St James's Street, though with offices in Hong Kong, Singapore and Tokyo too. With longstanding relationships with its producers, Berry Bros. & Rudd helps collectors of fine wines and spirits build, manage and enjoy their cellars.

Berry Bros. & Rudd has long championed its female founder and canny businesswoman "the Widow Bourne" in its storytelling – and today continues a long legacy of female leadership - helmed by CEO Emma Fox and Chair Lizzy Rudd.

In an industry traditionally dominated by men, highlighting and celebrating its female leadership has been a point of pride for Berry Bros. & Rudd – and a worthwhile effort, just as the company saw a higher year-on-year percentage growth among women rather than men joining its collector "cellar plan" in 2023.

An aerial photograph of a boat with a white interior and wooden deck, floating on clear turquoise water. A couple is lying on a white cushion on the deck, embracing. The boat has several white fenders hanging from its sides. The water is crystal clear, showing the rocky seabed below.

Luxury *Ecosystem*

Associations & Society

Associations

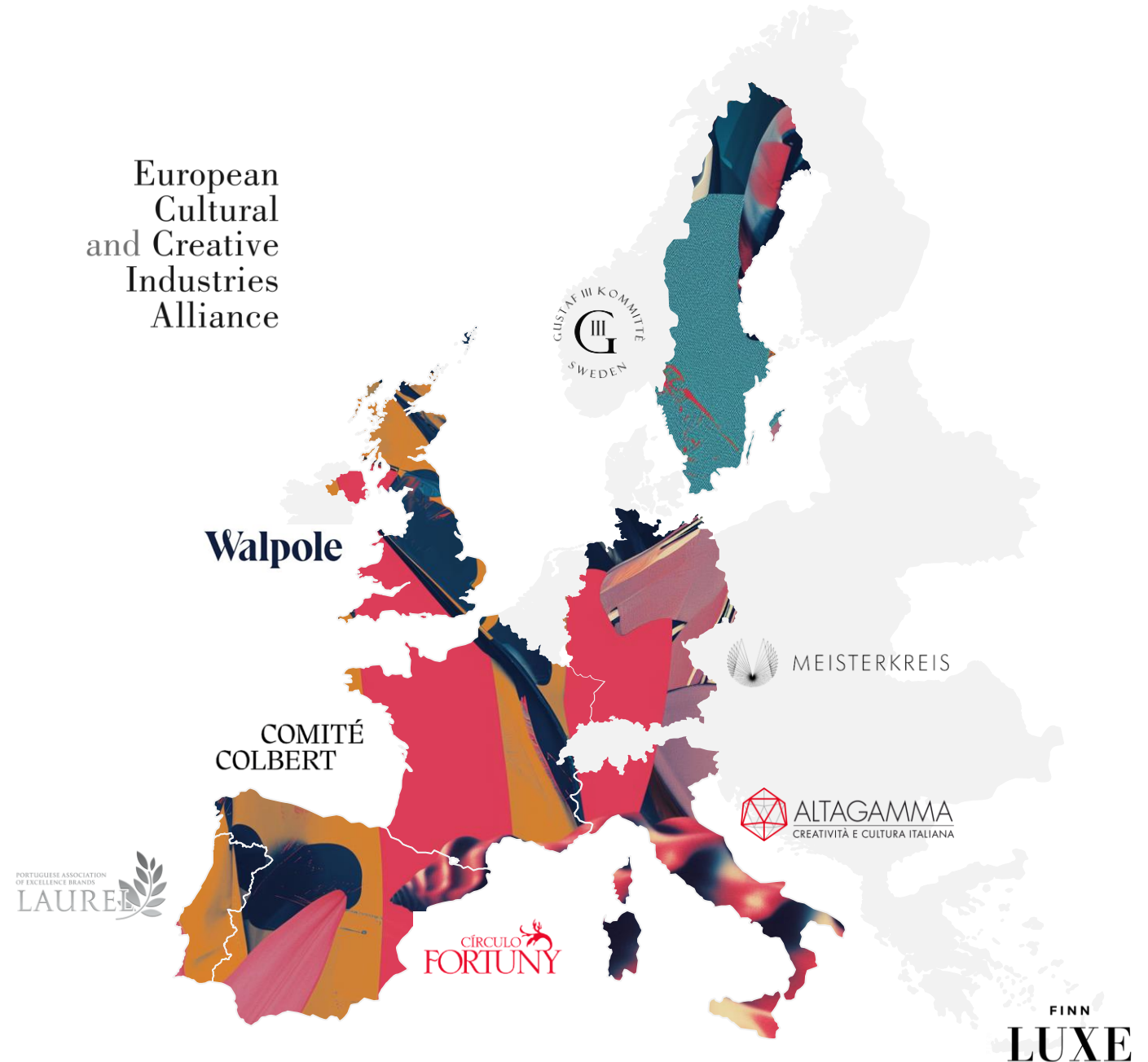
When it comes to championing creative and cultural brands, Europe leads the way, with established national associations offering a platform for luxury brands to share insights, learn, and grow.

The **European Cultural and Creative Industries Alliance (ECCIA)** is the continent-wide luxury organization spanning **7 national associations** and **600 brands and cultural institutions**.

From 2024 to 2026, the ECCIA will be presided by Walpole from the UK.

Europe	European Cultural and Creative Industries Alliance (ECCIA)
UK	Walpole
France	Comité Colbert
Italy	Altagamma
Germany	Meisterkreis
Spain	Circulo Fortuny
Portugal	Laurel
Sweden	Gustaff III Kommitte

European Cultural and Creative Industries Alliance



Society

Cannes Film Festival

Chopard Gents Night
May 2024
Cannes

Chopard Dinner Party
May 2024
Cannes

Vanity Fair Party
May 2024
Cannes

New York & The Arts

Save Venice Ball
April 2024
New York

Met Gala
May 2024
New York

MoMA's Party In The Garden
June 2024
New York

The Oscars

Elton John's Viewing Party
March 2024
Los Angeles

Night Before The Oscars
March 2024
Los Angeles

Cadillac Oscars Pre-party
March 2024
Los Angeles

Vanity Fair Oscar Party
March 2024
Los Angeles

Wif Oscars Pre-party
March 2024
Los Angeles

William Morris Endeavor Party
March 2024
Los Angeles

Mercedes Benz Oscars Party
March 2024
Los Angeles

Philharmonic | Opera | Ballet

Vienna Opera Ball
February 2024
Vienna

NY Philharmonic Spring Gala
April 2024
New York

NYC Ballet's Spring Gala
May 2024
New York

Andrea Bocelli, Villa Oliviero
July 2024
Forte Dei Marmi

NYC Ballet's Fall Gala
October 2024
New York

The Royal Versailles Ball
Tbc
Versailles

NY Philharmonic's Opening Gala
September 2024
New York

The Global Gift

The Global Gift Gala Cannes
May 2024
Cannes

The Global Gift Gala London
Tba 2024
London

The Global Gift Gala Marbella
July 2024
Marbella

The Global Gift Gala Paris
September 2024
Paris

Amfar Galas

Amfar Gala Los Angeles
February 2024
Los Angeles

Amfar Palm Beach
March 2024
Florida

Amfar Gala Cannes
May 2024
Cannes

FI & Amber Lounge

Monaco FI Yacht Parties
May 2024
Monaco

Amber Lounge Monaco
May 2024
Monaco

Amber Lounge Singapore
September 2024
Singapore

Amber Lounge Abu Dhabi
November 2024
Abu Dhabi

Other Parties

Il Ballo Del Doge
February 2024
Venice

Serpentine Summer Party
June 2024
London

Harper's Bazaar ICON Party
September 2024
New York

Other Social Causes

Le Bal De La Rose
March 2024
Monaco

MOCA Gala
April 2024
Los Angeles

Night Of Opportunity Gala
May 2024
New York

The Prince's Trust Global Gala
May 2024
New York

Steppenwolf Gala
May 2024
Chicago

Blue Diamond Gala
June 2024
Los Angeles

Soccer Aid For UNICEF Gala
June 2024
London

Monaco Red Cross Ball
July 2024
Monaco

LVR X UNICEF Summer Gala
July 2024
Capri

Queen Charlotte's Ball
September 2024
London

The Carousel Of Hope
October 2024
Beverly Hills

Great Sports Legends Dinner
October 2024
New York

Angel Ball
October 2024
New York

LACMA Art+film Gala
November 2024
Los Angeles

The Macmillan Ball
November 2024
London

Le Bal Paris
November 2024
Paris

Get in touch lux@finnpartners.com

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